

APPENDIX - C

1 LEADERSHIP BEHAVIOUR

The Sample of 100 schools Grouped According to Four Leadership Behaviour Patterns of the Principals of The Sampled Schools

1. HH = Above the mean of Initiating Structure and above the mean of Consideration.
2. LH = Below the mean of Initiating Structure and above the mean of Consideration.
3. LL = Below the mean of Initiating Structure and below the mean of Consideration.
4. HL = Above the mean of Initiating Structure and below the mean of Consideration.

The Mean of Initiating Structure Scores = 40.07n

The Mean of Consideration Scores = 39.08

1. HH Leadership Behaviour Pattern

School Code No.	Initiating Structure Scores.	Consideration Scores.	School Code No.	Initiating Structure Scores.	Consideration Scores.
2	46	45	22	48	49
3	41	44	24	45	45
5	49	40	27	41	50
6	52	50	28	43	41
7	50	51	35	48	43
10	41	40	37	49	52
13	41	40	40	50	51
14	49	49	41	50	41
17	46	44	42	44	44
19	42	49	43	44	48
20	46	42	44	42	46

contd...

School Code No.	Initiating Structure Scores.	Consideration Scores.	School Code No.	Initiating structure.	Consideration score.
25	47	42	70	49	49
46	56	54	72	41	44
47	51	55	73	49	40
51	51	55	77	46	44
52	52	55	78	42	49
55	46	45	85	48	43
56	51	55	86	45	52
58	43	40	88	44	44
59	46	46	89	47	42
63	45	44	90	51	55
64	51	54	93	46	45
68	46	52	95	46	46
69	44	48	97	45	44
			100	49	49

(N = 49)

2. L.H. Leadership Behaviour Pattern

25	32	45	39	40	40
26	39	40	81	32	45
34	30	46	87	39	40

(N = 6)

3. LL Leadership Behaviour Pattern

1	24	31	30	24	16
4	36	32	31	20	14
8	24	31	32	39	20
9	34	38	33	39	25
11	24	36	36	38	34
12	30	36	38	21	26
18	19	28	48	30	36
21	24	23	49	36	37
23	31	35	50	38	24
29	33	21	53	19	22

contd....

School Code No.	Initiating Structure Scores.	Consideration Scores.	School Code No.	Initiating Structure Scores	Consideration Scores.
60	33	21	80	31	34
61	38	34	82	33	21
62	38	32	83	20	14
65	38	28	84	39	35
71	24	31	91	36	36
74	34	38	92	19	22
75	34	36	96	38	34
79	24	22	98	38	28

(N = 36)

4. HL Leadership Behaviour Pattern

15	40	27	66	41	34
16	44	25	67	50	38
54	50	35	76	40	27
57	44	36	94	44	36
			99	50	38

(N = 9)

2. Organizational Climate

The Sample of 100 school Profiles Grouped according to six Organizational Climates.

1 = School Code No.	6 = Aloofness
2 = Disengagement	7 = Production Emphasis
3 = Hindrance	8 = Thrust
4 = Esprit	9 = Consideration
5 = Intimacy	10 = Similarity Score

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1. OPEN CLIMATE

School No.	2	3	4	5	6	7	8	9	Similarity score.
14	40	37	54	47	51	37	60	64	46
46	44	33	58	55	42	48	52	67	47
17	36	44	66	37	51	50	57	57	48
77	36	44	66	37	51	50	57	57	48
47	44	39	61	64	48	48	51	64	51
90	44	39	61	64	48	48	51	64	51
22	33	51	57	65	39	51	59	64	53
51	40	48	56	60	44	54	51	62	55
7	42	27	57	52	49	57	55	60	57
52	38	35	68	55	46	56	44	55	57
70	45	45	46	39	73	44	52	56	64
100	45	45	46	39	73	44	52	56	64
63	45	45	48	31	61	45	65	54	65
97	46	45	48	31	61	45	65	54	65
59	33	45	62	45	56	51	45	67	68
95	33	45	62	45	56	51	45	67	68
64	36	37	48	37	45	40	38	54	70

2. AUTONOMOUS

20	36	50	58	61	60	37	50	42	33
69	36	48	50	64	56	35	50	61	41
40	34	45	60	59	67	44	59	59	44
45	44	37	41	66	66	47	49	49	44
89	44	37	41	66	66	47	49	49	44
42	55	41	56	57	50	71	39	41	50
43	55	41	56	57	50	71	39	41	50
4	34	48	37	68	56	54	54	51	52
33	46	66	37	49	64	39	37	50	71
84	46	66	37	49	64	39	37	50	71

contd...

1	2	3	4	5	6	7	8	9	10
3. CONTROLLED									
65	38	52	50	32	50	63	53	47	26
98	38	52	50	32	50	63	53	47	26
68	39	55	44	49	66	59	45	50	55
9	30	55	44	49	66	59	45	50	55
74	30	55	44	49	66	59	45	50	55
30	59	51	59	36	65	50	41	37	57
26	64	36	52	36	59	61	40	44	61
10	44	60	61	43	66	44	37	44	64
5	49	43	41	34	53	66	62	49	68
13	45	61	63	44	66	45	38	47	68
73	49	43	41	34	53	66	62	49	68
49	39	49	51	32	39	42	39	42	72
50	39	49	51	32	39	42	39	42	72
91	39	49	41	32	39	42	39	42	72
41	39	66	50	35	44	61	50	58	79
88	39	66	50	35	44	61	50	58	79
4. FAMILIAR									
19	43	32	50	63	43	32	56	59	42
78	43	32	50	63	43	32	56	59	42
31	48	50	51	57	57	28	47	57	51
83	48	50	51	57	57	28	47	57	51
6	30	45	61	54	45	54	45	61	53
54	56	45	37	34	65	56	50	54	57
37	64	42	51	33	60	52	40	59	63
86	64	42	51	33	60	52	40	59	63
67	48	37	51	69	59	51	59	58	66
99	48	37	51	69	59	51	59	58	66
5. PATERNAL									
57	62	36	52	36	36	52	52	52	39
94	62	36	52	36	36	52	52	52	39
2	54	46	48	40	36	62	62	60	44

contd...

1	2	3	4	5	6	7	8	9	10
55	67	44	54	53	29	39	51	55	45
93	67	44	54	43	29	39	51	55	45
28	69	43	43	33	55	56	48	52	47
44	65	59	40	65	44	59	52	52	51
34	56	42	67	33	39	56	46	63	63
58	47	55	55	37	55	41	55	57	79
56	32	55	51	55	35	51	51	63	72
35	28	46	46	46	46	46	39	68	80
85	38	62	50	32	50	63	53	47	80

6. CLOSED

18	55	62	52	54	62	54	35	34	33
1	68	60	44	55	55	40	41	39	36
71	68	60	44	55	55	40	41	39	36
11	65	48	48	47	65	41	38	45	45
38	64	66	43	48	51	48	36	40	45
62	49	45	48	50	61	58	40	45	47
8	67	63	53	50	60	46	38	44	50
60	67	43	56	56	48	52	36	41	50
16	67	53	56	32	44	58	44	45	52
29	59	56	47	44	65	66	43	47	52
75	65	48	48	47	65	41	38	45	52
82	59	56	47	44	65	66	43	47	52
39	57	38	44	55	59	69	38	48	53
87	57	38	44	55	59	69	38	48	53
66	55	58	33	42	68	50	49	44	54
23	59	63	38	38	65	46	47	46	55
80	59	63	38	38	65	46	47	46	55
61	65	51	57	62	51	37	43	43	56
96	65	51	57	62	51	37	43	43	56
36	67	44	51	65	62	54	40	48	57
48	48	50	39	48	50	37	45	52	58
53	51	51	51	63	63	54	34	36	58
92	51	51	51	63	63	54	34	36	58
24	44	56	40	63	48	64	41	55	60

contd....

1	2	3	4	5	6	7	8	9	10
3	64	60	37	37	56	34	49	49	61
72	64	60	37	37	56	34	49	49	61
21	58	62	53	49	61	40	35	39	64
32	53	65	61	54	59	58	37	36	64
79	58	62	53	49	61	40	35	40	64
15	47	59	54	48	69	51	34	43	68
76	47	59	54	48	69	51	34	43	68
27	54	54	43	38	65	44	38	61	70
12	48	66	39	48	66	39	45	52	73
25	54	54	69	50	50	68	38	34	76
81	54	54	69	50	50	68	38	34	76

3. Teacher Morale

The Sample of 100 Schools Grouped According to
High, Average and Low Teacher Morale Group

Highest Score : 203 Mean of Teacher
Morale Score = 160.35
Lowest Score : 109

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|-------------------|-----------|
| 1. High Morale | 172 - 203 |
| 2. Average Morale | 141 - 171 |
| 3. Low Morale | 109 - 140 |

1. HIGH MORALE

School No.	Score	School No.	Score	School No.	Score
7	175	41	187	64	188
12	173	42	185	67	179
14	203	43	180	68	178
17	191	44	189	69	185
20	172	46	194	77	191
22	186	47	187	85	184
26	191	48	173	88	180
28	174	51	187	90	187
35	184	52	187	95	176
40	189	59	176	99	179

(N = 30)

2. AVERAGE MORALE

1	149	11	148	24	168
2	141	13	147	25	153
5	168	15	153	27	154
6	168	16	165	29	161
9	169	19	159	33	155
10	147	21	167	34	165

contd...

School No.	Score	School No.	Score	School No.	Score
36	161	65	142	81	153
37	168	66	148	82	161
39	144	70	170	84	155
45	145	71	149	86	168
49	152	73	168	87	144
50	152	74	169	89	145
54	165	75	148	91	152
55	153	76	153	93	153
56	168	78	159	94	160
57	160	79	167	97	167
58	155			98	142
60	144			100	171
63	167				

(N = 53)

3. LOW MORALE

3	127	31	130	72	127
4	138	32	137	80	135
8	133	38	115	83	130
18	130	52	139	92	139
23	135	61	126	96	126
30	109	62	134		

(N = 17)

4. Motivation of Students
Towards their Schools

The Sample of 100 Schools grouped according to
High, Average and Low Motivation Group

Highest Score : 106 Mean of Motivation
Lowest Score : 51 Scores = 88.51

1. High Motivation 88 - 106
2. Average Motivation 70 - 87
3. Low Motivation 51 - 69

1. HIGH MOTIVATION

School Code No.	Scores:	Schools Code No.	Score	School Code No.	Score
1	100	39	99	70	93
6	98	41	96	71	100
8	95	43	90	76	91
12	94	44	89	77	109
14	100	46	94	78	98
15	91	47	98	82	98
16	91	48	93	83	94
17	95	49	91	84	94
18	106	50	91	85	89
19	98	51	98	86	98
29	95	52	100	87	99
31	94	53	102	88	90
32	91	56	94	90	98
33	94	61	92	91	91
34	98	63	98	92	102
35	89	64	92	96	92
36	95	66	99	97	98
37	98	67	89	99	89
38	103	69	99	100	93

(N = 58)

School : Score Code No.	School : Score Code No.	School : Score Code No.
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2. AVERAGE MOTIVATION

2	85	23	83	60	84
3	84	24	84	62	70
4	83	26	87	68	84
5	75	27	84	72	84
7	75	30	87	73	75
9	73	40	82	74	73
10	72	45	81	75	80
11	80	54	77	79	84
13	72	55	86	80	83
20	80	57	79	89	81
21	84	58	85	93	86
22	86	59	85	94	79
				95	85

(N = 37)

3. LOW MOTIVATION

25	65	65	65	98	65
42	51	81	65		

(N = 5)

5. Innovativeness of the School

The Sample of 100 Schools grouped according to
High, Average and Low Innovativeness Group

1. High Innovative schools - A
2. Average Innovative Schools - B
3. Low Innovative Schools - C

A		B		C	
School	Nos.	School	Nos.	School	Nos.
1	71	2	52	8	91
6	76	3	55	10	92
7	77	4	57	13	98
14	82	5	59	19	99
15	89	9	62	21	-----
16	96	11	68	24	(N=27)
17	97	12	69	25	
20	<u>100</u>	18	72	33	
22	(N=31)	23	73	37	
29		26	74	38	
30		27	75	47	
34		28	80	49	
40		31	83	53	
41		32	85	60	
45		35	87	64	
46		36	88	65	
54		39	93	67	
56		42	94	78	
58		43	95	79	
61		44	-----	81	
63		48	(N=42)	84	
66		50		86	
70		51		90	
N = 31		N = 42		N = 27	