LIST OF TABLES

-

Table <u>No.</u>	Title	Page
2`1	Summary of the Important Researches in Organisational Climate	- 50
3•2	Specimen of the Table Depicting the Categorisations of Managers into High or Low Scores in each of the three Tendencies in ONR department	-82
, 3.3	Specimen of the Table Displaying the Total Number of Managers Earning High or Low Categorisation in THREE Depart- ments, expressed in H _x form	83
3•4	A Table Displaying Climate Characteri- sation in MDC from the Five Types of MDC Climate	87
3.5	A Specimen of the Reference Table Depicting all Possible Combinations of MDC in Language, Indicating the Final Climate Characterisations for Inter- pretation in Each of the THREE Tendencies	88
3.6	Matrix Used to Score same or Dissimilar Climate Perceptions at Two Administrations	115
3.7	Table Showing Percentage Distribution of 'Same' and 'Similar' Climates at Two Administrations of the Administra- tion Between the Two by the Applica- tions of YULE's Test	118
3.8	A Specimen of a Departmental Master- sheet Presenting Climate Perceptions Scores in Three Distinct Climate Zones in the Administrative Organisation Climate	.120
3.9	Table Depicting Break-up of Climate Perception Frequencies of the Respon- dents of DepartmentA in each item of Administrative Climate as also in Three Climate Zones	124
	(xi)	

Table No.	Title	Page
3.10	Specimen of the Table Showing Climate Per- Septions Rendered into Percentage from Table 3.9, Columns, x,y,z	126
3.11	Table Showing the Assignment of Final Climate in AOC Category by way of Illus- tration	129
3•12	Specimen of Matrix used for Scoring for Work-value Preferences	1 35
3.13	Co-efficient of Correlations Indicating Test Reliability for Each Work-Value by Test Retest Method	1 40
3.14	Specimen of Table Depicting Categorisa- tion of Respondents into High and or Low in Consideration and Structure	158
4•1	Table Showing Managerial Dispositional Climate assigned to Departments in Respect to ^C onservative-Liberal Tendency	163
4•2	Table Showing Managerial Dispositional Climate assigned to Departments in Respect of Fatalism-Scientism	165
4•3	Table Showing Managerial Dispositional Climate assigned to Departments in Respect of Fascist Tendency	166
4•4	Table Showing Composite Climate Characteri- sation for each Department in Each of the Three Tendencies	168
4.5	Table Showing Composite Climate Characteri- sation in Respect of Managerial Disposi- tional Climate, Number of High and Low Scorers in EEP	171
4.6	Table Showing Composite Climate Characteri- sation in Respect of MDC, Number of High and Low Scorers in EEP and in Distribution of Managers into High and Low Scorers in respect of all Intervening Variables	175

Table <u>No</u>	Title	Page
4.7	Table Showing Departmental Characterisation in MDC and Distribution of Managers into Three Categories in Authoritarian Tendency	176
4 •8	Table Showing Composite Climate Characteri- sation of Respect of Managerial Disposi- tional Climate, Number of High and Low Scorers in EEP and Distribution of Supervisors into High and Low in Respect of Two Intervening Variables, namely, Job Satisfaction and Achievement Orientation	185
4•9	Table Depicting ^C haracterisations of Supervisory Groups in the matter of EEP, Achievement Orientation and Job Satisfac- tion based on their Scoring	188
4 •10	Relationship of EEP Distribution with Achievement Orientation Characterisation of Supervisory Respondents Departmentwise	189
4.11	Relationship of Climate Characterisations with Achievement Orientation Characterisa- tion of Supervisory Respondents	190
4.12	Relationship of EEP with Job Satisfaction Characterisation of Supervisory Respondents	191
4.13	Relationship of Climate Characterisations with J.S. Characterisation of Supervisory Respondents	192
4 • 14	Table Showing Departmental Characterisations in Supervisory Achievement Orientation and Job Satisfaction	194
4 • 15	Table Showing Leadership Climate assigned to all the Departments in Code and Phrases in Terms of Consideration and Structure Dimensions of Managerial Behaviour	196
4 •16 _.	Table Showing Leadership Climate assigned to all the Departments and its Relation- ship with EEP Distribution	200

.

-

.

.

,

.

÷

•

(xiii)

.

.

No.	Title	Page
4 •17	Relationship Between Leadership Climate and EEP for all the Departments, in Conjunction with Intervening Variables namely Alienation Tendency among Managers, WVPA between Managers and Supervisors working under them and Authoritarian Tendency among Managers	206
4.18.	Relationship of Leadership Climate and EEP for all the Departments in Conjunc- tion with the Intervening Variables (Achievement Orientation and Job Satis- faction Pertaining to the Supervisory Respondents)	210
4 • 19	Table Showing Climate Characterisation in Administrative Climate in all the Departments	213
4 • 20	Table Showing Climate Characterisation in Administrative Climate in all the Departments and Distribution of Supervisors into High and Low Scorers in EEP	219
4 • 21	Table Showing Climate Characterisation in Administrative Climate in all the Departments and Distribution of Managers into High and Low Scorers in Respect of all Intervening Variables	225
4•22	Relationship of Administrative Organisa- tional Climate and EEP for all the Departments in Conjunction with the Intervening Variables (Achievement Orientation and Job Satisfaction Pertain- ing to the Supervisory Respondents)	234
4 •23	Table Showing Climate of Groupiness assigned to all the Departments in Code and Phrases	236
4•24	Table Showing Climate of Groupiness assigned to all the Departments and Distribution of Managers into High and Low Scores in EEP	238

Table No .

-

-

.

<u>Title</u>

.

,

-

(xiv)

.

Table	- · · · · · · · · · · · · · · · · · · ·	
<u>No.</u>	Title	Page
4•25	Table Showing Climate of Groupiness assigned to all the Departments and Dis- tribution of Managers into High and Low Scorers in Respect of all Intervening Variables and also Variables Pertaining to Supervisory Respondents	24 3
5•1	Table Showing Summary of the Conclusions and Observations in regard to OC-EEP Relationship Conjunction with Interven- ing Variables selected for the Managerial and Supervisory Respondents	
5.2	Table Presenting Findings Hypothesis- wise in MDC	250
5•3	Table Presenting Findings Hypothesis- wise in AOC	256
5•4	Table Presenting Findings Hypothesis- wise in Leadership Climate	262
5•5	Table Presenting Findings Hypothesis- wise in Climate of Groupiness	266
5.6	Table Showing the Specific Scale used for Each Climate	273
5•7	Table Showing Numerical Scores Earned by Departments in Climate and the Scale- Value assigned to them in regard to the Climates to obtain a Weightage for the same	274
5.8	Table Showing Scale-value assigned to Departments, Characterisations of AOC and Climate of Groupiness, WVPA and EEP Distribution	276
5•9	Table Showing Positive, Negative or Neutral Valence of Each type of Climate and other Scores in Terms of selected Criteria	277
5 •10	Table Showing Scale-Value, Plus Points, Minus Points earned by Departments by select Criteria and EEP Distribution	280

**

,

• • • • •

~ ,

Table <u>No.</u>	Title	Page
5.11	Table Showing Relevant Extracts of Depart- ments A,B and C from Tables 5.8 and 5.9	281 (
5.12	Table Showing Relevant Extracts of Depart- ments C,D and E from Tables 5.8 and 5.9	283
5•13	TABLE Showing Relevant Extracts of Depart- ments A, B, D and E from Table 5.8 and 5.9	287
5•14	Table Showing Relevant Extracts of Depart- ments A,B,C,D and E from Tables 5.8 and 5.9	289
	Table Showing Characterisation of Depart- ments in Terms of Favourable, Unfavourable and Neutral by Criteria selected	291
5.16	Table Showing Work-Value Scaling of Supervisory Respondents of the Departments	302

.

.

(xvi)