

<u>LIST OF TABLES</u>	<u>PAGE NO.</u>
* TABLE NO.III-1 SHOWING PERCENTAGES OF RESPONDENTS AGAINST EACH DECISION- MAKING SITUATION AND CATEGORIES OF PARTICIPATION.	64 - 66
* TABLE NO.III-2 SHOWING DIMENSIONWISE DISTRIBUTION OF ITEMS FOR THE O.H.Q. (1st DRAFT).	87
* TABLE NO.III-3 SHOWING INTERCORRELATIONS AMONG THE ITEMS OF GOAL FOCUS.	90
* TABLE NO.III-4 SHOWING INTERCORRELATIONS AMONG THE ITEMS OF COMMUNICATION ADEQUACY.	90
* TABLE NO.III-5 SHOWING INTERCORRELATIONS AMONG THE ITEMS OF OPTIMAL POWER EQUALIZATION.	91
* TABLE NO.III-6 SHOWING INTERCORRELATIONS AMONG THE ITEMS OF RESOURCE UTILIZATION.	91
* TABLE NO.III-7 SHOWING INTERCORRELATIONS AMONG THE ITEMS OF COHESIVENESS.	92
* TABLE NO.III-8 SHOWING INTERCORRELATIONS AMONG THE ITEMS OF MORALE.	92
* TABLE NO.III-9 SHOWING INTERCORRELATIONS AMONG THE ITEMS OF INNOVATIVENESS.	92
* TABLE NO.III-10 SHOWING INTERCORRELATIONS AMONG THE ITEMS OF AUTONOMY.	93

	<u>PAGE NO.</u>
* TABLE NO.III-11 SHOWING INTERCORRELATIONS AMONG THE ITEMS OF ADAPTATION.	93
* TABLE NO.III-12 SHOWING INTERCORRELATIONS AMONG THE ITEMS OF PROBLEM SOLVING ADEQUACY.	93
* TABLE NO.III-13 SHOWING CORRELATION OF THE INDIVIDUAL ITEMS OF THE O.H.Q. (1st DRAFT) WITH THE TOTAL SCORES.	94
* TABLE NO.III-14 t-TEST FOR THE DIMENSION GOAL FOCUS.	96
* TABLE NO.III-15 t-TEST FOR THE DIMENSION COMMUNICATION ADEQUACY.	96
* TABLE NO.III-16 t-TEST FOR THE DIMENSION OPTIMUM POWER EQUALIZATION.	97
* TABLE NO.III-17 t-TEST FOR THE DIMENSION RESOURCE UTILIZATION.	97
* TABLE NO.III-18 t-TEST FOR THE DIMENSION COHESIVENESS	98
* TABLE NO.III-19 t-TEST FOR THE DIMENSION MORALE.	98
* TABLE NO.III-20 t-TEST FOR THE DIMENSION INNOVATIVENESS	99
* TABLE NO.III-21 t-TEST FOR THE DIMENSION AUTONOMY.	99
* TABLE NO.III-22 t-TEST FOR THE DIMENSION ADAPTATION.	100

* TABLE NO.III-23	
t-TEST FOR THE DIMENSION PROBLEM SOLVING ADEQUACY.	100
* TABLE NO.III-24	
SHOWING ITEMS SELECTED FROM Ist. DRAFT OF THE O.H.Q.	101
* TABLE NO.III-25	
INTERCORRELATIONS OF THE FORTY ITEMS OF THE O.H.Q.	Between 102-103
* TABLE NO.III-26,27	
SHOWING DIMENSIONS AND ITEMS OF THE Ist DRAFT OF O.H.Q. AND ITEMS OF THE FINAL DRAFT.	103
* TABLE NO.III-28	
MENTION OF RESEARCH INSTRUMENT DEVELOPED.	104
* TABLE NO.III-29	
SHOWING TYPE OF RESPONSE, WAY OF RESPONDING AND SCORING FOR THE DECISION-MAKING PARTICIPATION (EXISTING).	105
* TABLE NO.III-30	
SHOWING TYPE OF RESPONSE, WAY OF RESPONDING AND SCORING FOR THE DECISION-MAKING PARTICIPATION (EXPECTED).	105
* TABLE NO.III-31	
SHOWING TYPE OF RESPONSE WAY OF RESPONDING AND SCORING FOR THE O.H.Q.	105

(x)

( FOR EDUCATION SYSTEM-I)

PAGE NO.

- \* TABLE NO.IV-1  
CATEGORYWISE PERCENTAGES OF  
RESPONDENTS (PROFESSORS) SHOWING  
EXISTING AND EXPECTED PARTICIPATION  
IN DECISION-MAKING FOR VARIOUS  
DECISION SITUATIONS. 108
- \* TABLE NO.IV-2  
CATEGORYWISE PERCENTAGES OF  
RESPONDENTS (READERS) SHOWING EXISTED  
AND EXPECTED PARTICIPATION IN  
DECISION-MAKING FOR VARIOUS DECISION  
SITUATIONS. 110
- \* TABLE NO.IV-3  
CATEGORYWISE PERCENTAGES OF  
RESPONDENTS (LECTURERS) SHOWING  
EXISTING AND EXPECTED PARTICIPATION  
IN DECISION-MAKING FOR VARIOUS  
DECISION SITUATIONS. 112
- \* TABLE NO.IV-4  
CATEGORYWISE PERCENTAGES OF  
RESPONDENTS (FACULTY MEMBERS) SHOWING  
EXISTING AND EXPECTED PARTICIPATION  
IN DECISION-MAKING FOR VARIOUS  
DECISION SITUATIONS. 114
- \* TABLE NO.IV-5  
SHOWING CHI-SQUARE VALUES FOR  
SIGNIFICANCE OF THE DIFFERENCE  
BETWEEN EXISTING DECISIONAL PARTI-  
AND EXPECTED DECISIONAL PARTICIPATION  
CIPATION, FOR EACH DECISION SITUATION  
PERCEIVED BY THE FACULTY MEMBERS  
(RESPONDENTS) OF EDUCATION SYSTEM-I. 116

* TABLE NO.IV-6	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF PROFESSORS.	117
* TABLE NO.IV-7	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF PROFESSORS.	117
* TABLE NO.IV-8	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF READERS.	118
* TABLE NO.IV-9	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF READERS.	118
* TABLE NO.IV-10	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF LECTURERS.	119
* TABLE NO.IV-11	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF LECTURERS.	119
* TABLE NO.IV-12	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF FACULTY MEMBERS.	120

* TABLE NO.IV-13	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF FACULTY MEMBERS.	120
* TABLE NO.IV-14	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF PROFESSORS.	121
* TABLE NO.IV-15	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF READERS.	121
* TABLE NO.IV-16	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF LECTURERS.	121
* TABLE NO.IV-17	
SHOWING t-VALUE OF THE EXISTING DECISIONAL PARTICIPATION OF PROFESSORS AND READERS.	122
* TABLE NO.IV-18	
SHOWING t-VALUE OF THE EXISTING DECISIONAL PARTICIPATION OF PROFESSORS AND LECTURERS.	122
* TABLE NO.IV-19	
SHOWING t-VALUE OF THE EXISTING DECISIONAL PARTICIPATION OF READERS AND LECTURERS.	122
* TABLE NO.IV-20	
SHOWING t-VALUE OF THE EXPECTED DECISIONAL PARTICIPATION OF PROFESSORS AND READERS.	123

* TABLE NO.IV-21	
SHOWING t-VALUE OF THE EXPECTED DECISIONAL PARTICIPATION OF PROFESSORS AND LECTURERS.	123
* TABLE NO.IV-22	
SHOWING t-VALUE OF THE EXPECTED DECISIONAL PARTICIPATION OF READERS AND LECTURERS	123
* TABLE NO.IV-23	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF THE FACULTY MEMBERS.	124
*                   ( <u>FOR EDUCATION SYSTEM - II</u> )	
* TABLE NO.V-1	
CATEGORYWISE PERCENTAGES OF RESPONDENTS (PROFESSORS) SHOWING EXISTING AND EXPECTED PARTICIPATION IN DECISION-MAKING FOR VARIOUS DECISION SITUATIONS.	143
* TABLE NO.V-2	
CATEGORYWISE PERCENTAGES OF RESPONDENTS (READERS) SHOWING EXISTED AND EXPECTED PARTICIPATION IN DECISION-MAKING FOR VARIOUS DECISION SITUATIONS.	145
* TABLE NO.V-3	
CATEGORYWISE PERCENTAGES OF RESPONDENTS (LECTURERS) SHOWING EXISTING AND EXPECTED PARTICIPATION IN DECISION-MAKING FOR VARIOUS DECISION SITUATIONS.	147
* TABLE NO.V-4	
CATEGORYWISE PERCENTAGES OF RESPONDENTS (FACULTY MEMBERS) SHOWING EXISTING AND EXPECTED PARTICIPATION IN DECISION-MAKING FOR VARIOUS DECISION SITUATIONS.	149

* TABLE NO.V-5	
SHOWING CHI-SQUARE VALUES FOR SIGNIFI- CANCE OF THE DIFFERENCE BETWEEN EXISTING DECISIONAL PARTICIPATION <sub>AND EXPECTED DECISIONAL PARTICIPATION</sub> FOR EACH DECISION SITUATION PERCEIVED BY THE FACULTY MEMBERS (RESPONDENTS) OF EDUCATION SYSTEM-II.	151
* TABLE NO.V-6	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF PROFESSORS.	152
* TABLE NO.V-7	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF PROFESSORS.	152
* TABLE NO.V-8	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF READERS.	153
* TABLE NO.V-9	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF READERS.	153
* TABLE NO.V-10	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF LECTURERS.	154
* TABLE NO.V-11	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF LECTURERS.	154
* TABLE NO.V-12	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF FACULTY MEMBERS.	155

* TABLE NO.V-13	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF FACULTY MEMBERS.	155
* TABLE NO.V-14	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF PROFESSORS.	156
* TABLE NO.V-15	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF READERS.	156
* TABLE NO.V-16	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF LECTURERS.	156
* TABLE NO.V-17	
SHOWING t-VALUE OF THE EXISTING DECISIONAL PARTICIPATION OF PROFESSORS AND READERS.	157
* TABLE NO.V-18	
SHOWING t-VALUE OF THE EXISTING DECISIONAL PARTICIPATION OF PROFESSORS AND LECTURERS.	157
* TABLE NO.V-19	
SHOWING t-VALUE OF THE EXISTING DECISIONAL PARTICIPATION OF READERS AND LECTURERS.	157
* TABLE NO.V-20	
SHOWING t-VALUE OF THE EXPECTED DECISIONAL PARTICIPATION OF PROFESSORS AND READERS.	158

* TABLE NO.V-21	
SHOWING t-VALUE OF THE EXPECTED DECISIONAL PARTICIPATION OF PROFESSORS AND LECTURERS.	158
* TABLE NO.V-22	
SHOWING t-VALUE OF THE EXPECTED DECISIONAL PARTICIPATION OF READERS AND LECTURERS.	158
* TABLE NO.V-23	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF THE FACULTY MEMBERS.	159
( <u>FOR EDUCATION SYSTEM - III</u> )	
* TABLE NO.VI-1	
CATEGORYWISE PERCENTAGES OF RESPONDENTS (PROFESSORS) SHOWING EXISTING AND EXPECTED PARTICIPATION IN DECISION-MAKING FOR VARIOUS DECISION SITUATIONS.	178
* TABLE NO.VI-2	
CATEGORYWISE PERCENTAGES OF RESPONDENTS (ASSISTANT PROFESSORS) SHOWING EXISTED AND EXPECTED PARTICIPATION IN DECISION-MAKING FOR VARIOUS DECISION SITUATIONS.	180
* TABLE NO.VI-3	
CATEGORYWISE PERCENTAGES OF RESPONDENTS (LECTURERS) SHOWING EXISTING AND EXPECTED PARTICIPATION IN DECISION-MAKING FOR VARIOUS SITUATIONS.	182
* TABLE NO.VI-4	
CATEGORYWISE PERCENTAGES OF RESPONDENTS (FACULTY MEMBERS) SHOWING EXISTING AND EXPECTED PARTICIPATION IN DECISION-MAKING FOR VARIOUS DECISION SITUATIONS.	184

	<u>PAGE NO.</u>
* TABLE NO.VI-5	
SHOWING CHI-SQUARE VALUES FOR SIGNIFICANCE OF THE DIFFERENCE BETWEEN EXISTING DECISIONAL PARTICIPATION <sup>AND EXPECTED DECISIONAL PARTICIPATION</sup> FOR EACH DECISION SITUATION PERCEIVED BY THE FACULTY MEMBERS (RESPONDENTS) OF EDUCATION SYSTEM-II.	186
* TABLE NO.VI-6	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF PROFESSORS.	187
* TABLE NO.VI-7	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF PROFESSORS.	187
* TABLE NO.VI-8	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF ASSISTANT PROFESSORS.	188
* TABLE NO.VI-9	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF ASSISTANT PROFESSORS.	189
* TABLE NO.VI-10	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF LECTURERS.	189
* TABLE NO.VI-11	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF LECTURERS.	189
* TABLE NO.VI-12	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF FACULTY MEMBERS.	190

* TABLE NO.VI-13	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF FACULTY MEMBERS.	190
* TABLE NO.VI-14	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF PROFESSORS.	191
* TABLE NO.VI-15	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF ASSISTANT PROFESSORS.	191
* TABLE NO.VI-16	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF LECTURERS.	191
* TABLE NO.VI-17	
SHOWING t-VALUE OF THE EXISTING DECISIONAL PARTICIPATION OF PROFESSORS AND ASSISTANT PROFESSORS.	192
* TABLE NO.VI-18	
SHOWING t-VALUE OF THE EXISTING DECISIONAL PARTICIPATION OF PROFESSORS AND LECTURERS.	192
* TABLE NO.VI-19	
SHOWING t-VALUE OF THE EXISTING DECISIONAL PARTICIPATION OF ASSISTANT PROFESSORS AND LECTURERS.	192
* TABLE NO.VI-20	
SHOWING t-VALUE OF THE EXPECTED DECISIONAL PARTICIPATION OF PROFESSORS AND ASSISTANT PROFESSORS.	193

* TABLE NO.VI-21	
SHOWING t-VALUE OF THE EXPECTED DECISIONAL PARTICIPATION OF PROFESSORS AND LECTURERS.	193
* TABLE NO.VI-22	
SHOWING t-VALUE OF THE EXPECTED DECISIONAL PARTICIPATION OF ASSISTANT PROFESSORS AND LECTURERS.	193
* TABLE NO.VI-23	
SHOWING t-VALUE FOR THE EXISTING AND EXPECTED DECISIONAL PARTICIPATION OF THE FACULTY MEMBERS.	194
* TABLE NO.VII-1	
SHOWING MEANS AND STANDARD DEVIATIONS FOR THE ORGANIZATIONAL HEALTH SCORES FOR THE DIFFERENT EDUCATION SYSTEMS.	211
* TABLE NO.VII-2	
SHOWING MEANS AND STANDARD DEVIATION OF DECISIONAL PARTICIPATION SCORES (EXISTING AND EXPECTED) FOR THE DIFFERENT EDUCATION SYSTEMS.	212
* TABLE NO.VII-3	
SHOWING MEANS AND STANDARD DEVIATIONS OF DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF FACULTY MEMBERS.	213
* TABLE NO.VII-4	
SHOWING INTERCORRELATIONS AMONG DIFFERENT VARIABLES CALCULATED FROM THE RESPONSES OF FACULTY MEMBERS (FOR THE THREE EDUCATION SYSTEMS).	213

((xx))

PAGE NO.

\* TABLE NO.VII-5

SHOWING SIGNIFICANCE OF THE DIFFERENCE  
BETWEEN MEANS FOR THE EXISTING AND  
EXPECTED DECISIONAL PARTICIPATION OF  
THE FACULTY MEMBERS (FOR THE THREE  
EDUCATION SYSTEMS).

214

\* TABLE NO.VII-6

SHOWING FACTOR LOADINGS OBTAINED FROM  
FACTOR ANALYSIS OF THE O.H.Q.

214

## LIST OF FIGURES

- |    |   |   |                                   |
|----|---|---|-----------------------------------|
| 1. | COMPONENTS OF THE SYSTEM  | : | 1 Page                            |
| 2. | COMPONENTS OF THE MANAGEMENT                                    | : | 7 Page                            |
| 3. | SELECTED AREAS OF<br>DECISION-MAKING.                           | : | Between<br>Page 62 and<br>Page 63 |
| 4. | DEVELOPMENT OF DECISION-<br>MAKING PARTICIPATION<br>INSTRUMENT. | : | Between<br>Page 74 and<br>Page 75 |
| 5. | DIMENSIONS OF ORGANIZATIONAL<br>HEALTH.                         | : | Between<br>Page 84 and<br>Page 85 |

## APPENDICES :

- |    |  |   |                    |
|----|--|---|--------------------|
| A. | DIRECTIONS.                              | } | USED               |
| B. | DECISIONAL PARTICIPATION<br>INSTRUMENTS. |   | FOR                |
| C. | ORGANIZATIONAL HEALTH<br>QUESTIONNAIRE.  |   | TRY OUT            |
| D. | DIRECTIONS.                              | } | MODIFIED           |
| E. | ORGANIZATIONAL HEALTH<br>QUESTIONNAIRE.  |   | FINAL DRAFT        |
| F. | DECISIONAL PARTICIPATION<br>INSTRUMENTS. |   | USED FOR           |
|    |  |   | DATA<br>COLLECTION |