

## C H A P T E R - V I I I

### S U M M A R Y     O F     T H E     F I N D I N G S

#### E D U C A T I O N A L   I M P L I C A T I O N S   A N D   S U G G E S T I O N S

8.1

BRIEF     O V E R V I E W

8.2

MAJOR     F I N D I N G S

8.3

E D U C A T I O N A L     I M P L I C A T I O N S

8.4

SUGGESTED   R E S E A R C H   T O P I C S

8.5

SUGGESTIONS   F O R   I M P R O V I N G   T H E  
M A N A G E M E N T   O F   E D U C A T I O N   S Y S T E M S

CHAPTER : VIIISUMMARY OF THE FINDINGS, EDUCATIONAL  
IMPLICATIONS AND SUGGESTIONS8.1 BRIEF OVERVIEW :

Management of Education Systems gives a new horizon for more and more research work to be undertaken on priority level. This pilot research work is a minor attempt in this direction with due considerations with regard to its importance as well as limitations. Title of the problem is " A STUDY OF MANAGEMENT OF EDUCATION SYSTEMS WITH SPECIAL REFERENCE TO DECISION MAKING AND ORGANIZATIONAL HEALTH". The study is delimited to Technical Education Systems (Technological University Technically Oriented University, Indian Institute of Technology). Chapter-I deals with the context of the Research where concepts of Management, Education Management, Decision-making and Organizational Health have been dealt with a view to give operational elaborations and meaningful contexts with respect to the present research investigation. Chapter-II presents the conceptual model of the present study which reveals the brief review of the researches done in decision-making and organizational health. Title of the problem, definitions of terms, delimitations and significance alongwith rationale of the study are also given here. It also covers objectives and methodology. A brief mention has been made for the selection of Education Systems, variables, tools of

the research, statistical techniques and task analysis and scheme of chapterization. The purpose of the study is to study the management aspect of education systems with reference to decision-making (governance and decisional participation) and organizational health. Due to limitations one Technological University (out of three Technological Universities), one Technically Oriented University (out of two Technically Oriented Universities) and one I.I.T. (out of five I.I.Ts.) have been taken for the main study excluding one Technological University and one I.I.T. for pilot investment (used for developing Research Instruments).

Chapter-III presents the detail procedures for the development of the Research Instruments : Decision-making participation instrument to study the existing participation; Decision-making participation instrument to study the expected participation; Organizational Health Questionnaire. Decision-making areas have been identified with the help of relevant publications and interactions with the experts. On the basis of try-out on the faculty members (N=70) of a Technological University it has been modified. Content validity has been established for decision-making participation instruments. For developing Organizational Health Questionnaire (O.H.Q.) ten dimensions of the organizational health have been considered (given by Mathew Miles). The items of the O.H.Q. have been constructed with the help of experts and available instrument. Try-out of the O.H.Q. has been conducted in a Technological University. The O.H.Q. has been finalized on the basis of : content validity; intercorrelations among

items; correlation of each item with the total scores; item discrimination. Thus research instruments developed in this investigation may be called reliable and valid.

Chapter-IV covers the objective-I i.e. to study the management of a Technological University with reference to: Governance; Existing participation of faculty members; Expected participation of faculty members; Discrepancies between existing and expected decisional participation of faculty members; Organizational health of the Education System; Relationship among existing decisional participation, expected decisional participation and organizational health. Analysis of the responses for 200 faculty members have been done in consideration of the objective. Governance of the Education System has been studied on the basis of documentry records and interview with the selected members of the system. Statistical measures used are: percentage; means; standard deviation; significance of the difference between means; chi-square test; correlation; significance of the correlation. Data have been classified and tabulated and appropriate measures of statistics have been calculated as per requirements of the objective. On the basis of the inferences from different tables (showing calculated statistical measures) interpretations have been done in consideration of the objective.

Chapter-V covers the objective II, dealing with the management of a Technically Oriented University with reference to the same specifications mentioned in Chapter-IV. Analysis

of the responses for 70 faculty members have been done in consideration of the objective. Other aspects are on the similar pattern mentioned in Chapter-IV.

Chapter-VI covers the objective-III, dealing with the management of I.I.T. with reference to the same specifications mentioned in Chapter IV. Analysis of the responses for 130 faculty members have been done in consideration of the objective. Other aspects are on the similar pattern mentioned in Chapters IV and V.

Chapter-VII presents the comparative views (with regards to existing and expected decisional participation and organizational health of the three Education Systems). Governance aspect has also been considered for the comparison of the three Education Systems. Relationships among existing decisional participation, expected decisional participation and organizational health have been found out on the basis of correlation co-efficient calculated for 400 faculty members (for the three Education Systems) of different categories i.e. Professors. Readers or Assistant Professors and Lecturers. Here factor analysis of the O.H.Q. has been done to study the dimensions of the organizational health. It also helped in validation of the research instrument. Chapter VIII is the concluding Chapter. It has got mainly three focal points: summary of the findings; educational implications; suggestions.

## 8.2 MAJOR FINDINGS :

### \* Governance of the Education Systems :

\* The three Education Systems i.e. Technological University, Technically Oriented University and I.I.T. were found to be different from governance point of view. Technological University has got Syndicate as its top most governing body. Technically Oriented University consists of Senate as the top most body for University Governance though executive powers have been given to the Syndicate. While in the case of I.I.T. the top most governing body for all the I.I.Ts. is I.I.T. council. For single I.I.T. it is Board of Governors. I.I.T. senate deals mainly with the academic affairs. In Technically Oriented University, the governing body have got participation distributed to members of the system (staff and students) and also from environmental settings.

### \* Existing decisional participation of the faculty members:

Existing decisional participation of the faculty members was found to be less than the considerable participation for the three Education Systems.

### \* Expected decisional participation of the faculty members:

In all the three Education Systems faculty members want more participation in different situations.

\* There was significant difference between existing and expected decisional participation for the three Education Systems.

\* Relationship between organizational health and existing decisional participation of the faculty members was found to be significant.

\* There was no significant relationship between organizational health and expected decisional participation.

\* Existing decisional participation and expected decisional participation were found to be related with each other.

\* Ten dimensions of the organizational health given by Mathew Miles were found to be significantly related with each other. Only one dominant factor was found out. This dominant factor was having high loadings with the ten dimensions of the organizational health. This dominant factor was named as ORGANIZATIONAL EFFECTIVENESS. Cumulative percent variation was very good i.e. 64. It showed the validity of the organizational health questionnaire developed for this investigation.

### 8.3 EDUCATIONAL IMPLICATIONS :

This piece of research work may be helpful for further research investigation in the area of Education Management. Review of research work done in decision-making and organizational health can provide information to the research workers. Suggestions for the research work given in the last portion of the chapter may be quite helpful to select research investigation in the area of Education Management.

Results of the present investigation with due consideration for the limitation, gives view of the governance aspect of the three Education Systems which could be modified according to the environmental settings. It is also useful to know the importance of decisional participation of the faculty members. Concept of organizational health may be useful for the practitioners in managing Education Systems. Researchers interested in Education Management may work on the various aspects to fill up the gaps which could not be considered due to certain limitations.

Research instruments developed may be useful for the research workers as well as for the practitioners belonging to the Education Management.

#### 8.4 SUGGESTED RESEARCH TOPICS :

It is not possible for a single worker to cover wider aspects and more variables. More and more researches are required in the area of Education Management. On the basis of the present investigation the present investigator would like to suggest following research topics for the further research work:

- \* Similar type of research work may be undertaken for variety of Education Systems.
- \* Decisional participation of non-technig staff and student may be taken along with decisional participation of faculty and organizational health of the Education System.



- \* Development of model for decisional participation of the members of the system.
- \* Laymen participation in Education Management.
- \* Comparative study on the governance aspects of the Education Systems.
- \* Decisional participation in relation to Teachers Morale and Leadership Behaviour.
- \* Organizational health in relation to Teachers Morale and Leadership Behaviour.
- \* A study on role conflict in decision-making.
- \* Impact of pressure and powers groups in decision-making.
- \* Development of information system for the Education Systems.
- \* Management of Research process in Higher Education.
- \* Administrative problems faced by chair persons in Higher Education Systems.
- \* Management of Examination.
- \* Political interference in Education Management.
- \* Human relationships in relation to Education Management.
- \* Legal aspects of Education Management in relation to the court.
- \* Conflict management of Education Systems.
- \* Techniques of personnel management for Education Systems.

- \* Management of Education Systems serving the environmental needs.
- \* Attitude of faculty members towards management of staff selection procedures in various Education Systems.
- \* Case studies of different Education Systems with special reference to the management aspect.
- \* Managerial behaviours required for Education Systems.
- \* Modern management techniques for different type of Education Systems.

#### 8.5 SUGGESTIONS FOR IMPROVING THE MANAGEMENT OF EDUCATION SYSTEMS :

Widespread participation is necessary to accelerate the development of better system for managing the resources of any Education System. It is one of the most important approaches as per recommendations of the management experts. Participation in decision-making is an important dimension and decentralization is needed more and more to increase co-ordination at higher level. In Education Systems, faculty should feel that they are actively involved in various decision-making bodies. Structure as well as processes both are just like a head and tail of a coin i.e. Education Management. The specific function of a manager is to develop and regulate the processes of management in most effective manner, level of participation by different sections of the personnels for various decision situations could be decided with the help of institutional research.

Organizational health is also another important contributing factor which may affect in many ways. It is necessary to diagnose the illness of the organization to give it appropriate treatment so that it may recover its health and cope with the environment. It is possible to improve the organizational health of any Education System by adopting appropriate measures leading to effective treatment.

Managers of Education Systems should encourage the institutional research projects with special reference to decision-making and organizational aspects. Even they can develop cell for the institutional research or outside research agency may be approached for this type of projects. Management Information System could be developed to improve decision-making processes which would be helping to organizational health.