

CHAPTER - 5

CHAPTER V

FACTOR ANALYSIS

- 5.1 Introduction
- 5.2 Discussion of Result
- 5.3 Discussion on Varimax
Factors
- 5.4 Conclusion

Literature Cited

5.1 INTRODUCTION

The preceding chapter was devoted to the analysis and interpretation of the data through a series of hypotheses. In order to have an aggregate view, it is thought that a multi-variate approach of analysis might prove to be illuminating. Keeping this in view and also one of the objectives of the present study which underscored to factor analysis the Thai Organizational Climate Description Questionnaire, the factor analytical approach is used and presented in this short chapter. Since one of the purposes of the present analysis is to explain the factors implicit in Organizational Climate as well as in Teacher Morale, it is considered desirable to include the coefficient of correlation relating to the various dimensions of the Organizational Climate of schools and Teacher Morale. It may be mentioned again that all the 120 items relating to Organizational Climate, 93 items relating to Teacher Morale, and 52 items relating to Leadership Behaviour, have been described in Chapter III. Based on these variables, the factor analysis of the following correlation matrix items (24 x 24) for 100 schools (N = 100) in Table 5.1 was carried on.

The principle - axes method, as reported by Fruchter (1954), was followed for factor analysis the

correlation matrix (100 x 100). This method of factoring the correlation matrix is of interest for several reasons. Each factor extracts the minimum amount of variance and gives the smallest possible residuals. The correlation matrix is condensed into the smallest number of orthogonal factors by this method. It has the advantage of giving a mathematically unique (least squares) solution for a given table of correlations. The eight principal components of the organizational climate, the Thai PTO and Dimensions of the Thai LBDQ and five principal components of the Thai OCDQ were extracted out by the principal - axes method. The process of further extracting of principal components was stopped since the amount of variance went on decreasing. The details of extraction of factors based on the original correlation matrix (vide - Table 5.1) is presented in original principal component factor matrix (24 x 8), (12 x 5) in Table 5.2 and 5.3 given on the next pages.

The Table 5.2 and 5.3 given on the next pages includes original principal component matrix (24 x 8), (12 x 5) which contains factor loadings of eight factors of organizational climate, teacher morale, and leadership behaviour; and five factors of organizational climate, that are extracted out. The "Eigen

Values" of each of these eight factors or Organizational Climate, Teacher Morale and Leadership Behaviour are 36.93, 10.46, 7.94, 5.26, 4.59, 4.04, 3.95 and 3.36. The "Eigen Values" of Organizational Climate are 39.50, 15.22, 10.14, 7.28 and 6.57 respectively.

A factor was considered to be of lesser importance of "Eigen Values" was less than 1.00. Applying this criterion to all the eight factors of Organizational Climate and Teacher Morale and five factors of Organizational Climate only were considered for varimax rotation. The rotation of factors was done on the lines of Kaiser's (1959) computer programme of varimax rotation. The rotated varimax factor matrix is presented in Table 5.4(a) and 5.4(b) with factor loading of eight factors of Organizational Climate and Teacher Morale, and only five factors of Organizational Climate.

Table 5.2 : Original Principal Component Factor Matrix (24 x 8)

No.	Factors	1	2	3	4	5	6	7	8	h^2
1.	Disengagement	49	21	23	51	55	46	10	-20	76
2.	Hindrance	25	77	20	13	35	41	41	37	71
3.	Esprit	70	23	-16	31	84	13	52	-24	66
4.	Intimacy	73	67	50	15	-16	-22	16	70	65
5.	Alloofness	12	41	40	-16	61	30	-22	22	67
6.	Production Emphasis	50	17	23	-26	22	-31	25	12	55
7.	Thrust	85	-18	-25	-92	31	-51	14	-31	83
8.	Consideration (OCDQ)	81	95	-32	-17	-13	84	25	11	78
9.	Freedom and Democratization	79	11	-11	12	-16	-99	-19	13	70
10.	Communication	66	-37	-19	48	19	-29	35	-61	70
11.	Human Relation	77	-28	-86	-37	45	-24	32	25	75
12.	Organization Structure	70	11	-16	27	-11	17	28	-28	65
13.	Teacher rapport with Principal	75	-79	79	-33	-25	17	-46	37	77
14.	Satisfaction with Teaching	59	25	34	-19	-41	35	20	43	72
15.	Rapport among Teacher	68	26	31	-12	-15	-13	-29	-23	66

Table 5.2 (contd..)

No.	Factors	1	2	3	4	5	6	7	8	h^2
16.	Teacher Salary	28	35	59	88	29	-26	18	12	59
17.	Teacher Load	-16	68	21	-21	-37	-14	13	53	61
18.	Curriculum Issues	45	-25	40	27	-19	-16	-19	-11	50
19.	Teacher Status	28	-43	63	-29	21	18	20	-31	79
20.	Community support of Education	42	-46	52	74	84	26	15	27	75
21.	School facilities and Services	70	-27	14	31	11	57	-30	38	61
22.	Community Pressures	32	45	17	38	32	28	35	20	63
23.	Initiating Structure	77	-17	-19	19	15	26	-28	32	79
24.	Consideration (LBDQ)	76	24	-22	28	69	12	15	13	79
Percentage Variation		36.93	10.46	7.94	5.26	4.59	4.04	3.95	3.36	
Cumulative Percentage Variation		36.93	47.38	55.32	60.58	65.17	69.20	73.58	77.37	

Note : All variance decimal points have been omitted in factor loadings. Loadings beyond $\pm .30$ are considered significant.

Table 5.3 : Original Principal Component Factor Matrix (12 x 5)

No.	Factors	1	2	3	4	5	h^2
1.	Disengagement	76	71	66	65	-67	79
2.	Hindrance	24	-31	54	12	21	70
3.	Esprit	-56	10	19	-36	-41	71
4.	Intimacy	33	36	33	65	12	69
5.	Alloofness	21	22	-54	58	-93	65
6.	Production Emphasis	-43	38	52	-65	43	60
7.	Thrust	30	17	-61	55	-63	51
8.	Consideration (OCDQ)	32	25	41	-63	62	84
9.	Freedom and Democratization	43	18	-46	54	40	69
10.	Communication	16	-45	60	50	-29	77
11.	Human Relation	19	40	40	43	13	85
12.	Organization Structure	58	-46	37	-48	-16	64
Percentage Variation		39.50	15.22	10.14	7.28	6.57	
Cumulative Percentage Variation		39.50	54.72	64.86	72.13	78.70	

Note : All variance decimal points have been omitted in factor loadings. Loadings beyond + .30 are considered significant.

Table 5.4(a) : Rotated Factor Matrix

No.	Factors	1	2	3	4	5	6	7	8
1.	Disengagement	18	76	63	83	-70	-10	15	37
2.	Hindrance	57	76	-84	16	22	-19	20	17
3.	Esprit	49	17	89	50	17	-35	-65	-18
4.	Intimacy	65	89	15	24	-31	-21	12	-23
5.	Alloofness	53	19	55	10	77	-16	-40	85
6.	Production Emphasis	62	17	68	19	16	-26	-14	19
7.	Thrust	88	-33	14	17	-37	-29	-11	-16
8.	Consideration (OCDQ)	86	11	-16	19	53	37	21	17
9.	Freedom and Democratization	68	23	49	34	-19	-18	-18	-43
10.	Communication	71	-29	22	29	-96	-21	34	-21
11.	Human Relation	78	-85	28	44	-17	-16	17	-12
12.	Organization Structure	55	10	53	55	-76	-88	-24	23
13.	Teacher rapport with Principal	66	37	28	18	-67	28	15	13
14.	Satisfaction with Teaching	36	64	28	18	-25	89	-33	-10
15.	Rapport among Teacher	45	55	32	22	99	-83	23	16

Table 5.4(a) (contd..)

No.	Factors	1	2	3	4	5	6	7	8
16.	Teacher Salary	21	19	59	-19	25	-45	12	-14
17.	Teacher Load	-25	66	-17	-16	16	-19	71	10
18.	Curriculum Issues	17	20	40	27	-37	-24	-20	13
19.	Teacher Status	12	-29	85	-18	62	96	30	-10
20.	Community support of Education	16	-13	79	27	-44	12	-23	-14
21.	School facilities and Services	56	64	45	23	-34	-79	11	13
22.	Community Pressures	16	18	-65	24	13	-70	20	11
23.	Initiating Structure	78	-42	21	25	22	17	-10	-18
24.	Consideration (LBDQ)	77	33	-14	18	25	32	-12	30
Percentage Common Variation		28.79	9.91	9.79	8.90	5.72	5.13	4.77	4.37
Percentage Total		35.41	12.64	12.44	10.99	7.60	6.92	6.46	5.94

Note : All variance decimal points have been omitted in Factor Loadings.

Table 5.4(b) : Rotated Factor Matrix

No.	Factors	1	2	3	4	5
1.	Disengagement	83	53	-62	30	24
2.	Hindrance	78	-65	19	27	68
3.	Esprit	67	-57	60	-53	18
4.	Intimacy	69	78	-68	-14	15
5.	Alloofness	-75	53	17	42	55
6.	Production Emphasis	-58	24	50	-23	-15
7.	Thrust	63	20	-54	74	12
8.	Consideration (OCDQ)	37	-47	15	24	-53
9.	Freedom and Democratization	46	10	79	-30	22
10.	Communication	10	-16	13	15	-47
11.	Human Relation	-29	19	18	20	29
12.	Organization Structure	27	65	20	-19	13
Percentage Common Variation		25.26	16.72	16.23	14.37	8.40
Percentage Total		30.69	21.31	20.64	17.96	11.00

Note : All variance decimal points have been omitted in Factor Loadings.

5.2 DISCUSSION OF RESULT

The discussion of the results have been based on the varimax rotated factor matrix. It was thought appropriate to avoid the interpretations of the correlation matrix, since it has been discussed in parts related to univariate interpretations and original principal component matrix for the simple reason that all of them were involved in the process of extraction of factors leading to the rotated varimax factor matrix.

Anastasi (1968) has pointed out, "In interpreting a factor, we consider only those items whose loading with that factor exceeds some minimum. The interpretation of varimax factors has been centred around only those variables which had loading greater than absolute value of .30."

The serial number of the components as given in the correlation matrix, the components and the rotated varimax factor loadings are given right in the beginning of the discussion of each factor.

(a) Varimax Factor I :

The significant loadings of Varimax Factor I, arranged in descending order are given in Table 5.5 for the sake of convenience.

Table 5.5 : Varimax Factor I

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
7	Thrust	88
8	Consideration (OCDQ)	86
11	Human Relation	78
23	Initiating Structure	78
24	Consideration (LBDQ)	77
10	Communication	71
9	Freedom and Democratization	68
13	Teacher rapport with Principal	66
4	Intimacy	65
6	Production Emphasis	62
2	Hindrance	57
21	School facilities and Services	56
12	Organization Structure	55
5	Aloofness	53
3	Esprit	49
15	Rapport among Teacher	45
14	Satisfaction with Teaching	36

The varimax factor I is characterised by significant loadings for seventeen variables. All variables of the factor loadings are found to be positive only. There is no variable of the factor loading is found to be negative. The per cent common variance covered by

this factor is 28.79. The significant loadings are shared by these Variables viz., Thrust (.88), Consideration (OCDQ) (.86), Human Relation (.78), Initiating Structure (.78), Consideration (LBDQ) (.77), Communication (.71), Freedom and Democratization (.68), Teacher rapport with Principal (.66), Intimacy (.65), Production-Emphasis (.62), Hindrance (.57), School facilities and Services (.56), Organization Structure (.55), Aloofness (.53), Esprit (.49), Rapport among Teacher (.45), and Satisfaction with Teaching (.36). Since this factor is mostly dominated by Thrust and Consideration, this factor can be named as "Thrust and Consideration" Halpin and Croft (1967) have also identified "Thrust and Consideration" as the factors of Organizational Climate.

(b) Varimax Factor II :

The varimax factor II is summarised in Table 5.6 for the sake of convenience.

Table 5.6 : Varimax Factor II

Sr.No. as given in the Correlation Matrix	Name of the Variables	Loading
4	Intimacy	89
1	Disengagement	76
2	Hindrance	76
17	Teacher Load	66

Table 5.6 (contd..)

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
14	Satisfaction with Teaching	.64
21	School facilities and Services	.64
15	Rapport among Teacher	.55
13	Teacher rapport with Principal	.37
24	Consideration (LBDQ)	.33
7	Thrust	-.33
23	Initiating Structure	-.42
11	Human Relation	-.85

The varimax factor II is characterised by significant loadings for twelve variables. Though nine variables have positive loadings, the remaining three are negatively loaded. The per cent common variance covered by this factor is 9.91. The significant loadings are shared by these variables, viz., Intimacy (.89), Disengagement (.76), Hindrance (.76), Teacher Load (.66), Satisfaction with Teaching (.64), School facilities and Services (.64), Rapport among Teacher (.55), Teacher rapport with Principal (.37), Consideration (LBDQ) (.33), Thrust (-.33), Initiating Structure (-.42), and Human Relation (-.85). Since, this factor is mostly dominated by Intimacy, this factor can be named as "Intimacy", Halpin and Crost (1967) have also identified

"Intimacy" as one of the factors of Organizational Climate.

(c) Varimax Factor III :

The varimax factor III is summarised in Table 5.7 for the sake of convenience.

Table 5.7 : Varimax Factor III

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
3	Esprit	89
19	Teacher Status	85
20	Community support of Education	79
6	Production-Emphasis	68
1	Disengagement	63
16	Teacher Salary	59
5	Aloofness	55
12	Organization Structure	53
9	Freedom and Democratization	49
21	School facilities and Services	45
18	Curriculum Issues	40
15	Rapport among Teacher	32
22	Community Pressures	-65
2	Hindrance	-84

The varimax factor III is characterised by

significant loadings for fourteen variables. Though twelve variables have positive loadings, the remaining two variables are negatively loaded. The per cent common variance covered by this factor is 9.79. The significant loadings are shared by these variables, viz., Esprit (.89), Teacher Status (.85), Community Support of Education (.79), Production-Emphasis (.68), Disengagement (.63), Teacher Salary (.59), Aloofness (.55), Organization Structure (.53), Freedom and Democratization (.49), School facilities and Services (.45), Curriculum Issues (.40), Rapport among Teacher (.32), Community Pressures (-.65), and Hindrance (-.84). Since this factor is mostly dominated by Esprit, this factor can be named as "Esprit". Halpin and Croft (1967) have also identified "Esprit" as one of the factors of Organizational Climate.

(d) Varimax Factor IV :

The varimax factor IV is summarised in Table 5.8 for the sake of convenience.

Table 5.8 : Varimax Factor IV

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
1	Disengagement	.83
12	Organization Structure	.55
3	Esprit	.50
11	Human Relation	.44
9	Freedom and Democratization	.34

The varimax factor IV is characterised by significant loadings for five variables. All variables of the factor loadings are found to be positive only. There is no variable of the factor loading found to be negative. The per cent common variance covered by this factor is 8.90. The significant loadings are shared by these variables viz., Disengagement (.83), Organization Structure (.55), Esprit (.50), Human Relation (.44), and Freedom and Democratization (.34). Since this factor is mostly dominated by Disengagement, the varimax factor IV can be named as "Disengagement". Halpin and Croft (1967) have also identified "Disengagement" as one of the factors of Organizational Climate.

(e) Varimax Factor V :

The significant loadings of the fifth varimax factor are being summarised in Table 5.9 for the sake of convenience.

Table 5.9 : Varimax Factor V

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
15	Rapport among Teacher	99
5	Aloofness	77
19	Teacher Status	62
8	Consideration (OCDQ)	53
4	Intimacy	-31
21	School facilities and Services	-34
7	Thrust	-37
18	Curriculum Issues	-37
20	Community support of Education	-44
13	Teacher rapport with Principal	-67
1	Disengagement	-70
12	Organization Structure	-76
10	Communication	-96

This factor is characterised by significant loadings for thirteen variables. Though four variables

only have positive loadings, nine variables are negatively loaded. The per cent common variance covered by this factor is 5.72. The significant loadings are shared by these variables viz., Rapport among Teacher (.99), Aloofness (.77), Teacher Status (.62), Consideration (OCDQ) (.53), Intimacy (-.31), School facilities and Services (-.34), Thrust (-.37), Curriculum Issues (-.37), Community support of Education (-.44), Teacher rapport with Principal (-.67), Disengagement (-.70), Organization Structure (-.76), and Communication (-.96). Since this factor is mostly dominated by high significant loadings on Rapport among Teacher, it can be named as "Rapport among Teacher". Bentley and Rempel (1967), and Coughlan (1970), have also identified "Rapport among Teacher" as one of the factors of Teacher Morale.

(f) Varimax Factor VI :

The sixth varimax factor has been summarised in Table 5.10 for the sake of convenience.

Table 5.10 : Varimax Factor VI

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
19	Teacher Status	96
14	Satisfaction with Teaching	89
8	Consideration (OCDQ)	37
24	Consideration (LBDQ)	32
3	Esprit	-35
16	Teacher Salary	-45
22	Community Pressures	-70
21	School facilities and Services	-79

This factor is characterised by significant loadings for eight variables. Though four variables have positive loadings, the remaining four are also negatively loaded. The per cent common variance covered by this factor is 5.13. The significant loadings are shared by these variables viz., Teacher Status (.96), Satisfaction with Teaching (.89), Consideration (OCDQ) (.37), Consideration (LBDQ) (.32), Esprit (-.35), Teacher Salary (-.45), Community Pressures (-.70), and School facilities and Services (-.79). Since this factor is highly dominated by high significant loadings on Teacher Status, this factor can be named as "Teacher Status". Bentley and Rempel (1967), and Coughlen (1970) have also

identified "Teacher Status" as one of the factors of Teacher Morale.

(g) Varimax Factor VII :

The significant loadings of varimax factor VII are summarised in Table 5.11 for the sake of convenience.

Table 5.11 : Varimax Factor VII

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
17	Teacher Load	.71
10	Communication	.34
19	Teacher Status	.30
14	Satisfaction with Teaching	-.33
5	Aloofness	-.40
3	Esprit	-.65

This factor is characterised by significant loadings for six variables. Though three variables have positive loadings, and three variables are also negatively loaded. The per cent common variance covered by this factor is 4.77. The significant loadings are shared by these variables viz., Teacher Load (.71), Communication (.34), Teacher Status (.30), Satisfaction with Teaching (-.33), Aloofness (-.40), and Esprit (-.65).

Since, this factor is highly dominated by high significant loadings on Teacher Load, it can be called "Teacher Load". Bentley and Rempel (1967), and Coughlan (1970), have also identified "Teacher Load" as one of the factors of Teacher Morale.

(h) Varimax Factor VIII :

The significant loadings on varimax factor VIII are summarised in Table 5.12 for the sake of convenience.

Table 5.12 : Varimax Factor VIII

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
5	Aloofness	85
1	Disengagement	37
24	Consideration (LBDQ)	30
9	Freedom and Democratization	-43

This factor is characterised by significant loading on only four variables. Though three variables have positive loadings, the remaining one variable is negatively loaded. The per cent common variance covered by this factor is 4.37. The significant loadings are shared by these variables viz., Aloofness (.85),

Disengagement (.37), Consideration (LBDQ) (.30), and Freedom and Democratization (-.43). Since, this factor is mostly denoted by Aloofness, the varimax factor VIII can be called "Aloofness". Halpin and Croft (1967) have also identified "Aloofness" as one of the factors of the Organizational Climate.

The factor matrix (vide - Table 5.2) comprising eight principal axes components explains the correlation matrix (24 x 24) (vide - Table 5.1). The eight factors explain per cent of the total variance. The naming and interpretation of the rotated varimax factors have shown the composition of the important factors implicate in twenty-four variables. The factors named are : (1) Thrust and Consideration (OCDQ); (2) Intimacy; (3) Esprit; (4) Disengagement; (5) Rapport among Teacher; (6) Teacher Status; (7) Teacher Load; and (8) Aloofness.

In the present study the other dimensions of Organizational Climate, Teacher Morale, and Leadership Behaviour like Hindrance, Production-Emphasis, Freedom and Democratization, Communication, Human Relation, Organization Structure, Teacher rapport with Principal, Satisfaction with Teaching, Teacher Salary, Curriculum Issues, Community support of Education, School facilities and Services, Community Pressures, Initiating Structure, and Consideration (LBDQ). Out of these eight factors, Thrust and Consideration (OCDQ) have covered 28.79

per cent of the common variance and it has been the most dominating factor. The per cent common variance covered by the factor "Aloofness" was only 4.37 and it was the least dominating factor. According to the rotated varimax factor matrix and according to the per cent common variance, the following was the order of importance of the eight named factors :

- (1) Thrust and Consideration (OCDQ)
- (2) Intimacy
- (3) Esprit
- (4) Disengagement
- (5) Rapport among Teacher
- (6) Teacher Status
- (7) Teacher Load
- (8) Aloofness

The next step will be the discussion on the varimax factors with tables arranged.

5.3 DISCUSSION ON VARIMAX FACTORS

(a) Varimax Factor I :

The significant loadings of varimax factor I, arranged in descending order are given in Table 5.13 for the sake of convenience.

Table 5.13 : Varimax Factor I

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
1	Disengagement	83
2	Hindrance	78
5	Aloofness	75
4	Intimacy	69
3	Esprit	67
7	Thrust	63
6	Production - Emphasis	58
9	Freedom and Democratization	46

The varimax factor I is characterised by significant loadings for eight variables. All the variables of the factor loadings are found to be positive only. There is no any variable of the factor loadings found to be negative. The per cent common variance covered by this factor is 25.26. The significant loadings are shared by variables Disengagement (.83), Hindrance (.78), Aloofness (.75), Intimacy (.69), Esprit (.67), Thrust (.63), Production-Emphasis (.58), and Freedom and Democratization (.46). Since, this factor is mostly dominated by Disengagement, this factor can be named as "Disengagement". Halpin and Croft (1967), have also identified "Disengagement" as one of the factors of Organizational

Climate.

(b) Varimax Factor II :

The significant loadings of the second varimax factor are being summarised in Table 5.14 for the sake of convenience.

Table 5.14 : Varimax Factor II

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
4	Intimacy	78
12	Organization Structure	65
1	Disengagement	53
5	Aloofness	53
8	Consideration (OCDQ)	-47
3	Esprit	-57
2	Hindrance	-65

This factor is characterised by significant loadings for seven variables. Though four variables have positive loadings, three variables are negatively loaded. The per cent common variance covered by this factor is 16.72. The significant loadings are shared by variables Intimacy (.78), Organization Structure (.65), Disengagement (.53), Aloofness (.53), Consideration

(OCDQ) (-.47), Esprit (-.57), and Hindrance (-.65).

Since this factor is mostly dominated by high significant loadings on Intimacy, this factor can be named as "Intimacy". Halpin and Croft (1967) have also identified "Intimacy" as one of the factors of Organizational Climate.

(c) Varimax Factor III :

The significant loadings on varimax factor III are summarised in Table 5.15 for the sake of convenience.

Table 5.15 : Varimax Factor III

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
9	Freedom and Democratization	79
3	Esprit	60
6	Production-Emphasis	50
7	Thrust	-54
1	Disengagement	-62
4	Intimacy	-68

This factor is characterised by significant loadings on six variables. Though the three variables have positive loadings, the remaining three variables are negatively loaded. The per cent common variance covered

by this factor is 16.23. The significant loadings are shared by variables Freedom and Democratization (.79), Esprit (.60), Production-Emphasis (.50), Thrust (-.54), Disengagement (-.62), and Intimacy (-.68). This factor is highly dominated by high significant loadings on Freedom and Democratization, it can be named as "Freedom and Democratization". Halpin and Croft (1967) have also identified "Freedom and Democratization" as one of the factors of Organizational Climate.

(d) Varimax Factor IV :

The significant loadings on varimax factor IV are summarised in Table 5.16 for the sake of convenience.

Table 5.16 : Varimax Factor IV

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
7	Thrust	74
5	Aloofness	42
1	Disengagement	30
9	Freedom and Democratization	-30
3	Esprit	-53

This factor is characterised by significant loadings on five variables. Though three variables have

positive loadings, the remaining two are negatively loaded. The per cent common variance covered by this factor is 14.37. The significant loadings are shared by variables Thrust (.74), Aloofness (.42), Disengagement (.30), Freedom and Democratization (-.30), and Esprit (-.53). This factor is highly dominated by high significant loadings on "Thrust", it can be named as "Thrust". Halpin and Croft (1967) have also identified "Thrust" as one of the factors of Organizational Climate.

(e) Varimax Factor V :

The significant loadings of the fifth varimax factor is being summarised in Table 5.17 for the sake of convenience.

Table 5.17 : Varimax Factor V

Sr.No. as given in the Corre- lation Matrix	Name of the Variables	Loading
2	Hindrance	68
5	Aloofness	55
10	Communication	-47
8	Consideration (OCDQ)	-53

The varimax factor V is characterised by significant loadings for only four variables. Though two variables

have positive loadings, and two variables are also negatively loaded. The percent common variance covered by this factor is 8.40. The significant loadings are shared by variables Hindrance (.68), Aloofness (.55), Communication (-.47), and Consideration (-.53). Since this factor is mostly dominated by Hindrance, the varimax factor V can be named as "Hindrance". Halpin and Croft (1967) have also identified "Hindrance" as one of the factors of Organizational Climate.

The factor matrix comprising five principal axes components, explain the correlation matrix. The five factors explain the per cent of the total variance. The factors named were :

- (1) Disengagement
- (2) Intimacy
- (3) Freedom and Democratization
- (4) Thrust
- (5) Hindrance

Out of these five factors, Disengagement has covered 25.26 per cent of the common variance and it has been the most dominating factor. The per cent common variance covered by the factor "Hindrance" is only 8.40 and it is the least dominating factor.

5.4 CONCLUSION

This factor analysis, thus, throws important light on the composition of the important factors implicit in the twenty-four variables which constitute the major focal points of the present study.

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