

ANNEXURE VIII

(1) THE MEAN-STANDARD SCORES ON THE TWELVE DIMENSIONS OF THE ORGANIZATIONAL CLIMATE OF SCHOOLS IN BANGKOK AREA ACCORDING TO THE THREE TYPES OF CLIMATE

Climate - Category	OF SCHOOLS IN BANGKOK AREA ACCORDING TO THE THREE TYPES OF CLIMATE											
	1	2	3	4	5	6	7	8	9	10	11	12
	Disengagement	Hindrance	Esprit	Intimacy	Alloitness	Production Emphasis	Thrust	Consideration	Freedom and Democratization	Communication	Human Relation	Organization Structure
<u>Open</u>												
Mean	30.00	30.95	34.67	27.08	27.17	26.03	27.37	27.53	28.31	22.44	21.62	35.17
SD	2.73	1.43	1.58	1.62	1.67	1.08	2.14	2.29	1.89	1.26	1.50	1.85
<u>Intermediate</u>												
Mean	29.73	32.20	34.00	25.57	28.35	25.41	25.65	25.94	27.08	20.92	19.92	33.88
SD	2.29	1.71	1.83	1.55	1.38	3.79	1.99	2.51	1.78	3.36	1.66	1.99
<u>Closed</u>												
Mean	29.86	32.63	32.42	24.06	28.57	25.58	23.34	23.73	25.61	19.68	18.07	32.55
SD	1.58	1.20	2.35	1.38	1.23	0.97	2.18	3.80	1.39	1.35	1.57	1.69

## Annexure VIII (contd..)

(2) PERCENTAGE DISTRIBUTIONS OF THE THREE CLIMATE TYPES OF SCHOOLS OF BANGKOK AREA ACCORDING TO GOVERNMENT SCHOOLS AND MUNICIPAL SCHOOLS

Climate Type	School Type		Total (Percentage)
	Government	Municipal	
Open	31.25 (5)	68.75 (11)	100.00 (16)
Intermediate	38.78 (19)	61.22 (30)	100.00 (49)
Closed	28.57 (10)	71.43 (25)	100.00 (35)
Total	(34)	(66)	(100)

Note : Figures in brackets are number of schools.

(3) PERCENTAGE DISTRIBUTIONS OF THE THREE CLIMATE TYPES OF SCHOOLS OF BANG KOK AREA ACCORDING TO SMALL, AVERAGE AND BIG SCHOOLS

Climate Type	School Size			Total (Percentage)
	Small	Average	Big	
Open	25.00 (4)	43.75 (7)	31.25 (5)	100.00 (16)
Intermediate	28.57 (14)	38.78 (19)	32.65 (16)	100.00 (49)
Closed	31.43 (11)	40.00 (14)	28.57 (10)	100.00 (35)
Total	(29)	(40)	(31)	(100)

Note : Figures in brackets are number of schools.

## Annexure VIII (contd..)

(4) PERCENTAGE DISTRIBUTIONS OF THE THREE CLIMATE TYPES OF SCHOOLS OF BANGKOK AREA ACCORDING TO NORTH, SOUTH, EAST AND WEST REGIONS

Climate Type	Region				Total (Percentage)
	North	South	East	West	
Open	56.25 (9)	25.00 (4)	0.00 (0)	18.75 (3)	100.00 (16)
Intermediate	44.90 (22)	28.57 (14)	2.04 (1)	24.49 (12)	100.00 (49)
Closed	34.29 (12)	31.43 (11)	20.00 (7)	14.28 (5)	100.00 (35)
Total	(43)	(29)	(8)	(20)	(100)

Note : Figures in brackets are number of schools.

(5) PERCENTAGE DISTRIBUTIONS OF THE THREE CLIMATE TYPES OF SCHOOLS OF BANGKOK AREA ACCORDING TO ONE-SHIFT SCHOOLS AND TWO SHIFT SCHOOLS

Climate Type	School Shift		Total (Percentage)
	One Shift	Two Shift	
Open	75.00 (12)	25.00 (4)	100.00 (16)
Intermediate	65.31 (32)	34.69 (17)	100.00 (49)
Closed	65.71 (23)	34.29 (12)	100.00 (35)
Total	(67)	(33)	(100)

Note : Figures in brackets are number of schools.

## Annexure VIII (contd..)

(6) PERCENTAGE DISTRIBUTIONS OF THE THREE MORALE CATEGORIES OF SCHOOLS OF BANGKOK AREA ACCORDING TO THE GOVERNMENT SCHOOLS AND MUNICIPAL SCHOOLS

Morale Categories	School Type		Total (Percentage)
	Government	Municipal	
High	27.78 (5)	72.22 (13)	100.00 (18)
Average	40.32 (25)	59.68 (37)	100.00 (62)
Low	20.00 (4)	80.00 (16)	100.00 (20)
Total	(34)	(66)	(100)

Note : Figures in brackets are number of schools.

(7) PERCENTAGE DISTRIBUTIONS OF THE THREE MORALE CATEGORIES OF SCHOOLS OF BANGKOK AREA ACCORDING TO THE SMALL, AVERAGE AND THE BIG SCHOOLS

Morale Categories	School Size			Total (Percentage)
	Small	Average	Big	
High	33.33 (6)	33.33 (6)	33.33 (6)	100.00 (18)
Average	22.58 (14)	40.32 (25)	37.10 (23)	100.00 (62)
Low	40.00 (8)	50.00 (10)	10.00 (2)	100.00 (20)
Total	(28)	(41)	(31)	(100)

Note : Figures in brackets are number of schools.

## Annexure VIII (contd..)

(8) PERCENTAGE DISTRIBUTIONS OF THE THREE MORALE CATEGORIES OF SCHOOLS OF BANGKOK AREA ACCORDING TO NORTH, SOUTH, EAST AND WEST REGIONS

Morale Categories	Region of Schools				Total (Percentage)
	North	South	East	West	
High	66.67 (12)	11.11 (2)	5.55 (1)	16.67 (3)	100.00 (18)
Average	40.32 (25)	30.65 (19)	9.68 (6)	19.35 (12)	100.00 (62)
Low	30.00 (6)	45.00 (9)	20.00 (4)	5.00 (1)	100.00 (20)
Total	(43)	(30)	(11)	(16)	(100)

Note : Figures in brackets are number of schools.

(9) PERCENTAGE DISTRIBUTIONS OF THE THREE MORAL CATEGORIES OF SCHOOLS OF BANGKOK AREA ACCORDING TO ONE SHIFT SCHOOLS AND TWO SHIFT SCHOOLS

Morale Categories	School Shift		Total (Percentage)
	One Shift	Two Shift	
High	61.11 (11)	38.89 (7)	100.00 (18)
Average	75.81 (47)	24.19 (15)	100.00 (62)
Low	45.00 (9)	55.00 (11)	100.00 (20)
Total	(67)	(33)	(100)

Note : Figures in brackets are number of schools.

## Annexure VIII (contd..)

(10) PERCENTAGE DISTRIBUTIONS OF THE FOUR PATTERNS OF LEADERSHIP OF THE SCHOOL PRINCIPALS OF BANGKOK AREA ACCORDING TO THE GOVERNMENT SCHOOLS AND MUNICIPAL SCHOOLS

Leadership Pattern	School Type		Total (Percentage)
	Government	Municipal	
HH	35.71 (15)	64.29 (27)	100.00 (42)
HL	80.00 (8)	20.00 (2)	100.00 (10)
LH	12.50 (1)	87.50 (7)	100.00 (8)
LL	25.00 (10)	75.00 (30)	100.00 (40)
Total	(34)	(66)	(100)

Note : Figures in brackets are number of schools.

## Annexure VIII (contd..)

(11) PERCENTAGE DISTRIBUTIONS OF THE FOUR PATTERNS OF LEADERSHIP OF THE SCHOOL PRINCIPALS OF BANGKOK AREA ACCORDING TO THE SMALL, AVERAGE AND BIG SIZE SCHOOLS

Leadership Pattern	School Size			Total (Percentage)
	Small	Average	Big	
HH	28.57 (12)	38.10 (16)	33.33 (14)	100.00 (42)
HL	10.00 (1)	30.00 (3)	60.00 (6)	100.00 (10)
LH	50.00 (4)	37.50 (3)	12.50 (1)	100.00 (8)
LL	27.50 (11)	45.00 (18)	27.50 (11)	100.00 (40)
Total	(28)	(40)	(32)	(100)

Note : Figures in brackets are number of schools.

## Annexure VIII (contd..)

(12) PERCENTAGE DISTRIBUTIONS OF THE FOUR PATTERNS OF LEADERSHIP OF THE SCHOOL PRINCIPALS OF BANGKOK AREA ACCORDING TO NORTH, SOUTH, EAST AND WEST REGIONS

Leadership Pattern	School Regions				Total (Percentage)
	North	South	East	West	
HH	50.00 (21)	14.29 (6)	9.52 (4)	26.19 (11)	100.00 (42)
HL	40.00 (4)	30.00 (3)	0.00 (0)	30.00 (3)	100.00 (10)
LH	62.50 (5)	25.00 (2)	12.50 (1)	0.00 (0)	100.00 (8)
LL	35.00 (14)	42.50 (17)	17.50 (7)	5.00 (2)	100.00 (40)
Total	(44)	(28)	(12)	(16)	(100)

Note : Figures in brackets are number of schools.

## Annexure VIII (contd..)

(13) PERCENTAGE DISTRIBUTIONS OF THE FOUR PATTERNS OF LEADERSHIP OF THE SCHOOL PRINCIPALS OF BANGKOK AREA ACCORDING TO ONE SHIFT SCHOOLS AND TWO SHIFT SCHOOLS

Leadership Pattern	School Shift		Total (Percentage)
	One Shift	Two Shift	
HH	73.81 (31)	26.19 (11)	100.00 (42)
HL	90.00 (9)	10.00 (1)	100.00 (10)
LH	50.00 (4)	50.00 (4)	100.00 (8)
LL	57.50 (23)	42.50 (17)	100.00 (40)
Total	(67)	(33)	(100)

Note : Figures in brackets are number of schools.

Annexure VIII (contd..)

(14) THE MEAN-STANDARD SCORES ON THE TEN COMPONENTS OF THE TEACHER MORALE OF SCHOOLS IN BANGKOK AREA ACCORDING TO THE THREE TYPES OF MORALE

Morale Categories	Teacher Rapport with Principal	Satisfaction with Teaching	Support among Teacher	Teacher Salary	Teacher Load	Curriculum Issues	Teacher Status	Community support of Education	School facilities and Services	Community Pressures
<u>High Morale</u>										
Mean	71.28	31.28	28.11	21.33	23.22	20.06	16.94	11.72	33.83	21.78
SD	3.81	1.79	1.59	1.76	2.84	1.22	1.81	1.41	1.80	1.23
<u>Average Morale</u>										
Mean	64.66	29.29	26.39	20.65	22.23	18.32	16.39	10.76	30.85	20.69
SD	6.69	1.53	1.26	1.37	1.24	1.27	1.13	1.20	2.19	1.31
<u>Low Morale</u>										
Mean	59.80	27.65	24.50	18.60	22.50	16.55	14.80	9.45	28.80	20.35
SD	3.72	1.56	1.28	4.35	1.40	1.28	2.42	1.20	1.40	1.46

## Annexure VIII (contd..)

(15) THE MEAN-STANDARD SCORES ON THE TWO DIMENSIONS OF THE LEADERSHIP BEHAVIOUR OF SCHOOL PRINCIPALS IN BANGKOK AREA ACCORDING TO THE FOUR TYPES OF LEADERSHIP

Leadership Pattern	Leadership Behaviour	
	Initiating Structure	Consideration
<u>HH Pattern</u>		
Mean	70.57	78.40
SD	3.70	4.64
<u>HL Pattern</u>		
Mean	66.80	66.60
SD	1.99	5.30
<u>LH Pattern</u>		
Mean	61.38	77.50
SD	2.00	8.70
<u>LL Pattern</u>		
Mean	59.40	63.50
SD	3.94	4.98