ANALYSIS OF ORGANISATIONAL CLIMATE
TO IMPROVE THE ADEQUACY
OF PRIMARY HEALTH CARE IN
THE STATE OF KUWAIT

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To the spirit of my father JASEM
To My beloved mother
To my wife and family
To my country KUWAIT, and my people
Towards the advancement
of science

SUMMARY

ANALYSIS OF ORGANISATIONAL CLIMATE TO IMPROVE THE ADEQUACY OF PRIMARY HEALTH CARE IN THE STATE OF KUWAIT

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This study covers two areas of contribution to the knowledge, firstly it tried to investigate rigourously the relationships of a number of factors believed that they may affect the climate perception, classified into three types to arrive to prove a hypothesis of the important role that Qualification and Personal factors play in shaping the climate perception, this is in contrast with Situational factors. Secondly, the study tries to recluster the items of a wide-range applied scale for the measurement of climate named HAY in order to overcome the cross-cultural differences between the Kuwaiti and the American society, and to achieve a modified dimensions of climate for a civil service organisation in Kuwait.

Furthermore, the study attempts to carry out a diagnostic test for the climate of the Ministry of Public Health in Kuwait, aiming to diagnose the perceived characteristics of the MoPH organisation, and suggests a number of areas to be given attention if an improvement is to be introduced.

The study used extensively the statistical and the computer facilities to make the analysis more representing the field data, on the other hand this study is characterised by the very highly responsive rate of the main survey which would affect the findings reliability.

Three main field studies are included, the first one was to conduct the main questionnaire where the second was to measure the "should be" climate by the experts of MoPH using the DELPHI technique, and the third was to conduct an extensive meeting with the very top management team in MoPH. Results of the first stage were subject to CLUSTER analysis for the reconstruction of the HAY tool, whereas comparative analysis was carried on between the results of the second and third stages on one side, the first from the other.

KEY WORDS: CLIMATE, HEALTH, ORGANISATION, ANALYSIS, KUWAIT.

ACKNOWLEDGEMENTS

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CHAPTER I

INTRODUCTION

BACKGROUND

1.1. LOCATION

The state of Kuwait is situated on the north eastern corner of the Arabian Peninsula. It is bounded on the east by the Arabian Gulf, on the north and west by the Republic of Iraq and on the south west by Saudi Arabia Kingdom. Kuwait occupies a small triangle of land with an area of 17,818 square kilometers, the density of population per square kilometer has increased from 13 in 1957 to 76 in 1980. The major part of the country is open desert land.

In 1897, Kuwait requested protection from the Great Britain against Othmans control, and in 1899, became a British protectorate. Kuwait became an independent sovereign national state in 1961.

The state of Kuwait could be described by the following articles of its Constitution:-

Article One: Kuwait is an Arabian, independent, fully sovereign state. Neither its sovereignty nor any part of its territory maybe relinquished. The people of Kuwait form a part of the Arab nation.

Article Two: The religion of the state is Islam, and Islamic Law shall be a main source of legislation.

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Article Three: Arabic is the official language of the state.

Article Four: Kuwait is an hereditary Emirate, the succession of which is confined to the descendants of the late Maburak-Al-Sabah.

Article Six: The system of government in Kuwait shall be democratic, under which sovereignty is voted in the people as the source of all power.

1.2. Population

The population of Kuwait is 1.35 million in 1980 (0.56 million of Kuwaitis and 0.79 million non-Kuwaitis) its growth rate was approximately 6.4% PA between 1975-1980. The population is characterised by a high proportion of foreign immigrants (58.5% of the total in 1980) that can be explained by the lack of labour especially the skilled ones and the provision of free social services such as health and education, the high quality of life in Kuwait compared to other Gulf countries and the arrival of Palestinian refugees along with Jordanians after 1950. The Kuwaitis are among the youngest populations in the world; 50% are below 15 years and in the non-Kuwaiti population, 37% are below 15 years of age. This means that the ratio of the inactive to the active sections of the native Kuwaiti population is very high.

According to the Census in 1975 the population was distributed in the following way:

47.5% Kuwait

20.5% Jordan and Palestine

6.1% Egypt

4.5% Iraq

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4.1% Iran

4.1% Syria

3.2% India

2.5% Lebanon

2.4% Other Arabs

2.3% Pakistan

1.3% Saudi Arabia

0.8% Other

0.7% Muscat and Oman

From these figures, we can deduce that a high proportion of nationals from other countries is a striking feature of the population of Kuwait, a fact that is taken into account in the government's policies which attempt to create appropriate conditions for the Kuwaiti population.

In 1980 the rate of population growth was very high, but though there have been signs of decline recently, the government has not made any provision for regulation of birth control. The only course of action open is to rationalise migration into the country.

The government is interested in developing Kuwait's labour force to equip it with the education and training necessary to provide technical, vocational and semi-skilled labour in the industrial and service sectors. Its aim is to reduce dependency upon the non-Kuwait population and its interest is to avoid a growth in administrative and unskilled posts.

Through the years the population of Kuwait has shown a higher number of males than females, until 1980 when statistics showed 982 males for every 1000 females. The non-Kuwaiti population is characterised by a preponderance of males in the working age groups. Nevertheless the sex ratio declined between

1957 and 1980, indicating that migrants tend to form communities after long residency. Another fact, is the slow decline in fertility noticed among Kuwaiti and non-Kuwaiti women, and a rise in the age for marriage (see table 1.1.).

1.3. Socio-Economic Development

Kuwait enjoys the highest per capita income in the world at US $17,200 in 1980. This is the result of economic development achieved in only two decades.

Industry

In earlier times, industrial activity in Kuwait mainly consisted of production of dhows for fishing, pearl diving and commercial purposes. The discovery of oil followed by large scale industrial and commercial activities has resulted in the emergence of Kuwait as an important commercial centre in the region. Resulting changes in economic and social structure and lifestyle of the people have created new demands on the public services required and their quality.

Petroleum and natural gas are the main natural resources of the country and the reason for Kuwait's rapid economic development. About 96% of Kuwait's total production of crude oil and refinery products is exported and the oil revenue provides Kuwaiti citizens with a guaranteed annual income, free health care, subsidized housing, capital for industrial development, such as petro-chemical production, fresh water production, electric power, building materials such as lime, fishing, packing and various light industries and other social amenities.

Limited manpower, industrial pool and raw material, are the reasons for government commitment to exploring the possibility of introducing new industries, particularly light industries, in an attempt to diversify the existing industrial

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TABLE 1.1.

PERCENT MARRIED BY AGE GROUPS

Nationality	Year	Male			Female		
		15-19	20-24	25-29	15-19	20-24	25-29
Kuwaiti	1965	3.0	32.6	71.0	41.1	80.9	91.4
	1970	2.4	29.6	68.8	33.0	73.7	89.7
	1975	1.9	27.7	68.3	28.0	65.8	84.2
Non-Kuwaiti	1965	5.1	22.0	51.5	52.3	81.4	86.1
	1970	4.1	22.5	53.9	43.9	80.8	88.2
	1975	3.4	21.8	55.2	29.7	73.3	86.9

Source: Central Statistical Office, Annual Statistical Abstract 1980, Table 51.

structure and reduce its dependency on petroleum.

Agriculture: The role of agriculture in the Kuwait economy continues to be limited because of poor soil, a scarcity of water for irrigation and unfavourable climatic conditions. Even though the contribution of the sector towards the gross domestic product is only 0.04%, the government is encouraging expansion programmes in order to satisfy basic needs. Nearly 8.6% of the inhabited land area has been put to agricultural use employing about 3,000 workers. Local production of vegetables and milk exceeds 40% of domestic consumption. Poultry production of eggs is steadily growing while fish caught locally meet almost 99% of demand. Large amounts of food materials are imported every year in order to provide a better quality and balance of diet to all sections of the public, rich and poor; the government subsidies the price of several items in the food ration.

Education

The literacy rate was 64% for the total population of Kuwait aged 10 years and above in 1975 (rates for males 71.5%, females 54.2%). Among Kuwaiti nationals, 55.4% literacy is composed of 70% among males and 40.9% among females. Population of both sexes show an almost equal increase in literacy status since 1957. However, Kuwait females lag behind in literacy compared with their male counterparts as shown in Table 1.2.

TABLE 1.2.

PERCENT LITERATE IN POPULATION, 10 YEARS AND OVER

KUWAIT, 1957-1975 (%)

Nationality	1957			1965			1975		
	M	F	TOTAL	M	F	TOTAL	M	F	TOTAL
Kuwaiti	53.6	25.8	40.3	60.6	30.5	46.0	70.0	40.9	55.4
M-K	50.2	52.5	50.6	60.7	59.9	60.5	72.5	68.7	71.1
Total	51.5	32.7	45.4	60.6	42.3	54.4	71.5	54.2	64.0

Source: Annual Statistical Abstract 1980 Table 39, C.S.O., Ministry of Planning, Kuwait

TABLE 1.3.

STUDENT ENROLMENT IN KUWAIT (1000)

Sex	Up to Secondary		Adult	University		% of Total
	Gov'ment	Private	Edu'tion		Total	population
Male	152.7	32.7	13.9	3.7	203.0	26.16
Female	132.7	28.6	5.7	5.0	172.0	29.67
Total	285.4	61.3	19.6	8.7	375.0	27.66

Source: Annual Statisical Abstract, 1980, pp.347-382, Central Statistical Organisation, Ministry

of Planning, Kuwait.

In the year 1979-80 46% of current expenditure on public services was spent on education and this illustrates the importance that government attaches to the role of education in Kuwait's development. In response to the needs of a large expatriate community in Kuwait private education has also registered appreciable growth. The number of students enrolled during 1979-80 was about 61 thousand. Great importance is also being attached to higher education. Kuwait University provides advanced degree courses in the fields of arts, science, engineering technology, medicine etc. Furthermore the Public Authority for Applied Education and Training provides programmes in the fields of Technology, Business, Health and Education in two-year colleges. In addition, deserving students are sent abroad for higher studies.

The adult education programme provides literacy courses as well as religious teachings to meet the needs of different communities. There were 19.6 thousand participants in 1979-80 for different courses in the programme.

Education is free in government institutions and stipends and monthly allowances are given to those enrolled in vocational training institutes. These measures adopted by the government have raised the educational status of the population. The current enrolements given in Table 1.3. indicate the encouraging response of the male and female population of school age. More than a quarter of the total male population and about 30% of females are pursuing studies or are participating in differenct educational programmes. The govenment continues to carry out a comprehensive educational policy which includes free education for every citizen from the primary to higher postgraduate levels and, as part of its total welfare policy, eradication of illiteracy by promotion of adult literacy programmes, diversification of specialised and higher education to meet the demands of future generations and improvement of the quality of education at all levels.

One of the reasons for the government's interest in improving the educational level of the Kuwait population is that the quality of bureaucracy and its administrative capacity affects the performance of government institutions. The limited education and experience of the Kuwaitis have been major problems facing the govenment and have obliged it to recruit and appoint non-Kuwaitis for certain positions. It has always emphasized that such selection is temporary until such time as the Kuwaiti-population reaches the required level of qualification for these jobs. Other circumstances facing the government have included the increase in state functions and services, demanding a level of educated personnel not available in the country. It has, therefore, had to recruit people without the necessary abilities and background.

Social Change

Kuwait society has changed considerably over the last two decades. A hard, simple life in unfavourable weather and living conditions where family ties and kinship relations were strong; where the elderly enjoyed authority in large extended families and where division of labour was clear and simple, has given way to a more affluent society where the extended family system is moving towards the nuclear pattern common in other developed countries. There is less concern for family ties and community welfare compared to individual advancement, and many women are wanting to become active participants in the suitable aspects of economic and social activity.

In Kuwait the discovery of oil and the development of industrial activities attracted foreign workers, who brought with them different cultures, traditions and values. None of these groups mix with the others at all, making Kuwait a pluralistic society, that is one of different cultures live together but compounded into one unit. Economic interest is the common factor that keeps them together,

therefore, and the Kuwaiti community, despite the changes in population and social system, retains its social values and customs.

The Kuwaits are the most influential group in the society. Because of their status their nationality gives them advantages over non-Kuwaitis in the administration but the latter, because of their knowledge and skills, are necessary to society. Currently, one of the government's policies is to motivate Kuwaitis to prepare themselves to become more capable in all fields. Another government interest is the provision of essential commodities at reasonable and subsidised rates, through co-operative societies in the weaker sections, with the objective of promoting social welfare and avoiding health problems in the population.

Health Status

The health status is rapidly changing from that of a developing country to that of a developed country. More emphasis is placed on preventive medicine and good nutritional diet. Life expectancy at birth is now 69 years, while the causes of morbidity and mortality are a combination of diseases associated with developed countries.

The table (1.4.) shows the leading causes of mortality and morbidity in Kuwait ranked according to the estimated total years of life lost to society because of each of them.

For children less than one year old, problems in the perinatal period constitute nearly one third of all deaths. Intestinal infection, diseases and pneumonia account for another one-third. Motor vehicle accidents constitute the primary cause of death among children in the age groups 1-4 and 5-14 and for young adults in the 15-44 age group. For persons 45 years and above, Ischaemic heart disease is

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TABLE 1.4.

ESTIMATED YEARS LOST TO SOCIETY IN KUWAIT DUE TO

MORTALITY BY LEADING DISEASES IN 1979

Cause of Mortality (Groups of basic tabulation list ICD-9)	Years Lost
Perinatal Diseases*	10,695
Motor Vehicle Accident	9,596
Pneumonia	7,184
Congenital Anomalies	7,065
Intestinal Infectious Disease	6,600
Ischaemic Heart Disease	6,414
Malignant Neoplasms	6,333
Other Injuries**	4,519
Cerebrovascular Disease	2,516
Hypertensive Disease	1,929

* Includes birth injury, difficult labour and other anoxic and hypoxic conditions.

** Accidental falls, accidents caused by fire, flames and late effects of other injuries.

Compiled from: Vital and Health Statistics Division, Ministry of Public Health, Kuwait, Annual Report 1980.

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the major cause of death (table 1.5. Appendix 1). The government's Kutwait Health Plan, 1982-2000, mentions that the causes of sickness and death are correlated with the habits and lifestyles of people, for example smoking, eating excessively, imbalanced diets and lack of exercise.

1.4. Kuwait's Public Administration Structure

The government's role has expanded, and new functions have been introduced, causing the government structure to increase in complexity and a need for better administration to arise.

Figure No.(1.1) outlines the State's organisational structure. At the head of the structure, as the State's Constitution declares, the Amir presides over the country: "The Amir is the head of the State" (Article 54). "The system of Government is based on the principle of separation of powers fuctioning in co-operation with each other in accordance with the provisions of the Constitution. None of these powers may relinquish all or part of its competence specified in the Constitution" (Article 50).

There are three powers in the Kuwaiti system: Legislative power, Executive power, and Judicial power. "Legislative power shall be vested in the Amir and the National Assembly" (Article 51). and "Executive power shall be vested in the Amir, the Cabinet and the Ministers (Article 52).

"Judicial power shall be vested in the Courts, which shall exercise it in the name of the Amir" (Article 8). Details of that will be subject to the limits of the Constitution.

I will explain the executive power in more detail because I intend to concentrate my attention on the Ministry of Public Health, an organisation under the executive power.

The Executive Power:- It is vested in the Amir and the Cabinet. The Cabinet is composed of ministers appointed by the Amir (at present, Shaikh Jaber Al-Ahmed

Al-Sabah) upon the recommendation of the Prime Minister. Ministers are appointed from amongst members of the National Assembly and others.

The Cabinet decides upon issues relating to the State's general policy, sanctions any projects suggested by the Amir through the relevant Ministry in the National Assembly, and also sanctions treaties concluded by the State. Moreover, the Cabinet settles any disputes concerning points of view or concerning areas of specialization between two or more ministries. The Cabinet also gives exceptional decisions concerning appointments, promotions, extending periods of service, pensions, remunerations, or non-disciplinary dismissals.

Thus we see that the Cabinet shares with the Amir the duties of formulating the internal policy of the State, as well as its foreign policy, of concluding treaties, passing laws, appointing public officials and relieving them from office.

The top administrator in each ministry is the Under Secretary. His position is permanent and although he is not appointed by the Minister, the Minister may if the position is unoccupied, nominate a candidate and present him to the Council of Ministers for approval. He will then be appointed by Royal Decree. The Minister approves some administrative decisions but most can be made by the Under Secretary. The latter has assistants appointed by Royal Decree but nominated by the Minister and approved by the Cabinet. At the same time the A. Under Secretaries have several administrations each of them headed by an administrator. The administrations are divided into several departments and each department is divided into serveral divisions and then, into personnel.

Any position from Assistant Under Secrtary and up, must be filled by a Kuwaiti citizen. All positions below the assistant Under Secretary can be held by non-Kuwaiti citizens.

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Fig:1.1 The State of Kuwait
Organisational Structure

Fig. 1.1   The State of Kuwait Organisational
                      Structure
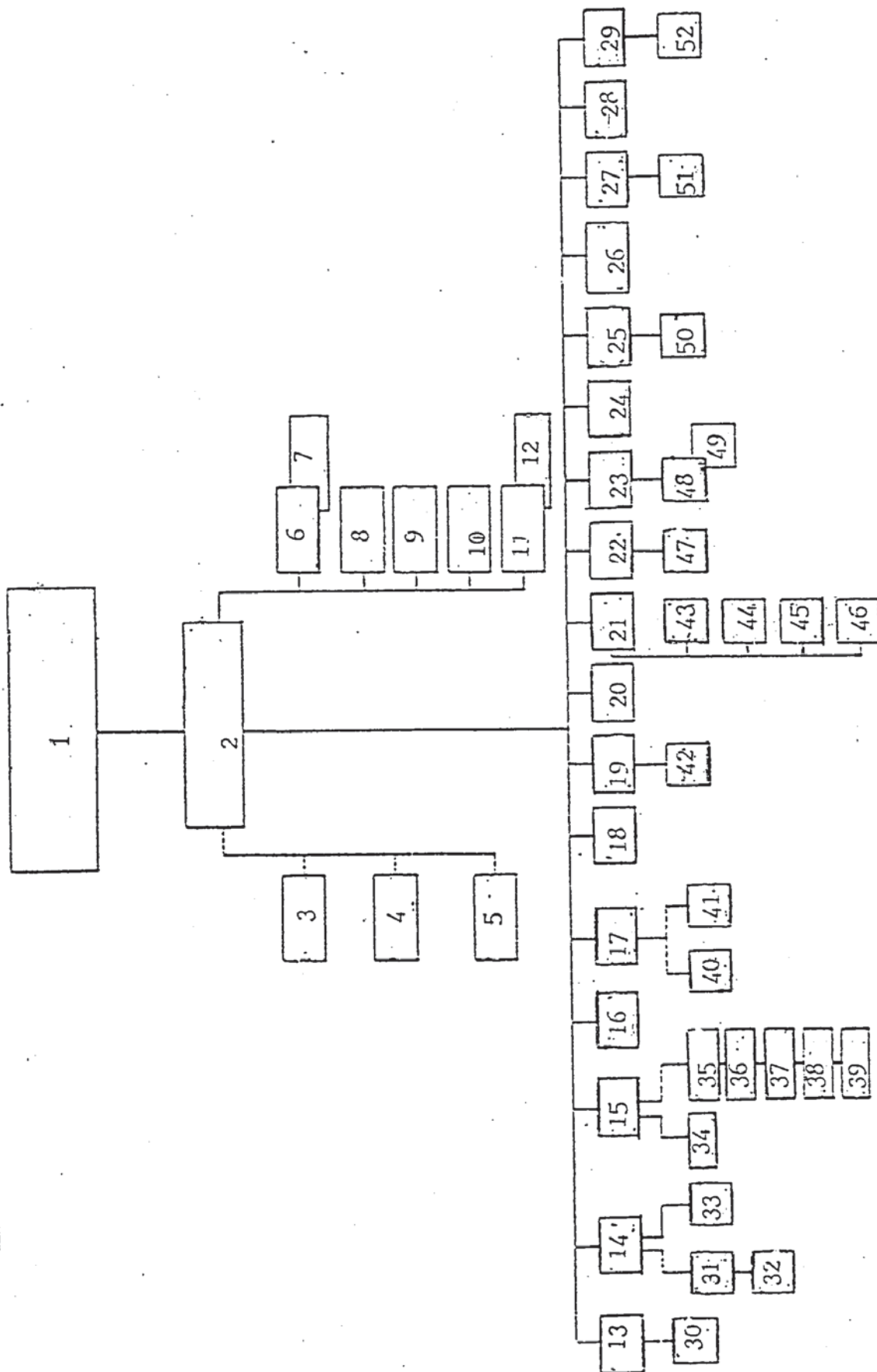
Key:

1. Head of The State His Highness
    The Amir.
2. His Highness The Crown Prince
    & The Prime Minister.
3. Supreme Defence Council
4. Supreme Petroleum Council
5. Kuwait Fund for Arab Econ. Dev.
6. Minister of State for Cab. Aff.
7. Sec. of Council of Ministers.
8. Nat. Council of Cult.,Lit. & Art
9. Youth Welfare Council
10. Central Tenders Committee
11. Kuwait Municipality
12. Gen. Div. Firefighting
13. Ministry of Oil
14. Min. of Communications
15. Min. of Finance
16. Min. of Elec. & Water
17. Min. of Justice, Leg. & Admin.Aff.
18. Min. of Public Health
19. Min. of Soc. Aff. & Labour
20. Min. of Defence
21. Min. of Interior
22. Min of Foreign Affairs
23. Min of Education
24. Min. of Planning
25. Min of Commerce & Industry
26. Min. of Awqaf & Islamic Affairs
27. Min. of Information
28. Min. of Public Works
29. Min. of Housing
30. Kuwait Petroleum Corporation
31. Sup Council Civil Aviation
32. Public Ports Authority
33. Director General Civil Aviation
34. St. Prop. Serv. Dept.
35. Pub. Inst. Social Security
36. Credit & Savings Bank
37. Kuwait Central Bank
38. Kuwait Airways Co.
39. Customs Div. General
40. Dept. of Legal & Adv.
41. Civil Service Com.
42. Central Training Dept.
43. Gov. of Capital
44. Gov. of Hawalli
45. Gov. of Ahmadi

46. Gov. of Jahra
47. Pub. Auth. for S.Arab & Gulf
48. Supreme Council for High
    Education
49. Kuwait University
50. Shuaiba Industrial Area
    Authority
51. Kuwait News Agency
52. National Housing Authority

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Kuwait's Public Administration Organisations:

Government organisations fall into six types, as follows:-

The Ministries:- These are the main government bodies, they are responsible for carrying out the policies of the cabinet and the implementation of laws made by the National Assembly.

According to the constitution, the maximum number of ministers should not exceed one third of the National Assembly members (16 at the most). However, there are some ministers who are responsible for more than one ministry. There are two types of ministries, sovereign ministries, ie. Defence, Finance, Justice and Foreign Affairs, and services ministries, ie. Health, Social Affairs, Education, Housing... As for the other government departments, these include the Civil Service Commission, Directorate General of Civil Aviation.

Public Organisations:- These are government bodies mostly presided over by one of the ministers. The specialised nature of their functions renders them, according to their initiating decree, to some extent independent as far as financial and administrative affairs are concerned. They are financed from the State treasury, and a share of their revenue goes to the State; examples of these are the Kuwait News Agency, Kuwait University, and the Public Authority of Investment.

Public Establishments: These are commercial, industrial and service profit and non-profit organisations. They enjoy a great measure of independence, both in their financial and their administrative affairs. Although these establishments are not presided over by any particular Minister, they are ultimately attached to one Ministry or another. Examples of these establishments are:- Central Bank of

Kuwait, Kuwait Airways Co., Savings and Credit Bank, Kuwait Fund for Arab Economic Development.

Local Administration:-   In spite of the small size of the geographical area of Kuwait, the Central Administration's great volume of services made it necessary to develop a form of local administration.   Therefore, Kuwait is divided into four Governorates: Capital's, Hawalli AL-Ahmedi, and Al-jahra Governorate.   The head of each of these is a Governor with the rank of just less than minister. Through the councils, these governorates co-ordinate government services at a local level.   They also offer advice on these services.   The head of the local administrative framework is a council with the Prime Minister as its president.

Nationalised Industry:- This comprises companies whose total number of shares is held by the State.   Thus, the State appoints all members of their Boards of Directors.   The National Petroleum Company, Petro-Chemicals Industry, Kuwait Oil Tankers Co. and The Kuwait Flour Mills Company are prime examples.

Supreme Councils:- These are councils presided over by the Prime Minister or one of the Ministers. Membership includes officials who have the duty of formulating the policies of some specific sectors and of taking the necessary decisions for co-ordinating work with the competent government departments.   Examples of Supreme councils are: Defence, Oil, Higher Education, Youth and Welfare.

1.5. Characteristics of the Kuwait Administration

The government does not have a specific recruitment policy but relies on old policies in existence prior to the discovery of oil. These are, therefore, associated with many incorrect assumptions, such as jobs for all citizens regardless of their qualifications, education or training. At present, such policies are producing difficulties in implementing plans because personnel do not have the necessary skills and the administration suffers from overlapping between units because there is a lack of coordination between them which produces a duplication of activities. One of the factors that contributes to communication difficulties between them is the lack of an effective Data System. There are problems with defining job activities and classifying them, a fact that contributes to imbalance in the number of employees in some units. The absence of standards produces an unfair distribution of work and poor performance, nobody is really responsible because their boundaries have not been defined.

Another factor that helps to explain the current state of the Kuwait administration is the different values of different groups in society. Outside groups do not criticize the way the administration works, but oppose only those procedures which have caused problems to them, personally. This means that administrative behaviour is accepted by society, which, in a sense, therefore, supports the inefficiency of government administration.

1.6. Development of The Ministry of Public Health:-

What is called today The Ministry of Public Health was originally (in 1950's) the Department of Health, Health services were however, provided rather earlier than that date, from the time when the first dispensary with one physician and one

pharmacist opened in 1939. In 1949 the first hospital was opened (The Amiri Hospital) and in 1962 The Ministry of Public Health was established

Kuwait's Commitment to Health:-

Four articles (9, 10, 11, 15) in the Kuwaiti Constitution reflect the Legislative commitment and the political support for health. The principles defined there concern the preservation of Law and the strengthening of family ties and, consequently, protection of the mother and the child. Youth are also protected, from exploitation and from moral, physical and spiritual neglect. The State ensures aid to elderly citizens, those who are ill or unable to work, and is also responsible for public health.

The Structure of MoPH:-

It is important to focus on the organisational structure of MoPH before talking about the research conducted there.

MoPH has a pyramid structure as in figure (1.2.).

1. Top Management: this represents the top of the pyramid, formulates plans and policies, and coordinates affairs amongst the various departments within the ministerial body. Top management includes H.E. The Minister of Public Health, the Under Secretary, and five assistant under secretaries.

2. Middle Management: this takes decisions on issues governed by existing laws and regulations, according to the policies formulated by top management. Middle management includes the department heads and controllers (Sub-department heads).

ORGANISATIONAL CHART JUNE 1981
MINISTRY OF PUBLIC HEALTH

MINISTRY OF PUBLIC HEALTH
OFFICE FOR NATIONAL HEALTH
PLANNING

Fig.1.2.

Up to the level of technical Divisions
of technical departments.
Up to the level of Sub Departments for
the Administrative, finance and general
Services Departments.

The Minister

Undersecretary

Office For National Health Planning

International Health

Health Education

Treatment Abroad

Pharmaceutical Factory

Drug Control Laboratory

General Medical Council

Blood Bank

Public Relations

Dept. Of Environmental Health

Sub. dept. of Occupational H. & Working Environment
- Div. Of Working Environ.
- Div. Of Occupational Health

Sub Dept. Of Pollution Control
- Div. Of Soil & Water Pollution
- Div. Of Air Pollution
- Div. Of Project Review

Sub Dept. of Monitoring and Co-ordination
- Div. of Environ. Monitoring, Education and Traing: Co-ord

Health Office Cairo

Health Office London

Assistant Undersecretary For Technical Affairs

Assistant Undersecretary For Financial Affairs
- Sub dept. of Budget And Costing
- Sub dept. of Procurement of Supplies
- Sub Dept. Of Financial Affairs
- Sub Dept. of General Stores
- Sub Dept. of Review & Auditing
- Computing Centre

Assistant Undersecretary For Pharmaceuticals And Medical Equipment
- Department Of Health Research
- Dept. Of Pharmaceuticals & Medical Equipment
- Dept. Of Central Technical Services
- Dept. Of Dentistry & Supportive Med. Services

Div. of Inspect. of Govt. Pharmacists
Div. Of Pharmacy
Div. Of Dentistry
Div. Of Nursing
Div. of Laboratories
Nursing Institute
Div. of Histopathology

Div. Of Project Commissioning
Div. Of Manpower Development
Div. of Maint. of Medical Equipment
Div. of Hl. Services Development

Dept. Of Public Health And Planning
- Div. Of Preventive Health
- Div. Of H. Of Ports And Borders
- Div. Of Radiation Protection
- Div. Of Training
- Div. Of Vital & Health Statistics
- Div. Of Public Hl. Laboratory
- Div. Of Rodent Control
- Div. Of Planning

Office for Regional Hospitals
- Adan Hospital
- Mubarak Hospital
- Jahra Hospital
- Farwaniya Hospital
- Amiri Hospital
- Ibn Sina Hospital

Dept. of Social Health
- Div. Of Family Planning
- Div. Of Social Services

Dept. of Ambulatory Services
- Div. of Curative Units & Dispensar
- Div. Of Maternal & Child H.
- Div. Of School Health
- Div. of Ambulance Services
- Div. of Police M.Affairs
- Div. of Diabetes Clinics
- Div. Of Health Registration
- Centre for Speech & Hearing

Dept. of Hospital Administration
- Div. Of Radio Therapy
- Div. of Physical Medicine
- Div. Of Diagnost. Radiation
- Div. of Central Sterilisation
- Div. of Nutrition
- Div. of Private Medical Services
- Chest Disease Clinic
- Tuberculosis Control

Sabah Hospital
Amiri Hospital
Sulaibikhat Hospital
Maternity Hospital
Psychology Medicine Hospital
Infect. Disease Hospital
Chest Disease Hospital
Female Sanatorium

Assistant Undersecretary For General Services
- Sub Dept of Engineering Affairs
- Sub dept of General Services
- Genetic Centre
- Dept. of Organisation and Control
  - Sub Dept of Organization Control
  - Sub dept of Job Classif.& Budget

Assistant Undersecretary For Administration & Legal Affairs
- Dept. of Transportation
- Dept. of General Employment
  - Sub Dept of Employ-ords.
  - Sub Dept of Recruitment
- Dept. of Services & Vocational Workers
  - Sub dept of Recruitment Conditions
  - Sub dept of Employ-ment Conditions
- Dept of Legal Affairs and Investigation
  - Sub dept Research & Investigation
- Div. of Central Register

3. Supervisory Management: this is responsible for routine executive work and for solving detailed problems. This level is composed of section heads and sub-section heads.

Regionalisation policies have brought about the establishment of six geographically defined health regions, each responsible to a director.

The Personnel of MoPH:-

The second largest number of government personnel comprises those who work in the health services. Table (1.6.) show that the total number of employees was 27,510 in 1981 representing 18% of public servants in Kuwait.

Sector	Kuwaiti	Non-Kuwaiti	Total	Percentage of Government Personnel
Education	17506	31927	49478	32.5%
Health	6201	21309	27510	18%
Security & Justice	15658	3734	19392	12.8%

Table (1.6) Public Workers in 1981

Source: Civil Service Commission, The Annual Report 1981, Kuwait, 1981 p.85
            (in Arabic)

In 1982 the personnel structure of the MoPH took the following shape:

1. Profession and Nationality:-

From Table (1.7.) it can be seen that the total number of workers in MoPH was 30481 classified into professional, nationality and sexual categories:

Profession	Nationality		Sex		
	Kuwait	Non-Kuwait	M	F	Total
Doctors	462	2025	1886	601	2487
Pharmacists	66	279	279	247	345
Administrators	3066	2078	2964	2180	5144
Technicians	1030	3121	2791	1360	4151
Nurses	663	7226	1091	6870	7889
Service	1953	3286	3143	2096	5239
Supportive					
Staff	561	4665	5185	41	5226
TOTAL	7801	22680	17235	13246	30481

Table (1.7)

Source: Manpower Statistics, Ministry of Public Health 1983

2. Sex:

From table 1.7. it can be seen that 17235 of the workers in MoPh are male whereas 13246 are female. Details of profession by sex are given.

3. Departments:

The personnel of the headquarters, or central administration, of MoPh where the sample of this study was chosen, can be viewed by their distribution among departments ranging from 5 personnel in Treatment Abroad to 391 in the Financial Affairs department. For details of personnel of other departments see (Table 1.8. Appendix 1).

4. Level:

Regarding the size of management staff in the whole organisation of MoPH, they can be listed on levels starting from Department Heads who number 21, to the lower level of 35 Section Heads. Those who work in the HQ are to be listed in the methodology chapter under (sample) title.

5. Salary:

The salary scale for the personnel of MoPH is subject to the Civil Service Law and Regulations. Three categories emerge from the data gathered. First, those who receive up to 400 Kuwaiti Dinars, numbering 23677; second, those who receive 401-600 K.D's, numbering 4289 and third, those who receive 601-999 K.D's numbering 2913 workers.

6. Service Length:

Service length ranges from less than 1 year of service, 2142 in number to those with more than 20 years of service, who number 1274. (Table 1.9. Appendix 1).

7. Age:

The age range is from as young as 20 years - 324 personnel, up to more than 60 years, who number 350 personnel. (Table 1.10. Appendix 1)

National Health Policy Principles for Care Services:-

Immediately, after the World Health Organisation announced "Health for all by the Year 2000", Kuwait was one of the first countries to respond positively. A planning team for the translation of this announcement and the specification of its implications for Kuwait and an office for national health planning was established. In 1979, this was directly linked to the top management of MoPH; resources were made available and access and support were given to fulfil the objectives stated.

The team produced the following guidelines to enhance the overview of health planning, not only in the interests of formulating the five year health plan (1981-1986), but also to continue guiding health policy-making in Kuwait for its people to the year 2000.

Sixteen policy guidelines were introduced concerning a number of issues, such as accessibility (physical and financially), the right of every individual to benefit from the health service to a level that permits him to live a socially and economically productive life. Priority was given to the areas of greatest need, where efforts would return the greatest benefits. Emphasis is also to be given to

the less favoured people in the society, in particular the handicapped, children and mothers. The Alma-Ata Declaration of the World Health Organisation on primary care 1979 is fully accepted by the government of Kuwait, whereby priority is given to the following primary health care activities: Health education, Nutrition, water supply and basic sanitation, maternal and child care, including family planning, immunization; prevention and control of locally endemic diseases, treatment of common diseases and injuries, provision of essential drugs. Moreover, emergency care, dental and mental health are considered to be among the basic essential services. The government holds overall responsibility for health care and it is MoPH in particular which carries this responsibility. This does not mean, however, that other competent parts of the government do not share the responsibility. The guidelines place great emphasis on the importance of coordination among them. Principles of modern and scientific planning shall guide the development of health services. Health manpower should, over time, depend upon Kuwaitis. Training programmes should be established and defined for the development of health manpower in general.

Community participation is encouraged; communities should be involved in the financing and directing of services at the local level in order to rationalise usage. The Private Sector is to remain regulated to ensure its availability for those willing to use it as an alternative, and to ensure that this sector is not only concerned with profit-making. Inter-Country cooperation and coordination is encouraged, especially in the Arabian Gulf area.

The ninth principle for policies was that of health care management, which should "ensure the best utilisation of the available resources, proper integration of the services, appropriate decentralisation, and high levels of effectiveness, efficiency and quality of health care". (p.III-3)

Constraints in Developing Future Health Plans:

The most important challenges that the Health Service has to face can be described as:

The rapid growth rate of the population: since the population at the moment is growing at a rate of 6.4% every year a similar rate of expansion is required to double the existing services every eleven years or so, in addition to covering any existing shortfalls. Uncertainties about the size and structure of the population are factors that have to be considered as well. When the health place will be made and the population growth will depend on the government's future policies. The high financial cost for the government implied by the provision of a national health service free of chaqrge and without any type of cost sharing or contribution by beneficiaries. Scarcity of local resources and manpower that creates major dependencies on outsiders.

Adequacy of the Primary Health Care:

What Kuwait really is spending on health is not an indication of its concentration on primary health, which has been given a priority by the fully acceptance of WHO, ALM/i-ATA declaration concerning primary health care, in 1977 only 22% of the expenditure on health being spent on primary health care which is lower than most of the countries.

The development of health care services after the modern state (1961) faced a major gap between 1965-1977 where there was not sufficient increase of beds to match the enormous increase in the population, the bed ratio declined from 6.1 in 1965 to 4.6 in 1970, and from 4.1 in 1975 to 3.7 in 1977, 3.6 in 1980. Between 1968-1977 there was not any hospital to be established. On the other hand the financial resources allocated to health were increasing by 320% in 7 years (1973-

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1980) while the population increased by 60% only in the same period. So although the financial resources were available, the health facilities development was far behind the optinal usage of those resources.

Primary care facilities should be available in the suburbs and regions adequately.

The Present Situation of Health Service in Kuwait

The current National Health Plan draft stated about the 1968 plan draft mentioned that most of the targets regarding facilities, manpower and the management issues were not fulfilled at the end of the five year period and about the 1975 plan draft that the pre-stated targets have been only partly achieved.

From another perspective, the health committee in the Board of Planning (later the Ministry of Planning) stated in 1975 three aspects of lack in the health services. One of these was the weakness of performance effectiveness in organising the health services and under the heading "GAPS" the working team that started to formulate the National Health Plan for Kuwait (1981-1986), stated in the draft of the plan: "Despite the enormous improvement in health services during the last 20 years some serious gaps are evident, which require considerably organisational change if they are to be bridged.

So it is clear that there is an organisational gap between the needed and the actual level of health services in Kuwait.

In this study, the application of organisational climate theory to MoPH is a way of improving the managers and the lower levels' perception of the reality of MoPH, which leads for better outputs of MoPH by a better utilisation of its human resources.

Products, services, are assumed to be increased by the increasing of performance and job satisfaction which is affected by the climate perception.

It is probably indirect approach for the improvement of MoPH services, but it is definitely a reliable one.

1.7 Organisation of this Thesis

This thesis contains six chapters, the first one is dealing with the background materials concerning Kuwait and its health situation where the weaknesses in management and organisation of the services could be seen.

The second chapter will cover the theoretical consideration regarding the concept of organisational climate and the factors affecting the perception of it. The third chapter will cover the methodology, the research questions and hypotheses, the statistical techniques, the sample characteristics and the development of the research process.

In the fourth chapter the presentation of the results will appear, the analysis of such results is to be covered in chapter five. Chapter six will be concerned with the conclusion and recommendations for further academic research as well as for the development of MoPH.

CHAPTER II

Organisational Climate

2.1 Introduction

'Success' is what managers seek everywhere, at all times; to discover what makes an organization successful is the aim of most of the research in the field of organization, although this remains inadequately covered.

The best utilization of available resources is the issue appearing most commonly in the literature as representing the key to "success".

The task for researchers in management, therefore, is to understand this key to open the doors to "success".

In their widely-read book "In Search of Excellence", the authors emphasize a concept called "organizational climate", which they consider to be an important factor in analysing the efficiency of an organization in attaining success. This concept is covered in a book by Gordon G and Cummins W (1979) which states", in asking about organizational climate, we are really asking how effectively that organization is mobilizing its human resources" (p5) and

> "climate is the focus of a complex of forces within an organization upon its people. A knowledge of climate enables management to harness those forces towards the accomplishment of organizational goals. When this happens, a tremendous reservoir of energy and motivation becomes available"(p5)

By studying climate managers will know how different procedures and

practices will stimulate (or otherwise) their employees' needs and how their motivation can be stimulated.

What then, is the definition of organizational climate? How has it been developed in the literature? What are its dimensions? What are the factors affecting it? How can it be measured? The answers to these questions will be sought in this chapter.

2.2. Definition of the Concept of Organizational Climate and Different Approaches to it:-

Definition:

There are as many definitions of the concept of organizational climate as there are writers on the subject. However, it may be worth noting that research into behavioural science and social psychology has resulted in theories about work places which are measurable and quantifiable. My synthesis of these definitions shows a concentration of the interaction between people and the place in which they work. Organizational climate therefore can be defined in those terms, and it is the ability to measure this climate in practical terms which has produced a management tool.

Litwin and Stringer (1968) consider that the organizational climate is "the set of management practices and organizational characteristics that influence the sttitudes, beliefs and motives of people in an organization". (p200-202) Halpin and Croft (1966), hold that organizational climate is to the organization as personality is to the individual, whereas Hellriegel and Slocum (1974) define it as "a set of attributes which can be perceived about a particular organization and/or its subsystems, and that may be induced

from the way that organization and/or its subsystems deal with their members and environment" (p 256).

Andrew J Dubrin (1974) described climate as "the feel", "personality" or "character" of the organization's environment.

As can be seen from definitions of organizational climate the concept has emerged from a moulding of more than one school of thought. Research in different aspects of psychology was being developed in parallel. However, until the study and teaching of management appeared as a subject in its own right, no attention had been given to the practical application of these emerging theories.

How did the concept of Organizational Climate develope originally?

The concept of OC was developed first by psychologists (D Hellriegel and J Slocum 1974, p261) as early as the 1930's; it was Kurt Lewin (1946) who conceived the notion of "psychological climate". He recognized psychological atmospheres as empirical realities and scientifically describable facts. He was followed by Lippitt and White (1958) who introduced the idea of climate as a powerful force for changing previously acquired behaviour tendencies.

Muzafer Sherif (1958)came to the same conclusion as Lewin. He realized the importance of the critical and analytical approach to a situation in ensuring awareness of the determining effects of its surroundings.

As OC questionnaires were constructed in the light of these definitions, some researchers have speculated that the choice of appropriate variables was influenced by the psychological background. Others, (James et al 1974)

argue that psychologists should abandon that position and develop models according to the organization reality.

Another consideration that emerges in this issue is the need to differentiate between 'Organizational Climate' and 'Psychological Climate'. The former refers to organizational attributes whereas the latter refers to individual attributes (James et al 1974). With this clarification we can analyse the organization as a whole taking into consideration the relevant dimensions that facilitate comprehension and analysis of climate.

Different Approaches to the OC Concept

It must be mentioned, however that within an organization different climates can exist and a more realistic analysis can be done to recognise the groups that have different perceptions of the OC (Berman, (1980).

Johnston (1976) also supports that different climates can be found within an organization. Citing a number of research papers, the view he observes that the common element was that variations of situational factors can result in more than one climate within an organization. Such variations and their influences on individual behaviour could, he feels, explain the failure of many studies to show a strong link between perceived climate and productivity because they assumed that each organization had only one perceived climate.

He also said that in the studies he analysed it was generally assumed "each organization had a single, persuasive climate, however, if there are multiple perceived climates, the measures used would produce an average perceived climate that perhaps did not exist in any of the sub units or

levels of the organization". (p 101) I found that Pyne and Pugh (1976), discussing the same finding whentheysaid "measures of perceived climate were differentt across hierarchical levels". (p1167)

This last finding is coroborated by Gordon and Cummins (1979), who claim that "top management tends to perceive climate more favourably than do those below" (p 55) and Hellriegel and Slocum (1974) (p 272). All of this · evidence supports the argument that the concept of climate has not been clearly understood and applied.

The idea that there are different approaches to viewing Organizational Climate (OC) was introduced in 1974 by James L and Johnes A who classified these approaches thus:

A   The multiple measurement-organizational attribute approach.
B   The perceptual measurement-organizational attribute approach.
C   The perceptual measurement-individual attribute approach.

<u>A</u>   The mutliple measurement-organizational attribute approach
         was defined by Forehand & Gilmer in 1964:
         organizational climate refers to the "set of organization
         characteristics that describe an organization and that (a)
         distinguish the organization from other organizations, (b) are
         relatively eduring over time, and (c) influence the behaviour of
         people in the organization" (p 362).

<u>B</u>   The perceptual measurement-organizational attribute approach
         was defined by Campbell et al in 1970:
         organizational climate is a "set of attributes specific to a
         particular organization that may be induced from the way the
         organization deals with its members and its environment. For
         the individual member within an organization, climate takes
         the form of a set of attributes and expectancies which describe
         the organization in terms of both static characteristics (such
         as degree of autonomy) and behaviour-outcome and outcome-
         outcome contingencies", (p 390)

         and by Pritchard and Karasick in 1973.

         "organizational climate is a relatively enduring quality of an
         organization's internal environment distinguishing it from other

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organizations; (a) which results from the behaviour and policies of members of organizations, especially top management; (b) which is perceived by members of the organization; (c) whichserves as a basis for interpreting the situation; and (d) acts as a source of pressure for directing activity". (p 126)

C   The perceptual measurement-individual atribute was defined by Schneider and his associates (1973) as follows

"The concept of climate in the present research must be described as personalistic; climate is an individual perception. There was no attempt to restrict the climate definition to perceptions shared by members of a work group or organization. As stated elsewhere (Schneider and Bartlett, 1970), "what is psychologically important to the individual must be how he perceived his work environment, not how others might choose to describe it". (p 510,p 254)

2.3. Dimensions of Organizational Climate

With regard to the definition of the word DIMENSION, Webster's Third New International Dictionary defines it as "the particular set of ... environmental factors ... with reference to which something is viewed....,.... one of the aspects of a cultural phenomenon".

So dimensions are the boundaries or planes that can be, or are to be measured. Organizational climate cannot be seen physically but takes a shape once it has been measured through survey.

None of these dimensions stands alone, they all relate to each other and a movement in one will cause reaction in one or more of the others. These dimensions all relate to the overall internal workings of an organization or subsidiary. There are other specific dimensions such as geography and governmental influences which may be studied individually and which will help to interpret the results of these standard dimensions. (Gordon and Cummins, 1979)

There are a number of questionnaires which are used to measure organizational climate (Hellriegel and Slocum, 1974). A few of these have been subjected to factor analysis techniques to determine their commonality (Munzenrider, 1976). Five major approaches are to be mentioned:

A   Business Organization Climate Index (BOCI) was developed by Payne and Pheysey in 1971 from the work of G C Stern. The index measures the eight dimensions of organizational climate as:

Administrative Efficiency: Work well planned, monitored and controlled, good communication, efficient operation.

Job Challenge: Tasks provide novelty, variety and challenge. Job provides advancement and recognition. Developmental opportunities.

Management Concern for Employee Involvement: Good upward and downward communications. Informality in supervisor/subordinate relations.

Open-mindedness: Personal and extreme views may be expressed. There is a problem solving approach to mistakes. Open-mindedness is stressed as a value.

Egalitarianism: Advancement is based on good performance. Status or "pull" are unimportant. Absence of cliques.

Altruism: People are sympathetic to one another. Beginners are helped to learn the ropes. People help each other out.

Rules Orientation: Rules and regulations are important and are enforced. Rules observed. Rules are prominently displayed.

Sociability: Good team spirit. Ample opportunity for social events with co-workers.

B   The Organization Climate Description Questionnaire (OCDQ) again identified eight dimensions. It was designed by Halpin and Croft in 1963 for use in secondary schools. Margulies wrote a general version for

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his thesis in 1965. The eight dimensions are divided in two. The first half refers to various facets of the organization members' behaviour in their work groups and the second half to aspects of leaders' behaviour.

The eight dimensions identified by OCDQ techniques were:-

Disengagement: a tendency for organization members to be "not with it". The dimension describes the degree to which a work group is just "going through the motions", and to which it is not involved with the work at hand.

Hindrance: the feeling that people are burdened with routine duties and "busywork".

Esprit: a measurement of morale. People feel that their social needs are being satisfied and, at the same time, feel that they are accomplishing something in their work.

Intimacy: friendly social relations, not necessarily related to task accomplishment.

Aloofness: leader behaviour characterised as formal and impersonal.

Production Emphasis: close supervision. The leader is director, and communications tend to be "one-way".
Thrust: leadership by example rather than by direction.

Consideration: leader behaviour characterised by the leader acting "humanly", doing extra little things for subordinates in human terms.

Three second order factors were found by factoring these findings, namely, Social Needs, Esprit and Social Control. By clustering the schools into groups belonging to the three second-order factors, the following types of climate were identified: (a) closed, (b) paternal, (c) familiar, (d) controlled, (e) autonomous and (f) open.

C   The Organization Climate Survey (OCS) This was originally designed by Litwin and Stringer but revised by Litwin and Meyer (1968). They found six dimensions of climate which were described as:

Conformity: the feeling employees have about constraints in their work situations: how many rules and procedures there are.

Responsibility: the feeling of "being your own boss".

Standards: the emphasis that employees feel management puts on doing a good job.

Rewards: the feeling employees have about being rewarded for good work rather than merely being punished for mistakes.

Organizational Clarity: the feeling that things are pretty well organized rather than being chaotic.

Team Spirit: the feeling that good relationships exist among members of the organization, and that people are proud of being members".

Analysis of the results from both field trials and laboratory tests showed that one could determine the types of leadership that one could expect to find in given situations. The results were generally those of authoritarian, democratic and lasissez-faire climates as found by Lewin, Lippitt and White (1939) mentioned earlier.

D   The Profile of Organization Characteristics (POC) developed by Likert adopts a different approach. One can study the organization as a whole according to the different climates found. This macro approach is found from the various domains within an organization.

The process domains are:

1   Leadership
2   Motivation
3   Communications
4   Interaction-Influence
5   Decision-making
6   Goal-setting
7   Control systems

These are found whether or not the firm has any of the following climates: (a) exploitative-authoritative, (b) benevolent-authoritative, (c) consultative or (d) participative-group.

Munzenrider (1976) concluded that the last three instruments, OCDQ, OCS and POC, were measuring roughly the same thing when speaking in terms of organizational climate. (p176)

E   The Hay Management Climate Survey:- Hay Associate took four years to develop the survey into a standard formula which would fit most companies. By compiling individual questionnaires for each company surveyed, it became clear that a pattern was emerging from which the annual Management Climate Survey was compiled. Factor analysis of the results consistently portrayed eight dimensions through which a company could be viewed when measuring climate.

These are:

1	organizational clarity
2	decision-making
3	organizational integration
4	management style
5	performance orientation
6	organizational vitality
7	compensation
and 8	human resources development

1   Organizational clarity - the extent to which the employees perceive and understand the goals, processes and activities of the company. A high score indicates good communications, a low score, that the workforce is unsure of company policy or that there has recently been a major change in the company.

2 <u>Decision-making</u> - the extent to which decisions are made in a rational manner, effectively implemented, and systematically evaluated in terms of their effects. A high score indicates confidence in the company. A low score could indicate that managers are not collecting relevant information from which to make decisions, or that decisions are being made at the wrong level. A low score may also reflect uncertainty in management structure in that the levels of management may overlap causing decisions not to be taken. There may be lax communication channels in the company so that, if and when decisions are taken, no one is told.

3 <u>Organizational integration</u> - the extent to which the various parts of the organization are perceived to cooperate the communicate effectively to achieve and overall company objectives. A high score in this area often follows a participative management style. The employees know the problems in other areas of the company which effect their section and can communicate freely to overcome and help, where necessary, to meet the target. High scores should be found in the manufacturing industry but are less appropriate among the professions where specialists tend to have their own clients and work independently of their colleagues.

4 <u>Management style</u> - the extent to which employees perceive encouragement to use their own initiative at work, or question directives, and the level of support they

might receive from management should they need it. The amount of delegation must be relevant to the goals of the organization and several different management styles may be found in a company. For example, in the production area there must be tighter control on the perceived freedom to use one's initative than in the research laboratories of the same company. Low scores on management style may indicate frustration with the level of influence one has in the way the results are achieved.

5   <u>Performance orientation</u> - the extent to which emphasis is placed on individual accountability for specific results and high levels of performance. There is a need for moderation in this area. Too high a score indicates emphasis on the short term gain at the expense of the long term objective. There needs to be a challenge in the goals and standards to be achieved but not at the expense of health. If there is a low score for a number of years the chances are that the company will either become bankrupt or lose the support of those financing a non-profit making organization because of the low standard of service offered.

6   <u>Organizational vitality</u> - the extent to which the pulse of a company is felt to be dynamic, adventurous, innovative and responsive to changing conditions. High scores in this dimension suit aggressive temperaments and achievement-orientated individuals. It is not always desirable to encourage the high-flyers where years of experience has

proved that steady progress and modest risk taking are the answer. Low scores could be the result of inadequate delegation or lack of perceived goals within the company.

7   Compensation - the extent to which salary and bonuses are perceived as fair for the work involved, competitive with other similar organizations and related to performance. The last element always needs to be considered especially if there is a low score in this dimension. Low scores may also be caused through lack of communication concerning either the pay structure and conditions of service in the company, or the company's policy relative to competitors. Low scores can also indicate that the whole pay structure should be examined and restructured if necessary.

8   Human resource development - the extent to which individuals perceive opportunities to realise their full potential within the organization. A healthy company will want to see individual employees develop within their jobs, to take more responsibility and prepare themselves for advancement.

2.4 The Variables Affecting Organizational Climate

In the period before the 1960's there were three main researchers who mentioned the relationship between personal characteristics and climate. Kurt Lewin (1946) prepared the theoretical ground for the organizational climate concept, which was based on his formula:-

B = Function (P,E); this means that behaviour (B) and development depend on the interactions between the person (P) and his environment (E).

In 1957, Argyris and Greenblatt et al confirmed that individual variations produced multiple model types. This contradicted the assumption prevalent at the time, that there was a dominant model pattern of role-performance corresponding to an organization's structural requirements.

In 1959, Levinson argued that there was a link between structural and individual components on the one hand and role performance analysis on the other. He stated that "Just as social structure presents massive forces which influence the individual from without toward certain forms of adaptation, so does personality present massive forces within which lead him to select, create and synthesize certain forms of adaptation rather than others". His congruency model assumes that performance is a function of the congruence of role demands (structural) and role conception (individual). Using this model he arrived at the conclusion that a highly integrated and stable structure will be created when a congruent modal personality is achieved. According to the theory, when congruency is not achieved between members and their organization, then:-

1   the "incongruent" members may change so that their role-conceptions and personalities adapt to the structural requirements;

2   the incongruent members may leave the organization by choice or by expulsion;

3   the incongruent ones may remain but in a state of apathetic conformity;

or   ·   4   the incongruent members may gain sufficient social power
to change the organizational structure. Levinson
concluded that variations in individual role definitions have
to be encouraged to a certain extent.

The early 1960's was a quiet period as far as writing and publication in this
particular area of knowledge was concerned, but in 1966, the work of Katz
and Kahn placed great importance on the personality of each member of an
organization. Their theory emphasised the need to consider personality in
establishing a climate model. They understood personality as a mediator in
climate perception. A year later Andrews (1967) conducted a study of two
Mexican firms, using TAT (a personality measurement instrument by
McClleland et al, 1953) and related it to performance. One firm was
described as dynamic and the other as conservative. The result showed that in
the first company the correlation for progress in the organization proved
positive for n Ach and negative for n Pow; while in the second the results
were reversed.

Two main studies were conducted in 1968; the first by Litwin and Stringer
from Harvard University in the USA and the second by Forehand.

The experimental study by Litwin and Stringer was conducted over a period of
eight days during which students played business games. By controlling a
number of variables, the objective was to measure the relation between
different leadership types and the organizational climate. TAT was used to
measure the motives produced by changes in leadership style. They found that
an authoritarian leadership style produced a highly structured climate, poorly
rewarded, highly punishing and low in risk taking. This work confirms the link
between personality and climate.

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Forehand (1968), in his study, concluded that climate should be studied from the viewpoint of individual differences. These he considered to be important determinants in the definition of environmental variables and, in the study of climate, strong consideration should be given to those variables.

In 1972 Schneider and Hall introduced the Work Climate which they differentiate from OC because their study concerned small groups of priests. They found a weak correlation between Work Climate and self image but they said that it will still be valid, and a negative correlation between self-image and superior effectiveness.

In 1973 two studies attempted to correlate climate with personality factors. Johnannesson (1973) comments on the marked similarity between climate factors and factors identified by researchers studying work attitudes and job satisfaction. This he attributes to climate researchers "borrowing" items from established job satisfaction measures, in particular the SRA Employee Inventory which, he suggests, may make them redundant. Those from the psychological climate - classified as Person Data by Pyne and Pheysey (1971) - were almost exclusively self ratings, psychometric data based on, for example, the 16PF or TAT. The interactionist view holds that personality variables relate to the evironment and to anxiety or compulsivity.

Mischel (1973), who has recognized the value of the interactionist approach, understands the situational variables as an immediate influence on the individual, through a process of cognitive social learning, and by information provided to the individual which affects encoding, expectations, the subejctive value for stimiuli, and ability to generate response patterns.

In 1975 three researchers recognized the relationship between climate perception and some personal variables. Gavin (1975) conducted a field study in which he concluded the predictability of climate perception and combined situational and biographic components. Herman et al (1975) and Newman (1975) concluded that demographic characteristics do contribute to the prediction of climate perception but the structural position variables have more effect.

In the second half of the 1970's researcher in OC developed a new perspective from which to analyse the key factors that shape the climate. Johnston (1976) stated "the climate perceived by the individual, and therefore relevant to his job performance, is a product of the interacting effects of situational variables and the pesonality-based actions or reactions of the individual. As such, climate is molar or macro from the point of view of the individual not of the overall organization." He responds to Guion's question (about whether climate is an attribute of the organization or of its members) by clearly arguing that climate is "a joint function of situation and personality variables.. it is neither exclusively". He also concludes that researchers will continue to be confounded in their search for a relationship between performance and climate as long as they ignore, or are unable to specify, the personality dimensions that affect the perceived climate. In passing, he refers to the Litwin and Stringer research in 1968, which showed a strong relationship between climate and performance but which controlled for personality variables. James et al (1977) realized that the person side, in the interaction between the person and his environment, is very important in understanding the psychological climate.

Schneider (1978), in his review of some ability-situation interaction research, found that there is a strong indication that climate perceptions are formed

from individual and structural inputs. However, the work of Berman (1980) confirmed the theoretical position of both Schneider (1975) and James et al (1977). From this review of the research development in the climate literature we can see that research before the 1960's concentrated on the initiation of Lewin's formula of interaction between the person and his environment in forming behaviour. This was followed by Argyris and Greenblatt et al who confirmed that individual variations caused the single dominant pattern to be seen as rather multiple model types and Levinson's model which assumes the congruency of role-demand (structural) and role-conception (individual) in forming the performance. We would consider this period brought recognition of the relation both between behaviour and performance on the one hand and the environment and individual differences on the other.

However, in the 1960's Katz and Khan emphazied the importance of the personality before reaching any understanding of the climate. This was followed by Andrew's work, which found a strong relationship between personality (as measured by psychological techniqes) and performance. The remarkable work of Litwin and Stringer confirmed the relation between climate and personality (as measured by TAT), and the study by Forehand stressed individual differences as important determinants in the definition of the environmental variables, to which strong consideration must be given in the study of climate.

These four studies form an important development in the research into climate because in this period (the 1960s) we can see how much reference is made to the concept (of climate) and how it is determined (as they found) by a number of variables, personality being important among them. We can also notice the use of psychological techniques such as personality tests, in

identifying precisely the types of personality necessary in the understanding of climate.

In the 1970s assumptions were developed regarding the relations between personal factors and climate. Three studies conducted in 1973 began with Johnannesson who emphaized the borrowing by climate researchers of the tools of psychology to determine personality. This was followed by the Scheinder and Hall study, which introduced the Work Climate and measured self image and found a weak correlation between them. Mischel's study then recognised the value of the interactionist approach and the influence of situational variables on the individual, through the processes he identified. In 1975, the studies of Gavin, Herman et al and Newman found a combination of situational and personal factors to be derminants in the perception of climate, but the last two researchers found a greater effect from the structural variables than from demographic characteristics. The developments in the 1970s appear to recognise the interactionists' approach and to understand that climate is determined by both situational and personal factors. However, they show little indication as to the extent each set of factors affect climate perception, with the exception of the findings of Herman et al (1975) and Newman (1975), which tend to recognise the greater contribution of structural variables than of demographic characteristics in affecting climate perception.

In the late 1970s, the interactionist approach seems to be dominant. Russell confirmed that approach clearly, Jonston tended to the same direction, and James et al found that the person side in the interaction between (P) and (E) is important in understanding the psychological climate. Scheinder supported the interactionists' view in his findings and the study by Berman (1980) also confirmed it.

From this review of the 1970s period and the year 1980, we can notice that

the interaction between personal factors and situational ones is seen to have a great affect on climate perception. This development would lead us to recognise that researchers since the 1940s were trying to understand the behaviour and the climate, as it was affected by the interaction between the person and his environment. However, none mentioned the extent to which each factor was affecting the climate. While they tended to emphasize the personality factors, none of the researchers claimed that those factors have more affect on climate than do the situational ones.

Personal characteristics have been measured in some of the studies, but most have not tried to relate those characteristics. Those that have, did not claim importance for such characteristics in forming the perception of the climate.

We may, therefore, be able to explain the theoretical ground of this research and introduce our hypothesis regarding the key role that those personal characteristics play in the formation of the climate perception. Before doing so, however, we will introduce a number of factors, covered in our study, which we have divided into three classes:

> Situational factors
>
> Qualificational factors

and   Personal factors

The next section of this chapter will try to cover the definition of each type of those factors.

2.5 A classification of factors that may affect the climate perception

Situational Factors: A Organizational Level;

                                        B Number of Subordinates;

                                        C Salary;

                                        D Department.

(a) Organizational level: Line or executive responsibility is usually indicated in an organization chart by linking functions with continuous lines, while staff or advisory relationships are usually indicated by dotted lines, the position where the employee works whether on the top or the bottom would locate his organizational level.

Reference has already been made to the different perceptions of organizations by managers at different levels in the organizational hierarchy.

Another point made by Dubrin is that it was "the middle and upper levels of management which perceived the management climate as resembling System 4". (p353) Johnston (1976) among others has postulated the probability of there being multiple climates within a single organization and quotes Payne and Mansfield (1973) who found "that persons higher in the organization hierarchy tend to perceive their organization as less authoritarian.." (p525)

Payne and Mansfield, also hypothesised that "people at different levels in the organization will view the organization climate differently. This implies that using one score to represent organizational climate may be misleading, and that relationships between the contextual and structural variables with the climate variables may differ by level. Schneider and Gorman (1972) and Malloy (1972) have found that different levels of personnel do have different

views of the climate. In other research in his analysis of the measurement of climate, Johnston (1976) discovered that the assumption of a single climate in the organizations was generalised, ignoring the fact there are multiple perceived climates "across different hierarchical levels" Pyne and Pugh (1976). (p1167) This finding was corroborated by Gordon and Cummins (1979) and Hellriegel and Slocum (1974) and this wrong assumption could conduce to the definitions of a climate that does not exist in the organization, so in saying that organizations have to have similar perception within a given subsystem or level, we are not accurate because, in reality, the parts of the organizations have other perceptions, according to environmental demands, geographic locations, level of uncertainty and so on. These facts cannot be ignored when measurement has to be applied, and the consideration that there are as many perceptions of climate as there are groups which can be identified in the organization, cannot be forgotten.

(b) **Number of subordinates:** It is felt that ten subordinates is the optimum in any management structure. This, of course, depends on whether there is a pyramid management structure or not, and the type of work involved. On the shop floor or in the typing pool it is possible to supervise more than ten and still produce good work. All levels of management need to be seen to have a job of work which occupies them fully. This is especially so in non-profit making organizations; the boss in this situation must be more than the administrator of annual reporting systems; a visible presence should be maintained in the organization.

(c) **Salary:** Basic pay is not a motivating force by itself. This is because a proportion will be deducted in the form of tax, insurance, and other statutory requirements. A complete new industry has emerged which plans salary and bonus perks. What one is likely to receive depends on one's status.

Management can be offered incentives such as an annual physical examination, augmented pension, club membership, entertainment allowance, extra vacation, housing assistance, car, stock options/share purchase, personal finance counselling, executive dining room and private health insurance (Towers, p1983).

Sales and marketing personnel are more likely to receive a basic salary plus cash incentives as a variable percentage of turnover. Incentives in kind can include foreign holidays and gift vouchers from a given range of catalogues. As Peter Wallum (1983) says:

> "A difficult, but basic, essential to a successful plan is the setting of fair targets. These are more likely to be readily accepted if participants can see that they have been determined objectively. As a result companies lay stress on the importance of clearly understood accounting practices agreed in advance. Participants should know what is expected of them and be able to monitor their own performance. Targets should be set by one level of management and monitored by the next most senior level".(p32)

The measurement schemes on the shop floor will cover performance/productivity levels and are more often undertaken than clerical work measurement schemes. Bonus payments are often the incentive schemes at this level. However, no scheme should last more than 3-5 years before it is changed. It is an incentive factor and should never become established as part of the basic pay structure. (Smith I, p27).

(d)   The Department where the Manager Works: Climate will have different measurement concepts depending not only on the type of establishment, such as manufacture, research or service industry, but also on the immediate surroundings. If the building has been specially designed and is using the latest tools to aid the worker to perform his task, such as computers in one form or another, then the climate will be very different

from the work place which is having to get by, despite the difficulties. The latter situation suits certain types of character - those who like to battle against the odds - but such situations do not usually produce the most effective work.

2.5.2. Qualificational factors:

A Experience,

B Education,

C Profession.

(a) **Experience:** it can be defined as in The Concise Oxford Dictionary (1964) as: "Knowledge resulting from this, whence experienced; event that affects one; fact, process, of being so affected, ie learnt by experience.."

There are several factors which can be measured in relation to experience from which climate can be determined. These include the length of time in the service; the levels of skills acquired; whether licensing agreements have been reached, the management structure and involvement, the age group and place of birth of workers. These factors have a bearing on other considerations such as class, type of organization, the organization's place in the market, and other outside influences. Through experience

> "workers are able to acquire power in relation to employers, which induces them to translate their resources into employee economic benefits". (Kallenberg A, 1981, p651)

At the organizational level Labour Turnover would be an indicator as would the Stability Index. Loyalty or long service with an organization may be influenced by age, level of skill, union organization and size of organization.

(b) **Education:** Education can confer status and privileges eg British Public Schools, but is also a determining factor in professional training and occupational choice. From a longitudinal viewpoint, however, there does appear to be a trend for employers and professional institutions to demand higher educational standards for jobs than hitherto. There are probably also cultural differences in respect of education which might help to explain "under achievement" in some (but not all) ethnic minorities. Learning gives status whether in the community or among colleagues at work. Employers either accept educational standards as equal or not as in the USA where studies have shown that northern employers discount southern education. (Hogan D, 1981). Similarly in Scotland, school children often have to sit both Scottish and English board examinations so that they will not be subject to prejudice when applying for college places. Education holds status which in turn brings a higher status first job. An extreme example is where

"a number of law schools have recently begun awarding a doctorate to their graduates in place of the traditional Bachelor of Laws degree. As a result these graduates automatically start at high civil-service clasifications if they go to work for the federal government, even though their preparation has not changes. (Berg I, 1970, p26)

The above example shows a potential situation for friction to occur in the work place among those just entering as compared with those who have had similar education but have experience as well.

Profession: A profession is an occupation possessing high social status and characterised by considerable skill and knowledge, much of which is theoretical and intellectual in nature.

The members of a profession subscribe to a code of

ethics governing their professional behaviour and define the area of their professional competence, preserving their status by confining the right to practice within the area as defined.

Some professions undoubtedly enjoy more status than others, For example, doctors and dentists are often placed high on the list, but estate agents often come low down or bottom. Certain professions have a public image which is difficult to alter even though the type of person entering that profession is changing over the years. For example, librarians are considered quiet and mousy and accountants dull and meticulous. The pay and employment prospects for this profession over the last few years have been excellent when compared with other sectors.

Hence the desire, nurtured during an impressionable age, for good pay and prospects, channels students towards a profession without a knowledge of what the job situation will be like in practice.

The organizational climate among professional practices will vary according to the size of the practice, the industries or organizations which it serves, and the chances for promotion which are seen to be available.

Level of qualifications or length of study does not always correlate with earning potential however. Architects, in the UK at least, seem not to enjoy the status and income their lengthy training might indicate they deserve.

Education and qualifications play a large part nowadays in giving one an entrance to an organization at a level from which advancement may be

made. This is especially true in large organizations where company philosophy dictates that promotions will come from within the company, and where the adminstration is using new technology to keep track of the achievements of its managers (McLain L, 1984)

Personal Factors: A Sex,

                                 B Age,

                                 C Nationality.

Referring back though this section, variables such as those that have been identified by Payne and Pugh, Dubrin, and Berman are referred to only indirectly by Payne and Pheysey (who identify "Performance Tests" under the "Objective - Psychological - Person" data).

It could be argued of course that none of the person-type data is independent of the organizational context and it would be unrealistic not to appreciate the person x situation interaction. Nevertheless, a number of factors can be identified for discussion. Within the personal variables we have:

Sex

"Being male or female or hermaphrodite arising from difference or consciousness of antagonism, instinct, urge". (The Concise Oxford Dictionary, 1964)

"The superiority in occupational achievement of man over women, even in such "female" areas as cooking, is overwhelming. The question whether these differences are due mainly to the social pattern of our society or whether they have a more innate cause is

still an open one... Comparison of school achievements of boys and girls indicates superior attainments by age for the girls; this may be associated with an earlier physical development to puberty. Arguments from intelligence test scores are usually impossible due to the systematic balancing of sex differences in the standardisation procedure". (Toman Kempner, 1971, p367)

Nevertheless, some measures have been taken in order to eliminate discrimination between sexes, particularly that against women, in all areas of society including employment; eg UK legislation through the Sex Discrimination Act 1975. (International Dictionary).

Until recently few women could hope to achieve high positions in management. Few studies have been successful in interpreting the reasons for this. There are two schools of thought. One by A Etzioni gives the stereotype view;

> "A traditional interpretation is that women bring different expectations to their work and respond in fundamentally different ways from men to issues of influence and equity". (Etzioni A, 1964, p89)

Laurie Larwood and Marion Wood (1978) suggest that to succeed, women must show a high visibility in the organization, offer fellowship as a sister to male colleagues, never take sides in office politics - other than to keep informed - and, under no circumstances, offer to perform menial tasks. Women managers have also to face opposition from other female staff who, for various reasons, have had to accept work far below their capabilities. (Cooper C, 1982).

When comparing various research into racial and gender differences it would seem that in small highly professional bureaucracies, where the numbers of women and men are evenly matched, the men seem to climb further and faster than women, regardless of the effort and input. In like manner, research into the effect of promotion in the army shows that non-whites fare worse than whites. (Miller J, 1981)

Age

Age has been defined as:

"Length of life or of existence; duration of life required for a purpose. (The Concise Oxford Dictionary, 1964)

"After the passage of a further decade, however, pesons engaged upon work involving speed, stress, unfavourable environmental conditions, high energy outputs or severe irregularities in working conditions are likely to find their work load intolerable...In particular, older workers should not be required to cope with tasks involving a high degree of novelty tight tolerances, machine pacing of work, high levels of energy expenditure or severe environments". (Tomas Kemner, 1971, p36).

This is a factor not often considered, but age will play a large part in one's attitude to work. In time of recession age will not be an advantage in spite of one's experience. White women seeking office work have a better chance when young, but conversely, coloured women for the same type of work have a better chance when older. (Miller J, 1981) Age is also correlated with experience and level in the organization.

Nationality

There is now a multinational workforce in many countries. Despite programmes on radio and television about different cultures and ways of life, Paul Roots poses the following questions:

> "1 Does management have the knowledge to treat ethnic minority employees as individuals in the same way they are able to treat white employees?
>
> 2 Are there any misconceptions?
>
> 3 Is there any friction due to misunderstandings?"

Nationality is another area where legislation exists in the UK and the USA but where, in practice, there is still evidence of discrimination. Whether it arises from language barriers, religion or differences of dietary requirements it may make this variable susceptible to education and training interventions. Undoubtedly there are problems within multi-racial work forces eg Pakistani in the UK, Turks in Germany, but much will depend on the proportion of ethnic minorities in the workforce and the perceptions of others, which may be influenced by other factors, eg the acceptance of Japanese as "honorary whites" in South Africa, the need to employ foreign nationals in developing countries.

2.6. THE HAY APPROACH

This section, will outline the development of the HAY approach and its definition as a climate analysis instrument; its dimensions, and the scale itself and the way in which it is organized. It will introduce the initiators, outline the rigour of the technique, the variables measured and the main findings through application.

Studies about Organization Climate were developed during the mid to late 1960s: at the end of this period, in 1969, Management Consultants, Hay Associates of Philadelphia (USA), through observation and measurement, began a programme of research about Climate Analysis (Gordon G et al, 1979 p27). The chief exponent George Gordon, has a background in psychology. It was at this time that the psychological aspects of perception and response to the organizational environment, until then poorly covered, began to acquire importance. Hay Associates developed a questionnaire setting out the management dimensions that they considered most useful and which could be utilised in the interpretation of results.

The Hay Model of Understanding Climate

In the HAY approach it is assumed that Organization Climate can be viewed in two different ways. The narrower of the two is based on the premise that climate is "the total set of organizational attributes that influence job-relevant behaviour in current and potential employees". However, the missing element in this definition is individual motivation. The second view includes the idea that "motivation is a screen through which an individual modifies his view of reality, and because a person

behaves in accordance with that view or perception, motivation often results in a modification of the characteristic itself". Figure (2.1) illustrates this view according to which definition of OC consists of the qualities of the organization as perceived by its present and potential employees. From the figure, it can be seen that the organizational characteristics can themselves be measured, or the perception of those characteristics can be used. These perceptives parallel the two definitions of climate. However, the main idea in the HAY approach is the suggestion in the model that "the climate is that which most directly influences behaviour - is the perception of reality, not the reality itself" (p26), so if the results of the OC survey show that the employees do not recognise formal planning as taking place in their organization, where it is a reality that there are written plans in that particular organization, the approach is more concerned to measure the perception of the organization's characteristics, rather than to measure the characteristics themselves.

The definition of climate recognised by HAY was "managers perception of the many characteristics of their organizations that have a direct impact upon their behaviour". (Gordon G et al, 1979, p 4-5). Their understanding of the importance of climate lies in their statement:

> "In asking about an organization's climate, we are really asking how effectively that organization is mobilizing its human resources. Climate is the focus of a complex of forces, within an organization, upon its people. A knowledge of climate enables management to harness those forces towards accomplishment of organizational goals. When this happens a tremendous reservoir of energy and motivation becomes available." (Gordon G, et al 1979, p5)

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Fig. 2.1

A Model of Organisational Functioning

Source: (G. Gordon et.al. M.M. Climate).

They reviewed a number of climate studies that were conducted using the perceptual approach. Their review resulted in the finding of four common dimensions: industrial automony; degree of structure imposed on the position; reward orientation; and consideration, warmth and support. (John N P et al, 1970).

They found that regardless of the organization's size, age or industry, top management was the most important influence upon the way in which the organization was run. Their early approaches to the measurement of climate blended a recognition of the published literature with a study of the problems and requirements of the particular organization.

The process starts with a meeting with the president or vice president and top executives of the organization. The focus of this meeting is always on the climate as a pervasive element of the organization rather than as a manifestation of small-group, superior - subordinate relationships.

The next step is to develop a questionnaire to elaborate on the initial information obtained. The questionnaire is then completed anonymously, most usually by the next four organizational levels below the president.

In 1974, after four years of tailored studies, and after choosing the items that proved to be consistently useful in the previous studies, a standard approach was developed in a format based upon those items.

A number of organizations then became interested in looking at their climates in terms of the norms provided by surveys of other organizations; an annual management climate survey was instituted. This step afforded the opportunity of collecting data on a number of organizations at roughly

the same time and of recollecting it annually, which allowed those organizations to conduct before and after evaluations of new programmes that they may have instituted.

HAY started the survey with twenty nine participants in 1974 and it has grown every year since then. More than 250 studies have been conducted in organizations ranging from medium to large in size and including manufacturing, utilities, mining, banking, insurance, hospitals, professional services and publishing.

A revision process was undertaken during the period, and forty eight of the fifty seven items currently used in the standard survey instrument were used consistently. In order to structure the item pool into a format designed for efficient presentation of results, a factor analysis was conducted. The purpose of applying factor analysis is to structure the complex, large set of data. They found that less than fifty perspectives were possible windows of management through which to view the organization. They were trying to find the similarity between each answer to the forty eight questions and every other answer.

The Measurement of Climate by HAY:-

The management consultants, Hay Associates devised their questionnaires on an individual basis when directed by organizations to look into particular problems. The questionnaire which comprises the basic 'climate instrument' is given in Figure (2.2) (See Appendix 2)

This is an important work on the subject since it sets out clearly what dimensions of management it wishes to test, and how one can interpret the results. The measurement scale is on a point of seven ranging from 'or a very little extent' to 'extremely unclear' through to 'to a very great extent' or 'extremely clear'. An example showing the eight dimensions of organizational climate as defined by Hay Associates is given in below.

The questionnaires are completed by the chosen recipients in confidence and the time taken to answer all the questions usually ranged between one and two hours. A climate survey undertaken on behalf of management, therefore has time allotted in the working day for its completion. To ensure that an employee may feel free to answer his questionnaire as he wishes, the reply envelope will be addressed to the researcher outside the organization under the survey.

The factor analysis technique enabled them to identify groups of items that tended to have similar responses, no matter what organization was under study. The result after applying the factor analysis was the following dimensions:-

"1 Organizational Clarity - the degree to which the goals and plans for the organization are clearly perceived by its members.

2 Decision-Making - the extent to which decisions are made in a rational manner, effectively implemented, and systematically evaluated in terms pf their effects.

3 Organizational Integration - the extent to which various subunits cooperate and communicate effectively toward the acheivement of overall organizational objectives.

4 Management Style - the extent to which people perceive encouragement to use their own initiative in performing their jobs, feel free to question constraints, and sense support when needed from higher levels of management.

5 Performance Orientation - the extent to which emphasis is placed upon individual accountability

for clearly defined results and high levels of performance.

6 Organizational Vitality - the extent to which people see the organization as a dynamic one, as reflected by the venturesomeness of its goals, the innovativeness of its decisions, and its responsiveness to changing conditions.

7 Compensation - the extent to which the compensation system is seen as equitable, competitive and related to performance.

8 Human Resource Development - the extent to which individuals perceive opportunities within the organization to develop to their full potential".

(Gordon G, 1974, p29)

The research rigur of the HAY approach could be classified according to D Hellreigel and J Slocum (1974) as: ANALYTICAL SURVEY WITHOUT EXPERIMENTAL VARIABLES.

The interpretation approach used in HAY was described as follows:

1 The score of an individual dimension is interpreted for what it conveys about the aspect of the organization's climate being measured.

2 Scores across dimensions

3 Evaluation of each item in each dimension.

4 Analysis of the results of organization levels.

5 Analysis of the results by organizational units.

6 Staff-line differences

Results:-

The studies should last for the 3-5 year time period required for climate change; some variables correlated with performance eg organizational

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clarity, organizational integration and compensation. Surprisingly, performance orientation does not have a statistically significant relationship to performance results, nor does management style.

Why the HAY Approach

There are many reasons for the researcher to choose the HAY MANAGEMENT CLIMATE SURVEY in approaching his work. Although there are many established approaches to measuring climate that have been applied by a number of researchers, the uniqueness of the HAY approach is in its clarity, when comparative work is conducted

In this section would like to emphazize two reasons for my use of HAY in this research.

Firstly, most applications of the climate measurement techniques are academic and have been used to achieve academic objectives, without real extension of the results to practical objectives. My approach, when this work was undertaken, was to look for a technique that could, when applied, attain both academic results to contribute to knowledge a main aim of doctorate research and practical findings, to enable me to make useful recommendations, if change is required in the organization studied. A technique that has been used in consultancy work over a period of time should be well defined; a technique that had led to effective actions in managing climate is a more practical technique. The second reason for choosing HAY is the wide range of applications open to this technique. Hellreigel and Slocum, in reviewing 31 studies, gave the sample size of each, the largest among them was 1647 for the study of Schneider and Bartlett, while the total of those subject to the HAY survey was 25000.

This reflects the wide range of applications for this instrument. The total number of all samples of the different studies reviewed by Hellriegel and Slocum was 6405. The following table enables a comparison of these sample sizes.

The Instrument	The Sample Size
Burns and Stalker	20
Litwin and Stringer	915
Davis	-
Dewhirst	320
Campbell et al	120
Freiedland and Greenberg	478
Halpin and Croft	649
Likert	345
Hall and Lawler	408
Kazka and Kirk	-
Payne and Pheysey	120
Campbell and Pritchard	76
Schneider and Hall	373
Schneider	674
Schneider and Bartlett	1647
Total of Samples	6405

TABLE 2.1. The Sample Size of the Other O.C. Studies

(Source: Abstracted from Table 1, Hellrigel and Slocum, Academy of Management Journal, Vol, 17, No 2, June 1974.)

It was, therefore, the practical objective in addition to the academic, as well as the extent of applications recorded in the OC literature, which determined my choice of the HAY approach.

CHAPTER III

METHODOLOGY

3.1. Introduction

This chapter is going to cover the basic grounds of this work starting with the research questions and hypotheses. The statistical techniques that applied are to be explained too, followed by the DELPHI techniques explanation. In order to be aware of what might be limitations and delimitations, they have been covered in this chapter.

The sample characteristics of the main survey (MPC) appear here followed by the development of the research process which is explained in detail from the preparation period upto the last test that has been applied.

3.2. The Research Questions and Hypotheses

The Research Questions

The research has been conducted in order to answer the following questions:

1.   How should the climate be described in MoPH?

2.   What type of factors most affect the climate, situational, qualificational or personal factors?

3.   To what extent and in which dimensions of the climate does top management differ from the other organisational levels below?

4.   To what extent does the perceived climate differ from the "should be" climate?

5.   What effect would the cross-cultural differences have on the formation of the climate dimensions in the HAY approach?

6.   From the climate measurement results, which are the areas in the organisation that need more attention if improvement is to be introduced?

The Research Hypotheses

The research hypotheses are concentrated on the area of reconstruction of the "HAY" tool and the different interactions between perceived climate and other factors that may affect it.

Hypothesis 1:

When applying the HAY approach to a civil service organisation in Kuwait, item scores within each dimension will not be close to each other. The basis of this hypothesis is formed by the cross-cultural differences between the USA and Kuwait; the former is an industrialised, western society on a continental-scale, the latter is a developing, eastern, city-sized society. Where the cultures differ comparable results cannot be obtained with a single tool. Gordon G. et al (1979) assumed that in applying the HAY questionnaire the results obtained can be classified into the eight dimensions referred to in the approach. These groups will be characterised by the close proximity of the items scores: "...the items within each dimension are closely related to one another" (p. 41).

By drawing these relationships between close items in a new order, another set of dimensions could be formed which might be more appropriate to a Kuwaiti Civil Service organisation. The research assumes, therefore, that item scores will not be close to each other and it aims to reconstruct the tool.

Hypothesis 2:

Climate perception is more affected by personal and qualificational factors than by situational factors. In this study we have classified the factors that have been measured into three categories:-

Situational factors:

a)   Department

b)   Organisational level

c)   Number of subordinates

d)   Salary (4 types of salary are covered)

Qualificational factors:

a)   Profession

b)   Education

c)   Service length

d)   Years in position

Personal factors:

a)   Age

b)   Sex

c)   Nationality

A number of researchers have tried to discover the relationship between the climate and two main sets of factors, namely the structural - sometimes called situational - and personal factors. They all reached the conclusion that the climate is affected by the interaction between situational and personal factors. None have mentioned the extent to which each type of factorsis responsible in the making of such a climate. In this study, the researcher assumes that those factors relating directly to the person (qualificational and personal) are the ones which

most shape climate perception. Furthermore, it is assumed that qualificational factors have the greatest effect of all the three sets (see Figure 3.1).

The purpose of this hypothesis is to develop the HAY model with the individual filters as its starting point (see Figure 3.2); these would become causal factors to the other situational factors; emphasis is placed on the qualifications of the individual, not only the motivation.
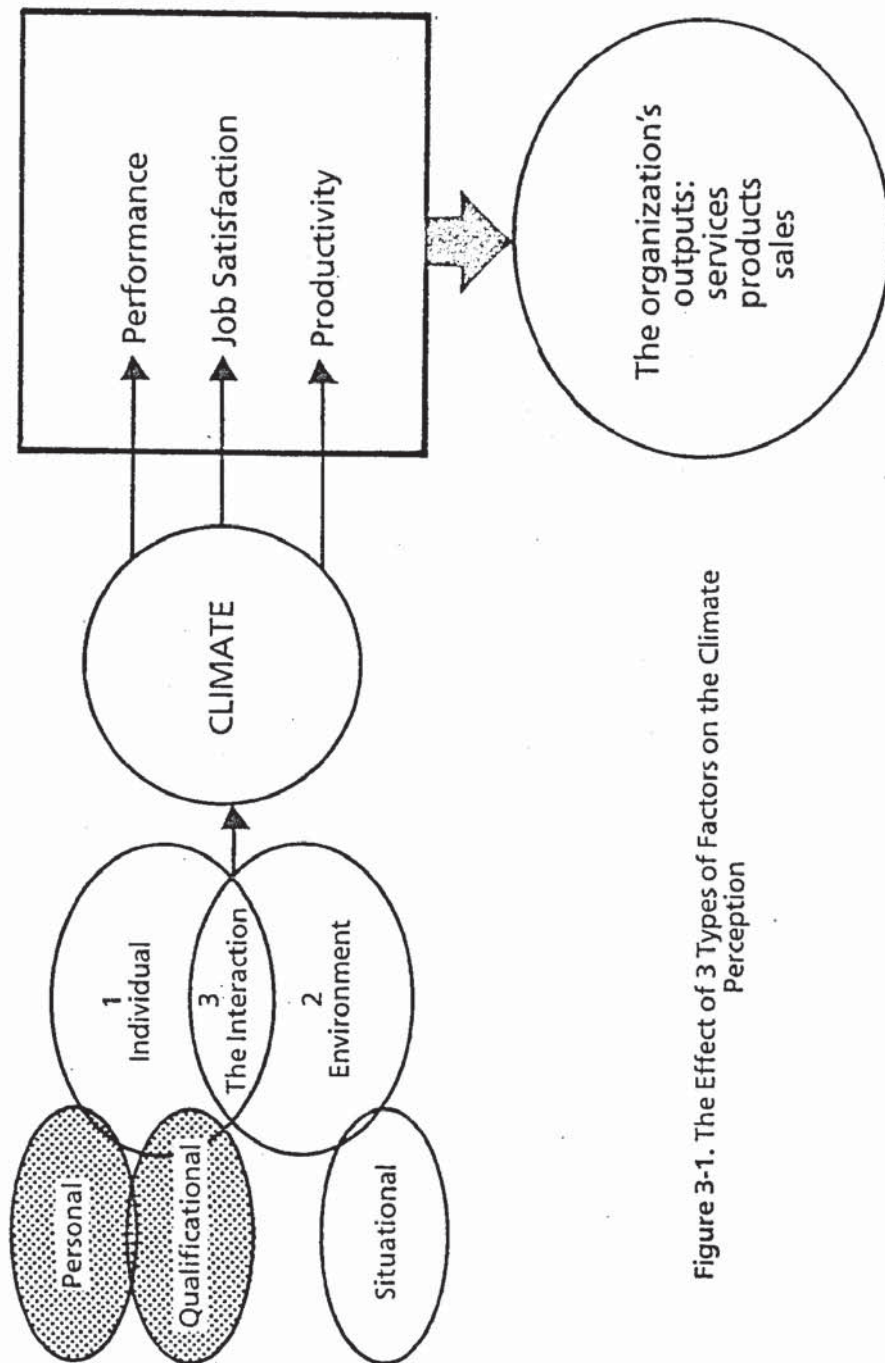
Figure 3-1. The Effect of 3 Types of Factors on the Climate Perception

ORGANIZATIONAL OUTPUTS

INDIVIDUAL OUTPUTS

PERCEIVED ORGANIZATIONAL CHARACTERISTICS

ORGANISATIONAL CHARACTERISTICS

INDIVIDUAL CHARACTERISTICS

PRODUCTS
SERVICES
SALES

BEHAVIOUR

CLIMATE

STRATEGY
STRUCTURE

QUALIFICATIONAL AND PERSONAL FACTOR

PROCESSES
PEOPLE
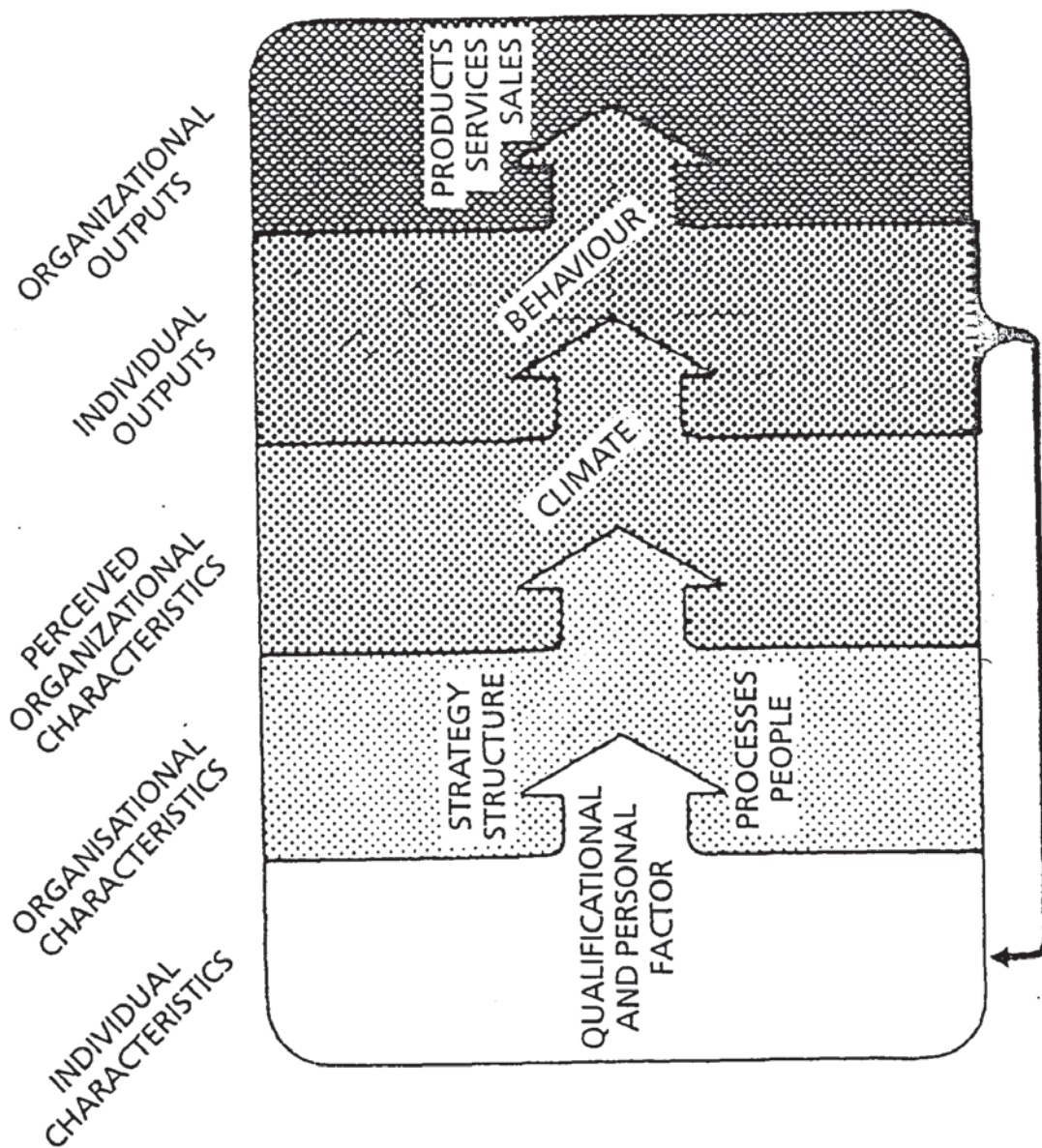
Figure 3-2. A Modified Model for Organizational Functioning

3.3. The Statistical Techniques

A number of statistical techniques have been used to test the research hypothesis. All tests were applied using Statistical Analysis Systems (SAS), which is a computer system for data analysis in the areas of: information storage and retrieval, data modifications and programming, report writing, statistical analysis and file handling. The system was developed originally for statistical research needs by SAS Institutue, North Carolina, USA. Three major techniques have been used in this research: 1. CLUSTER procedure; 2. DUNCAN Multiple Range Test; 3. STEPWISE Regression.

CLUSTER procedure:

As defined in SAS Users Guide,

"The CLUSTER procedure, designed to help identify clusters of observations that have similar attributes, performs a hierarchical cluster analysis" (p. 157)

"Cluster analysis is used primarily where no priori or theoretical classification information about the data is available. The technique begins by forming one cluster for each observation in the analysis. The two closest clusters are combined into one cluster, then the two closest of the new set of clusters are combined into a single cluster and so on". (p.157)

"The limitation of CLUSTER is that it should not be applied to a data set of more than about 250 observations" (p. 158)

CLUSTER procedure has been used in this research for the regrouping of the climate dimensions.

DUNCAN Multiple Range Test:

As defined in SAS Users Guide,

"The observations are separated into groups based on the values of classification

variables, and means are calcuated for all the variables in the VAR statement (variable names). The group means for each variable are arranged in order from largest to smallest. The test is then performed for each variable, using the error mean square, error degrees of freedom, and the F value specified". (p. 191)

This test has been used here to discriminate between the means in order to reduce the data for a better, more reliable comparison.

STEPWISE Procedure:

As mentioned in SAS Users Guide, the STEPWISE procedure provides five methods for stepwise regression. STEPWISE is useful when it is necessary to discover which variables in a collection of independent variables, should be included in a regression model.

STEPWISE is most helpful for exploratory analysis because it can give insight into the relationships between independent variables and the dependent response variable.

STEPWISE differs from RSQUARE (another procedure used for exploratory model analysis) in that RSQUARE finds the R^2 value for all possible combinations of the indepedent variables, but makes no attempt to select the "best" model from among the combinations. STEPWISE uses selection strategies in choosing the variables for the models it considers. Also, when STEPWISE evaluates a model it prints a complete report on the regression, while RSQAURE prints only the R^2 value for each model.

This technique has been used in this research in order to find out the relationship between the climate dimensions and the personal, qualificational and situational factors.

3.4 The Delphi Technique

As this technique is used in this work, I will outline its background.

C. R. McLaughlin, A. Sheldon, R. C. Hansen and B. A. McIver (1976) introduced it thus: "The technique of using successive questionnaires, called the Delphi, was originally developed over a decade ago at The Rand Corporation by Olaf Helmer as a way of predicting future events. The opinions of panels of experts were solicited and their predictions were circulated and shared anonymously so that a consensus could be developed as estimates were reviewed and revised". (p. 52)

The Delphi is therefore a questionnaire which is repeated. It is completed anonymously, and after each round of questionnaires the answers are pooled and fed back to the participants to give them the opportunity to revise their opinions. This technique has many uses: "By now there are probably have been over 200 uses of the Delphi for prediction" (p. 52). It is also used in problem solving an in surveying views and attitudes.

The technique was originally developed to remove interpersonal effects from the process of prediction or problem solving. It also encourages frankness in answering by avoiding identification of the opinion holders, which might have reduced creativity. Anonymity is always an advantage in such circumstances.
Some instructions might be useful to the administrator in implementing the Delphi; participants should be motivated to contribute actively; their roles in the process should be clarified - group decision-making or prediction. It is also essential to specify to them the ways in which this technique can enhance future team building

3.5. Limitations and Delimitations of the Study

Limitations:

A. The HAY approach is a perceptual way of climate measurement; as Gordon, G, and Cummins, W. (1979) state "the climate - that which most directly influences behavior - is the perception of reality, not the reality itself" (p. 26). It is, therefore, important to mention the issue of objectivity in this work. To the researcher, objectivity in social science is what people see under certain circumstances. As Lewis (1946) states, "objectivity demands representing the field correctly as it exists for the individual in question at that particular time" (p. 240).

B. There is no need to emphasise the importance of external forces in shaping the climate, but this research is going to concentrate on the internal factors that are specified in a later chapter.

Delimitations:

The study has been conducted in a civil service organisation of some importance in the Kuwait public sector. All the respondents could be classified as civil servants, whether medical doctors or engineers, especially because they hold managerial posts. The findings of this study will be applicable only to this type of organisation. Since the situation is constantly changing, the results cannot be generalised. However, these delimitations do not affect its application either to the theoretical concerns outlined earlier, or to the recommendations for changes required in MoPH.

3.6. Sample: The Characteristics of the Main Sample Survey (MPC)

Profession

When talking about profession as one of the factors which may affect the climate, we are really talking about two professions in this sample; these are: 18 Medical Doctors who represent 17.8% of the sample and the 66 Administrators who represent 65.3% of the sample. The remaining sample consists of 2 Paramedics (2%), 2 Researchers (2%) and 3 Engineers (3%), which represents a small percentage of these professions. Also, we have 7 cases, representing 6.9% of the sample, classified under "others".

Education

When talking about Education as a variable, we note that 66.6% of the sample have graduated from university. Half of them continued their education and most gained a Master's Degree (20 represents 20.2% from the whole sample). Three gained Doctorate Degrees (representing 3% of the whole sample).

The rest of the sample (33 cases) representing 33.3% did not have a University degree. The biggest category consisted of those without even a High School degree and numbered 14 cases (14.1%). The next category consisted of those with a High School degree, their number being 10, representing 10.1% of the whole sample, and finally those who had Institute Diplomas, representing 9 cases (9.1%).

The biggest category, therefore, is of those with a university degree, numbering 43 cases and representing 43.4% of the whole sample. The smallest category is of those who have a Doctorate Degree.

<u>Departments</u>

This factor has the most categories (14 Departments). It should be mentioned that departments with 5 or more cases share more in making the results than the rest of the categories.

In particular, these are:-

Financial Affairs Department (27 cases, 31.4%);

Organisation & Control Department (5 cases, 5.8%);

Services and Technicians (10 cases, 11.6%);

General Jobs (11 cases, 12.8%);

Public Health & Planning Department (7 cases, 8.1%);

External Medical Services Department (7 cases, 8.1%) and

Environmental Protection Department (5 cases, 5.8%).

These Departments altogether represent 72 cases (80.6%) of the whole sample. The Departments that have less effect on the results are*-

Hospital Department (2 cases, 2.3%);

Medical Stores (1 case, 1.2%);

Legal Affairs (4 cases, 4.7%)

Dentists and Paramedics Department (4 cases, 4.7%);

Social Health Department (1 case, 1.2%);

Treatment Abroad (1 case, 1.2%) and

Transportation (1 case, 1.2%).

There are 15 cases with missing values under the "Department" question in the questionnaire.

Level

Top management is represented in the sample by one category consisting of 3 Assistant Under-Secretaries (3%). Middle management is represetned in the sample by two categories of 12 Departmental Heads (11.9%) and 12 Controllers (11.9%). These 24 cases represent 24.2% of the whole sample. The Supervisional management is represented in the sample by 72 Section Heads (70.3%) and 3 Sub-Section Heads (3%), together totalling 73.3% of the sample.

Age

There is no case in the sample under 20 years old.

There are 68 cases (68%) in the sample less than 40 years old, while the rest of the sample 42 cases (42%) are 40 years old or more.

Sex

In this classification, it was found that the sample includes only 5 female cases (5%), while there are 96 male cases represented (96%).

Years in Service in MoPH:

41 cases (40.6%) of the sample form the largest category of those who have served in the Ministry of Public Health for more than 20 years. The next largest category is for those who have served between 6 and 10 years in MoPH and consists of 21 cases (20.8%). The next category in size for those who have served between 11 and 15 years in MoPH; it numbers 15 cases (14.9%); and then those who served between 3 and 5 years, 14 cases (13.9%). The smallest category is for

those who have served between 16 and 20 years.

Thus, more than 65% of the sample have served in MoPH for more than 10 years, and there is no case of less than 3 years' service.

Years in Position

The largest category is for those who attained their position between 1 and 2 years ago; this consists of 31 cases, representing (30.7%). The next largest category is those with 3 to 5 years in their position; 20 cases representing (28.7%). The smallest category is for those who have served less than 1 year in their position. It consists of 6 cases (5.9%). 14 cases (23.9%) have served more than 15 years in their position, and more than 63% of the sample served in their position for more than 3 years.

Number of Subordinates

39.6% of the sample supervise more than 20 subordinates, while 3% of the sample supervise 1 subordinate, and more than 75% supervise more than 5 subordinates.

Nationality

The sample includes two categories of nationality, 43 Kuwaitis (53.1%) and 38 non-Kuwaitis (46.9%); there are 20 missing values.

Basic Salary

This is the basic payment only; all allowances being extras. There are 6 categories of basic salary.

Three managers receive a basic salary of not more than 400 K.D.'s (3.8%) 38 receive 400 - 600 K.D.'s (48%), 33 receive 600 - 800 K.D.'s (42%), 2 receive 800 - 1,000 K.D.'s (2.5%), 1 receives 1,000 - 1,200 K.D.'s (1.2%) and there are 2 who receive 1,200 - 1,400 K.D.'s (2.5%). (All salaries are by month)

Basic Salary and Social Allowance

There is a social allowance for married managers which is determined by the number of children he has, and by whether or not he/she is a Kuwaiti national. There are 9 managers who receive 400 - 600 K.D.'s (11%), 48 who receive 600 - 800 K.D.'s (61%), 18 who receive 800 - 1,000 K.D.'s (23%), 2 who receive 1,000 - 1,200 K.D.'s (2.5%) and 2 who receive 1,200 - 1,400 K.D.'s (2.5%).

Basic Salary and Social and Technical Allowance

There is a technical allowance for those who are professionals, i.e. doctors, engineers, technicians, etc.

There are 8 managers who receive 400 - 600 K.D.'s (10.1%), 35 who receive 600 - 800 K.D.'s (44.3%), 28 who receive 800 - 1,000 K.D. 's (35.4%), 5 who receive 1,000 - 1,200 K.D.'s (6.3%), 2 who receive 1,200 - 1,400 K.D.'s (2.5%), and 1 who receives more than 1,400 K.D.'s (%).

Total Salary

This includes basic salary, social allowance, technical allowance and other allowances. "Other" allowances include an on-call allowance, and an allowance for dedication to the management post rather than to practice in the profession (especially for doctors).

There are 8 managers (10%) who receive 400 - 600 K.D.'s as a total salary, 31 who receive 600 - 800 K.D.'s (39.2%), 17 who receive 800 - 1,000 K.D.'s (21.5%), 13 who receive 1,000 - 1,200 K.D.'s (16.4%), 7 who receive 1,200 - 1,400 K.D.'s (8.8%), and 3 who receive more than 1,400 K.D.'s (3.8%).

3.7. Development of the Research Process

3.7.1. The Preparation Period

The the first year of the research period, the researcher carried out some elementary investigations to identify the question and narrow down the topic to a researchable and useful size to make a contribution to knowledge.

Interviews

Many interviews were done with Senior Health Administrators/Politicians and Academics (see Appendix 3.1).

Computer Searches

Computer searches were undertaken by the researcher at:-
1. Aston University Library (U.K.)
2. Yale School of Medicine Library (U.S.A.)
3. Library of Congress, Washington, D.C. (U.S.A.)
4. Library of WHO - PAHO, Washington (U.S.A.).

3.7.2. The Field Period

The Pilot Study (Method)

In order to test the research questionnaire, the researcher undertook a small sample in the field. The questionnaire design was as it appears in Appendix 3, and in order to obtain a better representation of the whole sample, the researcher gave it to different management levels, top, executive and supervisory.

Managers from each level were respondents to the questionnaire that was given in the pilot stage.

Interviews were held with each of them in order to explain what might be unclear and less understandable. Respondents were asked to fill in the questionnaire and hand it back the next day. They were helpful, co-operative and frank, so the researcher gained reliable feedback.

Results of the Pilot Study:

1. **Language**

Since the majority of the respondents the researcher chose are unable to communicate in English, the questionnaire was translated into Arabic to enable them to respond effectively.

2. **Accessibility**

Although permission has been given by the Minister of Public Health to undertake the research, some access problems were found and it did not reach other

organisational levels.

3.   Ordering

As appears in Appendix 2.2, the eight climate dimensions were clearly listed and
the items in each dimension were listed directly after each dimension's name.
This was done intentionally to maintain the neutrality of the respondent. Then ,
when she/he answers the question in each item, she/he is influenced towards
linking the answers within each dimension to finish with certain results. In other
words, the respondent found his answer to each question to be affected by the
answers to the other questions.

4.   Filtering

There were two filter questions inserted in the first page before the dimensional
questions, but that was found as beginning questions to be at the expense of being
"filter" because every respondent does not want to show his/her ignorance - if
he/she has - about the subject the filter questions are based on.

5.   Confidentiality

In order to help managers answer the questions and express their views freely,
away from possible environmental pressure, they were given the chance to respond
to the target questions confidentially.   Such confidentiality, which they
appreciated, was ensured as follows:-

(a)   They were not requested to write their names on the questionnaire forms;
       and

(b)   they were not requested to hand their forms in personally.

The Measurement of the Ministry Perceived Climate (MPC)

Sampling

In the MoPH in Kuwait there are 30,481 employees scattered among the different Departments in the Ministry organisation.

There are 6 health regions in the country, apart from the central administration which contains the top management and main central ministry departments. There are 14 Departments, as appears in Figure1·2. Each department has a department head who supervises the department through controllates headed by controllers. These supervise the controllates through sections headed by section heads. The total number of these responsible personnel is 109. More details about the sample characteristics will appear under (sample) later in this chapter.

The researcher chose the central administration as the field of this study because:-

1. The central administration is the main body with direct or indirect relations with all the various ministry personnel.

2. Since it serves the whole organisation's regions, the central administration comprises different classifications of personnel or structure.

3. It is very important in the measurement of organisational climate to have top-management represented in the sample and the only part of MoPH that includes this is the central administration.

4. The central administration in MoPH is the most structurally stabilised part in the ministry. In the other parts, (the five health regions), the organisational structure is expanding rapidly because of the recent developments in the regionalisation of the health service in Kuwait.

Benefits of the Pilot Study

In order to benefit from the findings of the Pilot Study a few alternatives are given as follows:-

1. Accessibility

An official letter was signed by the Under-Secretary of MoPH was circulated to different managerial levels, requesting them to look at the research objectively and to provide the necessary information required by the researcher.

The questionnaire form has a covering letter where the access problem is bridged (by the researcher).

2. Ordering

In order to avoid the influence of the previous order of questions in the pilot study, the questions are randomly ordered and the names of dimensions deliberately deleted (see Appendix 3.2).

The reference form of the questionnaire includes the real coding of each question. Under which dimension it appears has been kept by the researcher to assist in identifying which code applies to which question.

3. Confidentiality and Security

The administration of distribution of the questionnaire form has been changed to meet the confidentiality requirements, therefore the following procedures have been followed:

a) Names and the exact position of the respondent have been omitted and it is stated that the researcher does not want these items to be known. In order to implement this, each form is covered by an extra blank page with the exact position of the respondent on it. The respondent has been requested to tear off that page after she/he receives the questionnaire form.

b) It has been agreed with the office of the Assistant Under-Secretary for legal and administrative affairs, that this office is to be considered as the centre of the questionnaire administration. Each form, therefore, should be sent to the respondent from that centre, and each respondent should hand it back to that office indirectly. This is to encourage a response free of any kind of pressure that might produce inaccuracy.

4. Filter Questions

To achieve the objective of filtering the respondent's answers, filter questions have been placed in different positions within the questionnaire, and then mixed with the other questions to avoid their recognition as filter questions.

The Questionnaire Design

In spite of the benefits of the Pilot Study, another set of characteristics can be listed to describe the questionnaire design as follows:-

1.   Language

It has been properly translated.   The translation wording is simplified in such a way as to ensure the respondent is familiar with the questionnaire subject.

2.   Answer Scale

Questions in the questionnaire have been designed to lead the respondent to choose from 7 options where grade (1) reflects least acceptance of the statement and grade (7) reflects the fullest acceptance.   Each of the grades between (1) and (7) reflects the degree of acceptance to the statement opposite it.

3.   Length

The researcher was aware of the need to minimise the size of the questionnaire so as not to deter respondents from interacting with the questions.   Therefore, and for convenience's sake, the 46 questionnaire statements (questions) were put in a short form.

4. Typing and Layout

The pyschological effect of typing and layout on the respondent has been given due consideration and Arabic letters have been used in typing the questionnaire. Furthermore, the layout, the art design and print of the questionnaire was also taken into account. (See Appendix 3.3.)

5. Avoiding Faults in the Technique

In order to avoid technique faults in the questionnaire, attention was paid to a number of considerations; for example:

1. To avoid misunderstanding of any questions, the researcher added an introduction and instructions to the form.

2. To avoid inaccurate answers from the respondents to the researcher, the researcher translated it accurately.

The Measurement of the Ministry Experts' Climate (MEC)

As the "perceived" organisational climate was measured through the main survey in the first quarter of 1982, and in order to measure the "should be" organisational climate (MEC) the researcher used the "Delphi Technique" in the last quarter of the year 1982.

Steps:

(a)   The first step was to ask top officials in MoPH for permission to undertake the technique. Immediately after permission had been issued a meeting with the Minister of Public Health was held, in order to consult him in the choice of a team

of experts in MoPH who represent different backgrounds and experiences, i.e. Medical Doctors, Nurses, Administrators, etc. Twenty experts were named.

(b)   The second step was to send out the questionnaire form covered by two letters (see Appendix 3.4.1-2). The first letter was from the researcher explaining the purpose of the technique and guiding them in its administration and their role in it.   The second letter, which was signed by the Under-Secretary of MoPH, introduces the research and the researcher and asks for co-operation with the technique.

The researcher gave instructions for the form to be sent to the office of the Assistant Under-Secretary for Technical Affairs, which was chosen as a centre for the technique administration.

(c)   The third step was that of photocopying each form received by the technique administration centre and then a copy of all the expert's answers, and justifications of each answer, was sent to the experts individually, to enable each to see the other experts' answers.

(d)   In the fourth step, the experts sent the form for the second time to the technique administration centre, after they had been given a chance to change their own answers, after what they had read.

As most of them have changed their answers after having looked at the other answers, and as they form the team of experts which sets the "should be" organisational climate (MEC), the research - by this stage - has completed the third stage of the field stages and yielded the (MEC).

The Measurement of the Top Management Climate (TMC)

Purposes of this Stage

In the first quarter of the year 1983 the researcher went to the field in order to measure the Top Management Organisational Climate (TMC).

As the main field survey did not cover all the Assistant Under-Secretaries, the Under-Secretary and the Minister of MoPH, the researcher felt that there still was a gap that should be bridged, especially as one of the objectives of this research is to measure Top Management perception against that of other lower levels.

Consequently a meeting was held in the MoPH after completing the permission procedures with His Excellency The Minister of Public Health.

The Meeting

The meeting was held in the first quarter of 1983, and His Excellency The Minister, the Under-Secretary and all the Assistant Under-Secretaries were present. The researcher then introduced his research purposes and the aim of that meeting. The meeting lasted for three hours.

The same questionnaire form was given to them; everyone was requested to use two pens with two different colours; the meeting was divided into eight sessions. In each session, one of the eight organisational climate dimensions was the subject; each session was divided into three rounds of which first was to hear the answer of each one of the meeting members. In the second round, those who had extreme scores were requested to justify such scores. The third round was to

leave the meeting members to think about the discussion and rewrite their new answers.

The co-operation was very clear and fruitful and the meeting was open in terms of frankness and objectivity and other necessary and useful matters related to MoPH.

By the end of that meeting the research reached the end of the fourth field stage. Results and findings in the fourth field stages will appear in the following chapters.

The Fifth Field Stage

Certain phenomena were apparent after comparisons had been made between the Ministry Perceived Climate (MPC) and the Top Management Climate (TMC). In order to ask for justifications for each phenomenon, the researcher prepared a written presentation of these results in Arabic (Appendix 3.5.) and gave it to a number of managers in MoPH.

Statistical Analysis

As indicated earlier in this chapter, a number of statistical techniques have been applied. The researcher used the facilities of Kuwait Institute for Scientific Research, Computer Centre, and Statistical Analysis System package was used. All the computer tables and graphs appearing in this work were produced there. Accessibility to the facilities was good.

Testing the New Clusters

After the CLUSTER analysis and the attempt to draw the items commonality by the definition of the NEW DIMENSIONS the researcher conducted a further analysis by applying Duncan Multiple Range Test on the new dimensions across the different factors and to find out the significant high and low dimension.

CHAPTER IV

RESULTS PRESENTATION

4.1. Introduction

The main purpose of this chapter is to present the findings of the study; detailed analysis and discussion will be left to the following chapters.

Firstly, the results of the main survey, called Ministry Perceived Climate (MPC) using the eight HAY dimensions across the fourteen factors are presented, followed by the results of the should be Climate as defined by a team of experts, this we called Ministry Expert's Climate (MEC) measured using the DELPHI technique. The results of the top management climate, which we called TMC, will follow.

Next will be presented the results of the statistical technique that have been used in this research, namely CLUSTER ANALYSIS, to regroup the items and the reconstruction of the instrument. The last section of this chapter will concentrate on the results of the comparison between MPC and MEC, MPC and TMC.

4.2. Relationships Between Categories and Patterns of Perceptions

We will examine responses to highlight significant patterns relating the eight dimensions of organisational climate to the following fourteen factors:-

1. PROFESSIONS
2. EDUCATION

3. AGE

4. DEPARTMENT

5. JOB TITLE

6. SEX

7. LENGTH OF SERVICE IN MOPH

8. YEARS IN POSITION

9. NUMBER OF SUBORDINATES

10. NATIONALITY

11. BASIC SALARY

12. BASIC SALARY PLUS SOCIAL ALLOWANCES

13. BASIC SALARY PLUS SOCIAL AND TECHNICAL ALLOWANCES

14. TOTAL SALARY

As shown in appendix Tables 4.1.1-14 the Duncan Multiple Range Test applied to the data allows elimination of scores which do not matter and differences which are not significant. We can say that a sample size of less than five is not a reliable source for comparison.

Organisational Clarity

Professions

Seven groups are differentiated: Doctors (18), Administrators (66), 'Others' (7), Pharmacists (3), Engineers (3), Paramedics (2), Researchers (2). Medical Doctors' scores show no extremes in relation to clarity. Their scores are slightly higher than those of Administrators except on goal clarity, where the score is the same. 'Others' score higher on each item than Doctors or Administrators, except for long-term plan definition to meet goals, where the score coincides with that of Administrators. Pharmacists and Researchers score lowest for clarity.

Education

Six groups are differentiated: less than High School Diploma (14); High School Diploma (10); Institute Diploma (9); University Degree (43); Masters Degree (20); Doctorate (3).

Highest scores are achieved by those with Masters Degrees. Both High School Diploma and University Degree Groups are lowest on clarity.

Age

Highest perceptions of clarity are reported by age groups 50-54 and 35-39, and lowest by 20-24.

Department

Fourteen departments are indicated, but there is overlapping between most of these. The highest significant scores for organisational clarity are reported by those in General jobs, Public Health and Planning, and Environment Protection.

Level

Five levels - Assistant Under-Secretary, Department Head, Controller, Section Head, and Sub-Section Head are differentiated. None of these gives a significant result.

Sex

Ninety-six respondents are male and 5 are female. The pattern for clarity is not significant.

Length of Service

Those with more than 29 years service with MOPH (41) score higher on all items of clarity than any other of the 5 groups. Clearly the lowest scoring are those with 3 to 5 years (14).

Years in Position

Five groupings are defined. Lowest clarity is reported by those in post less than one year (6), and highest clarity by those in post for 3 to 5 years (29). A clear upward trend in clarity with increasing length of time in post is broken by a peak score for this middle group.

Number of Subordinates

Seven groupings are differentiated. Highest clarity is reported by those with 1 to 2 (8) and 6 to 10 (20) subordinates. Lowest significant score for clarity is reported by those with 3 to 5 subordinates (14).

Nationality

Two groupings are distinguished - Nationals and Non-Nationals. Non-Nationals score higher for clarity.

Basic Salary

Six basic salary levels are defined. Highest significant clarity is scored by persons whose basic salary is in the range 400-600. Higher salary groups score lower for clarity.

Basic Salary Plus Social Allowances

Here the highest clarity belongs to 600-800; however, all 5 levels achieve class A on this dimension.

Basic Salary Plus Social Allowances and Technical Allowance

Highest clarity is reported from the middle group of 6, namely 600-800, with those earning more than 1200 (the highest paid group) scoring lowest.

Total Salary

Highest clarity is reported by those earning 800-1000. The pattern is a curve rising to this peak clarity group, then falling away. Lowest score is clearly at more than 1200.

2. Decision Making Structure
Professions

Whilst Engineers and 'Others' show the best results, Engineers are too small a sample. Doctors (18) and Administrators (66) score similarly to each other with a moderately high score.

Education

The results are not significant.

Age

Seven age bands are defined. Highest scores appear for 50-54, 45-49, and 35-39. Lowest is the youngest group: 20-24. There is a general trend upwards except for the 40-44 band.

Department

Sufficiently large samples occur in 7 groups; all groups score in Class A. (Highest is Public Health and Planning (7 respondents), next comes Environment Protection (5), and then general jobs (11). Lowest of the 7 is Organisation Control (5)).

Level

The scores are not significant.

Sex

The scores are not significant.

Length of Service

Highest score is achieved by those who have been with MOPH for more than 20 years (41). There is an upward trend, with a marked rise at the 6-10 years band.

Years in Position

Highest scoring group is of those who have been 3-5 years in post. As with other categories of climate in relation to years in position, there is a clear upward trend, with particularly high scores in this 3-5 years band.

Number of Subordinates

These scores are not significant.

Nationality

Again, Non-Nationals score higher.

Basic Salary

Highest scores are recorded by bands 400-600 and 800-1000, and lowest by 600-800 and 1000-1200.

Basic Salary Plus Social Allowances

The scores here are not significant.

Basic Salary Plus Social and Technical Allowances

The highest scoring group is 600-800.

Total Salary

The scores are not significant.

Organisations Integration

Professions

'Others' score highest. Doctors again score slightly higher than Administrators, with a wider gap this time. Of the small samples, Pharmacists score particularly low, and Engineers low.

Education

The highest scores are reported by those who have Masters Degrees and those who do not have a High School Diploma. The lowest score on integration is by those who hold a University Degree.

Age

Generally, there is an upward trend, such that the older the person, the higher the perception of Organisation Integration. Clear highest is 50-54.

Department

Public Health and Planning score most strongly (7 persons), followed by Environment Protection (5) and General Jobs (11). Of the 7 significant groups (by sample size) Organisation and Control (5) score lowest for Organisation Integration.

Level

The results are not significant.

Sex

The scores are not significant.

Length of Service

Again, longest service (more than 20 years with MOPH) scores most strongly, at the summit of a rising trend in which the anomaly is a high score for 6-10 years.

Years in Position

As in other categories, so with Integration: the rising trend of scores as length in job increases is disturbed by high scores in the 3-5 years group, which is highest here.

Number of Subordinates

The group with 6-10 subordinates scores highest.

Nationality

As in all categories, Non-Nationals score higher.

Basic Salary

All groups score in class A, the highest being 400-600.

Basic Salary Plus Social Allowances

Results are not significant.

Basic Salary Plus Social and Technical Allowances

Highest is the 600-800 category. Scores above with level of income are lower than for the low income groups.

Total Salary

The group 800-1000 scores highest. A similar curve is demonstrated, rising to 800-1000, then falling away with the lowest score for more than 1200 (this is in the class as 200-400 and 400-600).

Management Style
Professions

The highest significant score is achieved by 'Others', and the lowest by Administrators. Doctors again score slightly higher than Administrators.

Education

This result is not significant.

Age

There is a trend towards higher scoring with increasing age, except for a slight fall at 40-44. Five groupings, from 30-34 upwards, are in class A.

Department

Public Health and Planning (7 persons) and Environment Protection again score highly, whilst Organisation and Control and Service and Technical Staff score lowest.

Level

Controllers score highest for perceptions of Management Style, and Section Heads lowest.

Sex

This score is not significant.

Length of Service

Highest scores occur with longest service. Lowest are 3-5 and 11-15 years.

Years in Position

Highest is 3-5 years; otherwise the trend is upwards as length increases.

Number of Subordinates

6-10, 1-2 and more than 20 are highest.

Nationality

Again Non-Nationals score higher.

Basic Salary

The group earning 400-600 scores highest. The lowest paid - not more than 200 - scores least.

Basic Salary Plus Social Allowances

These scores are not significant.

Basic Salary Plus Social and Technical Allowances

Clear highest is the 600-800 group, with a rising trend to this peak and a falling-off of the lowest score for those earning more than 1200.

Total Salary

Whilst the highest score is for the 800-1000 group, the 400-600, 600-800, and 1000-1200 groups are also in the same class. In a separate lower class are thelowest and highest paid, with the highest paid recording the lowest scores for perceptions of Management Style.

Performance Orientation

Professions

Highest significant score is for 'Others', then Medical Doctors, then

Administrators. Researchers - too small to be reliably comparable - score markedly low.

Education

Those holding Masters' Degrees have highest scores for performance orientation, and those with High School Diplomas score lowest.

Age

Highest performance orientation is recorded by 50-54 and 35-39 age groups. Lowest perception scores here are for 20-24 years.

Department

Highest performance orientation is attained by General Jobs and by Public Health and Planning. Service and Technical Staffs and Organisation and Control are again lowest.

Level

Results here are not significant.

Sex

There is no significance.

Length of Service

Service with MOPH of more than 20 years score highest. Again there is a higher score for 6-10 years in relation to the rising trend.

Years In Position

3-5 years and more than 15 years share the highest score. Again the 3-5 years peak breaks the upward trend over time in position.

Number of Subordinates

Highest scores are recorded for 6-10 and more than 20; next highest is 3-5.

Basic Salary

Highest Performance Orientation is from those earning 400-600, and there appears to be a slightly rising curve up to this level and falling with salaries above it. Lowest and highest paid score similarly low on this dimension.

Basic Salary Plus Social Allowances

Highest score is for those earning 400-600; scores fall away again after this, with 800-1000 and 1000-1200, each lower scoring than the 200-400 group.

Basic Salary Plus Social and Technical Allowances

600-800 is the highest scoring group; the trend is again up then down, with the 2 highest paid groups scoring less than the least.

Total Salary

Whilst the trend line seems similar, the results are not significant.

Organisation Vitality

Professions

The highest significant score is achieved by Doctors. Whilst Engineers score strongly, their sample is too small. Here the class range for Administrators contrasts them with Doctors - in this case the score for Doctors is the clearer.

Education

The results here are not significant.

Age

Highest score is for persons aged 50-54. With the exception of the relatively high score for 35-39, there is an upward trend with age.

Department

Of significant samples, General Jobs and Public Health and Planning score highly, but over 3 classes (a less clear indication than on other dimensions). Once more Service and Technical Staff and Organisation and Control are lowest.

Level

Results here are not significant.

Sex

Organisation vitality is the only dimension on which scores by sex are significant. Male respondents score higher (class A) than female (class B).

Length of Service

High vitality scores are attained by persons serving more than 20 years. All other groups are in class B: 6-10 years is again a markedly high scorer.

Years in Position

More than 15 years scores highest; 3-5 years, 6-10 years and 1-2 years follow. Lowest score for perceptions of vitality is by less than 1 year.

Number of Subordinates

Results here are not significant.

Nationality

Non-Nationals' perceptions of vitality score markedly higher.

Basic Salary

All scores are in class A : 400-600 scores highest.

Basic Salary Plus Social Allowances

400-600 scores highest.

Basic Salary Plus Social and Technical Allowances

600-800 scores highest. Lowest is more than 1200.

Total Salary

There is no significant differentiation.

Compensation

Professions

Medical Doctors and 'Others' score highly for perceptions of compensation. Administrators are less satisfied. Of the excessively small samples, Engineers (3) are much more critical of Compensation than of other dimensions, and Paramedics (2) score exceptionally low.

Education

People with Masters Degrees record greatest satisfaction in relation to other professions. Least satisfied are less than High School Diploma, High School Diploma and University Degree.

Age

There is a trend upwards in scores, highest being 50-54. 25-29, however, is higher

than the 3 groups which succeed it.

Department

Public Health and Planning score highest, together with External Medical Services and Environment Protection. Other significant groups are not differentiated.

Level

These scores are not significant.

Sex

Scores are not significant.

Length of Service

The longest serving group - more than 20 years - scores highest. 6-10 years again scores higher than 3-5 or 11-15. 3-5 and 11-15 score lowest.

Years in Position

These scores are not significant for compensation.

Number of Subordinates

Results here are not significant.

Nationality

Compensation is the only dimension for which Nationality scores are not significant.

Basic Salary

Lowest satisfaction is reported by persons earning less than 200. 4 Groups - 200-400, 400-600, 600-800, and 1000-1200 share highest scores.

Basic Salary Plus Social Allowances

All groups score in class A, the lowest score within the class being from 200-400.

Basic Salary Plus Social and Technical Allowances

600-800 scores highest, and 200-400 and 400-600 lowest.· Above 800, responses are mixed.

Total Salary

800-1000 scores highest, followed by 600-800. Above 1000 responses are mixed, but higher than for 200-400 and 400-600.

Human Resource Development
Professions

Of the significant sample groups, Doctors score highest, together with 'Others'. Administrators score lower, showing less satisfaction.

Education

All scores are grouped in class A.

Age

Highest score is attained by 50-54; there is a spread of high to moderate for 45-49; and the 3 groups spanning 30 to 45 score in the same, lower, class. 25-29 is lower still, and 20-24 lowest.

Department

Highest scores here are recorded by Public Health and Planning. Overlapping this class and extending lower are General Jobs, External Medical Services and Environment Protection: and overlapping these is Financial Affairs. Service and Technical Staff and Organisation and Control score lowest.

Job Title

All scores here are in class A.

Sex

Results are not significant.

Length of Service

6-10, 16-20, and more than 20 years are highest, and 3-5 and 11-15 years lowest.

Years in Position

Highest satisfaction is recorded by the more than 20 years group. 3-5 years overlaps this, and is itself overlapped by 6-10 years. Lowest score is for less than 1 year.

Number of Subordinates

Clear highest score is reported by persons having 6-10 subordinates, and clear lowest by those with 3-5 subordinates.

Nationality

Non-Nationals score higher.

Basic Salary

All scores here are in class A.

Basic Salary Plus Social Allowances

The scores are not significant.

Basic Salary Plus Social and Technical Allowances

Highest satisfaction is reported by those earning 600-800 and 800-1000. Lowest is 200-400. The trend rises and falls slightly as compensation rises.

Total Salary

Highest scoring group is 800-1000. Lowest is 200-400. Again the trend rises, then falls off, this time above 100.

4.3. Patterns Found in the 14 Factors Across Dimensions

When we tried to find the patterns of the fourteen factors across the eight dimensions we found the following patterns:-

Profession

The scores on all Dimensions show significant differences between professions, though of course the numbers in each category vary tremendously: there are only 2 Researchers and Pharmacists, only 3 Engineers and Paramedics, and 7 Others. So the main stream is made up of the 18 Doctors and 66 Administrators.

On table 4.1.1. it can be seen that doctors score higher than Administrators on all Dimensions. Pharmacists, Paramedics and Researchers show consistently low scores, whilst Engineers and Others are mostly high. Administrators are steadily in the main stream.

Education

The Duncan Multiple Range Test, when applied to Category Means as in Fig.4.2.2.1-8 shows that scores obtained are significant in many cases.

From the same table we can see that those with higher education tend to hold

better climate perceptions, but too many anomalies occur, such as the low scores of ordinary degree holders, to place much confidence in predictions from this factor. 66.6 per cent of the sample are university graduates.

Department

Of 14 Departments, 7 represented only 16% of the sample and so have been ignored for detailed analysis.

Figures 4.2.3.1-8 show Public Health & Planning (7 people) and General Jobs (11 people) and Environment Protection (5 people) all in the upper half across most dimensions; Service & Technical Staff (10) and Organisation & Control (5) appear consistently low. The 27 people in Financial Affairs stay close to the median on all dimensions.

Fig.4.1.3. shows a significant across-the-board pattern, in which Technical Departments always score a better climate than the Non-technical.

Level

This factor does not discriminate significantly between Dimensions, though we should look more closely at the level of Items within Dimensions.

Age

A persistent trend appears for perceptions of climate to be higher on all dimensions, according to age. The Stepwise procedure recognises this especially for Management Style.

Age bands 35-39 and 40-44 each account for 23% of the sample, and the latter is always above the former. (See Fig.4.1.5.) In fact the 40-44 band always shows above the 45-49, as well, but this hardly alters the general picture that employees' perception of the climate improves according to maturity.

Sex

From the sample of only 5 Female to 95 Male, it is difficult to draw any valid conclusions, especially as the scores are generally too close together to discriminate.

Service Years

On all Dimensions except Management Style, this factor seems of persistent significance. This is confirmed by the Stepwise analysis. In general it can be said that climate perceptions improve with years of service. Certainly, the 14 people with least service and the 41 people with most service (over 20 years) consistently show the lowest and highest scores respectively.

Within this, however, it might be important to notice the 21 people with 6-10 years of service, who consistently show better scores than the 15 with 11-15 years. This anomaly appears across all Dimensions.

Years in Post

In general, the 14 people with more than 15 years in post show the best climate, and those with less than two (37 people) the worst. This is on all Dimensions. However the trend is again broken by the consistently higher scores of the 29 people with 3-5 years over the 21 people with 6-10 years in post.

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Number of Subordinates

The pattern here seems to be that the 20 with 6-10 subordinates show the best climate all through, followed closely by the 40 with more than 20, whilst the 14 with 3-5 subordinates are generally the worst in their perceptions.

Nationality

Non-Nationals show a higher mean score for climate perception across all dimensions than do nationals. The least difference is for compensation (4.1/4.0). The greatest difference is for human resource development (5.2/4.6).

Basic Salary

The highest means across all dimensions occur in the 400-600 basic salary range. Across the other bands the pattern is more varied: for example, those earning not more than 200 have a very high score for organisational clarity (the same score as for 400-600) but a very low score for compensation (2.1 compared with 4.6). There are 33 respondents in the 400-600 band. The score is lower in every dimension for 600-800 than for 400-600. Perception improves with increasing salary - with the exceptions of clarity and integration - until 400-600, then drops. Above 600-800, improvement occurs in the dimensions of clarity, decision-making structure, and management style. The 1000-1200 sample comprises only two respondents. The score here falls off from the 800-1000 score on four dimensions - clarity, decision-making structure, performance orientation, and human resource development.

Basic Salary Plus Social Allowances

The results here are not significant. Classes are not differentiated for four dimensions, and for two others all bands are A. For vitality and performance orientation, highest scores are recorded in the 400-600 band.

Basic Salary Plus Social and Technical Allowances

Across all dimensions scores rise through the bands 200-400, 400-600, and 600-800, then fall through the bands 800-1000, 1000-1200 and more than 1200. With the exception of compensation, scores are lower across all dimensions for 'more than 1200' than for 200-400. The highest-paid score the climate less positively than do the lowest-paid.

Total Salary

Across all dimensions mean scores rise through the bands, from 200-400, 400-600, 600-800, and rise again or remain the same for 800-1000. They then fall (except for decision making, which, with performance orientation and vitality, is not significant). In all dimensions, except compensation and human resource development, scores for the band 'more than 1200 are lower than for the band 200-400. Highest climate scores occur at 800-1000 total salary, and decline for salaries above 1000.

4.4. Items within Dimensions showing Greatest Divergence Between Categories

Contrasting perceptions can be highlighted as a basis for further enquiry, as shown in tables 4.9.1.1-14.8 and figures 4.2.1.1-9.8.

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Organisational Vitality

Most prominent here is the contrast between departments. Perception of timely decision making, and urgency of response show wide spreads. While General jobs score highly, and Organisation and Control low. The 25-29 age band scores low across the items, falling markedly behind other bands for pacesetting, and those with 3-5 subordinates perceive decision making timing markedly less positively than other number-of-subordinate groups.

Organisation Clarity

There is a broad spread here, with External Medical Services scoring low except on long term planning orientation and decision making on the long term view, on the level, Controllers report a low score for clarity of goals, and Department Heads a low score for decision making on the long term view, for the age as would be expected, the 25-29 years band records much the lowest scores for items other than goal clarity and relatedness to everyday functioning. Females fall far below males for goal clarity, and there is a broad range on long term planning orientation for numbers of subordinates, 3-5 scoring particularly low.

Management Style

Items are scored variously by profession - a gap opens between Doctors and Administrators in relation to encouragement to innovate, where Doctors score higher, the widest spread by Education is for encouragement of constructive criticism, with Doctorates high and High-School lower even than Less-than-High School, and there is varied diverse response by department, with Organisation and Control recording a very low score for encouragement of constructive criticism. Sub Section Heads fall well below others for encouragement of innovation score,

in contrast to high scoring Department Heads. So also do those with 3-5 subordinates, in terms of age 25-29 and 30-34 year bands agree they perceive much less encouragement of open discussion than older bands, and females perceive much less open discussion encouragement than do males. Whilst bands of years of service score closely on open discussion encouragement, they diverge on perception of good downward communication from above.

Performance Orientation

This dimension shows a broad spread between professions. Doctors are clearer about performance measures than are Administrators, in terms of education University graduates return an unexpectedly low score for clarity of performance measures, departments, Public Health and Planning score less positively in relation to other departments on clarity about end results expressed than on other items, and in age 35-39 years group is lower than might be expected for clarity of performance measures. Those with 11-15 years service score noticeably lower than all other groups for personal accountability for success or failure, by years in position there is a wider spread on clarity of performance measures by years in position than on other items. Those with 1-2 years score lower than those with less than 1 year, and there is a wide spread on clarity of performance measures between groups of numbers-of-Subordinates, with 6-10 scoring high and 3-5 conspicuously low.

Decision Making

There is a wide spread by profession, particularly on effect of reporting structure on goal implementation. However significant sized sample groups are close, in terms of education, those with Doctorates have a markedly more positive score reference co-ordination than other groups, and there is a wide and varied spread

of scores by department, with Public Health and Planning showing a much higher score than others for effect of structure on strategy implementation.

Controllers are less positive about effect of the reporting structure on goal implementation than they are about other items. Sub Section Heads are highest on that item and noticeably lowest on adequacy of information as a basis for decisions, there is a markedly wide range by age group for adequacy of information as a basis for decisions, with 30-34 and 25-29 scoring far below others - an exceptional drop for 30-34, females score markedly lower than males for information as a basis for decisions, and those with more than 20 years of service are very much more positive about information adequacy as a basis for decisions than any other years-in-service group. Those in 11-15 years score particularly low for effect of reporting structure on goal implementation, in the subordinates size those with 11-15 subordinates have a very much lower score than other number-of-subordinate groups for system provision of information for decision making.

Human Resource Development

This dimension has an enormous spread by profession. Administrators are consistently less satisfied than Medical Doctors. Paramedics (a sample of only 2) are unable to perceive promotional opportunity, talent matched to job demand or job challenge. More dramtically, Engineers score highest (a sample of only 3) on all items except job challenge, which plunges to equal lowest with Paramedics.

Within a fairly wide spread on job challenge related to Education, High School group scores especially low, and Institute Diploma is highest, slightly above Doctorate, in department there is a wide spread by department. A broad gap opens between Financial affairs and General Jobs/Public Health and Planning in relation to success in developing people for bigger jobs and provision of opportunity, Financial affairs scoring lower.

As noted elsewhere, Service and Technical staff score consistently low across the

H.R.D. dimension. In terms of level Sub Section Heads do not perceive success in developing people for bigger jobs, or challenge in the job: In contrast they score higher, and above Section Heads, for perception of promotion opportunity. There is a wide spread by age in relation to job challenge, with 30-34 years olds notably low scoring. Women see less opportunity for individual development and less matching of talent to job demand than men, and somewhat less promotional opportunity.

Job challenge shows a wide spread by years of service, with 3-5 and 11-15 years scoring much lower than others. 11-15 see less quality of search to fill vacancies: other groups' scores coincide at a higher level. Wide spread occurs again for years in position, with an even rising trend of challenge as age increases. Those with 3-5 subordinates score much lower than others for job challenge.

Organisation Integration

Paramedics (sample only 2) score low, especially for understanding of goals between units.and in terms of Education within a narrow spread, Institute Diploma shows anomalies - high on quality of total communication, low on clarity of interrelationships with other jobs and awareness of happenings in other areas which may affect them.

There is a wide spread by department, eg. by quality of total communication, where Organisation and Control score low. This department is a low scorer across the dimension except for quality of same level communication and awareness of happenings in other areas which may affect them. In terms of level Assistant Under-Secretaries are generally high scorers across the items. Other groups agree with them on quality of total communication, except for Section Heads where the latter is lower. There is a wide spread of awareness of happenings, with Sub-

Section Heads much the lowest, and Controllers higher than Department Heads. 25-29 age band shows much less integration. There is a rising trend with age, and women perceive a noticeably higher level of same level communication than men, where those with 6-10 years in position see a contrast between high quality of same level communication and relatively low quality of total communication.

Those with between 11 and 20 subordinates or none at all have much less understanding of goals between units than do those with 1 to 10 or more than 20 subordinates.

Compensation

There is wide spread variation by profession. Doctors are best satisfied, Pharmacists and Paramedics least. Researchers score well for compensation related to performance; Engineers do not. In terms of Education those with High School Diplomas feel pay is much less competitive with similar jobs in MOPH than do other Education groups. Compensation by department has a complex pattern. There is a marked difference between Service and Technical Staff (low score) and Public Health and Planning (high score) particularly for compensation satisfaction, pay competitiveness with similar jobs in other organisations, and competitiveness within the organisation, whilst scores close up for benefits competitive with other similar organisations, and relationship between compensation and performance.

Whilst Sub Section Heads see organisation benefits as very competitive, controllers see them as much less so. There is greatest congruence of scores in relation to perception of relationship of compensation to performance which scores as the lowest item. The widest range by age group is for pay competitive with similar jobs outside, where 55-59 score very high, and 25-29 fairly low. 40-44 are not greatly more satisfied with compensation than are 25-29.

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Women see a greater disparity than men for both inside and outside pay comparisons, particularly for outside comparison with similar jobs, and those with 11-15 years service are noticeably less satisfied that pay is competitive with similar jobs within the organisation.

Those with 6-10 years in position see least relation between performance and compensation.

Those with 1-2 subordinates are happier than others that pay is competitive with similar jobs outside.

4.5. Scores of Items Within Dimension

Answers to this question help to account for and explain why people have recorded high or low perceptions of climate on the level of Dimensions. Items are Dimensions on a lower level. Analysis of Items, and of Items across the categories within the 14 Factors, will sharpen our discrimination. Although all the Items in a particular Dimension have something in common, it is possible for there to be significant differences between them.

Figures 4.3.1-8 confirm this view.

1.   Organisation Clarity ranges from 5.5 for Planning Formality to
     4.8. for Clarity of goals, and 4.9 for Plan definition to meet goals.

2.   Decision Structure ranges from 5.3 for Information Adequacy to
     4.2. for Effect on strategy implementation of reporting structure and
     4.3. for Effect on goal implementation of reporting structure.

Fig. 4.3.1.   1 ORGANIZAT. CLARITY
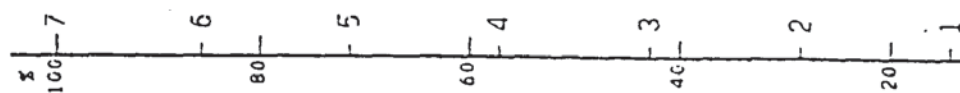
1.1 GOALS   1.2 GOALS   1.3 PLANNING   1.4 PLANNING   1.5 VIEW   1.6 PLAN
RELATED TO   CLEARANCE   FORMALITY   LENGTH   RANGE LENGTH   DEFINIT. TO
EVERY DAY   AS BASE FOR   MEET GOALS
FUNC   DEC. MAKING

.............101 (100.0 %)

Fig. 4.3.2

2 DECISION MAKING STRUCTURE

............101 (100.0 %)

% 100 — 7
     80 — 6
        — 5
     60 — 4
        — 3
     40
        — 2
     20 — 1

2.1 REPORT SY   2.2 REPORT SY   2.3 SYSTEM   2.4 IFORM   2.5 REPORT SY
EFFECT ON   EFFECT ON   PROVISION OF   ADEQUACY AS A   EFFECT ON
STRATEGY   GOAL   INFORM F.O.   BASE F.   COORDINAT.
IMPLEMENT.   IMPLMENT.   MAKING   DECISIONS

Fig. 4.3.3   3 ORGANIZAT. INTEGRATION
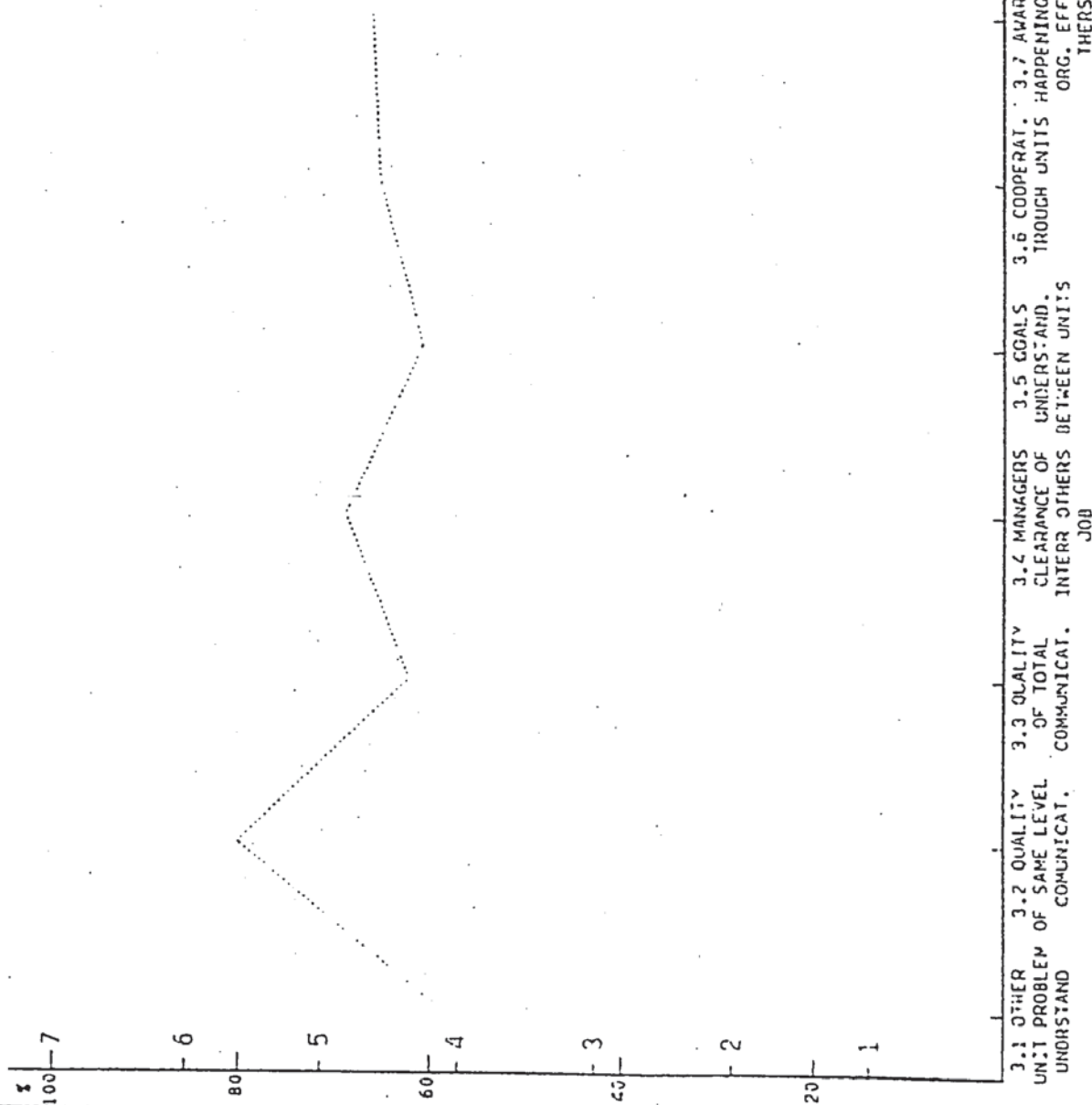
Fig. 4.3.5   5 PERFORMANCE ORIENTATION

............101 (100.0 %)

5.1 PERSONAL   5.2 CLEARANCE   5.3 HIGH   5.4 ORGANIZ.   5.5 MANAG
ACCOUNTABILI: OF   PERFORMANCE   GOAL   CLEARANCE OF
                PERFORMANCE   EXPECTATION   CHALLENGING   RESULTS
                MEASURES   FROM MANAGERS   NEEDED

Fig. 4.3.7

7 COMPENSATION

............101 (100.0 %)

7.1 ORGANIZ. 7.2 COMPENSAT 7.3 PAY   7.4 PAY   7.5 COMPENSAT
    BENEFITS   SATISFACTION COMPETITIVE COMPETITIVE PERFORMANCE
    COMPET WITH   WITH SIMILARS WITH SIMILARS RELATATION
    SIMILAR   IN ORGANIZ. OU'SIDE ORGAN
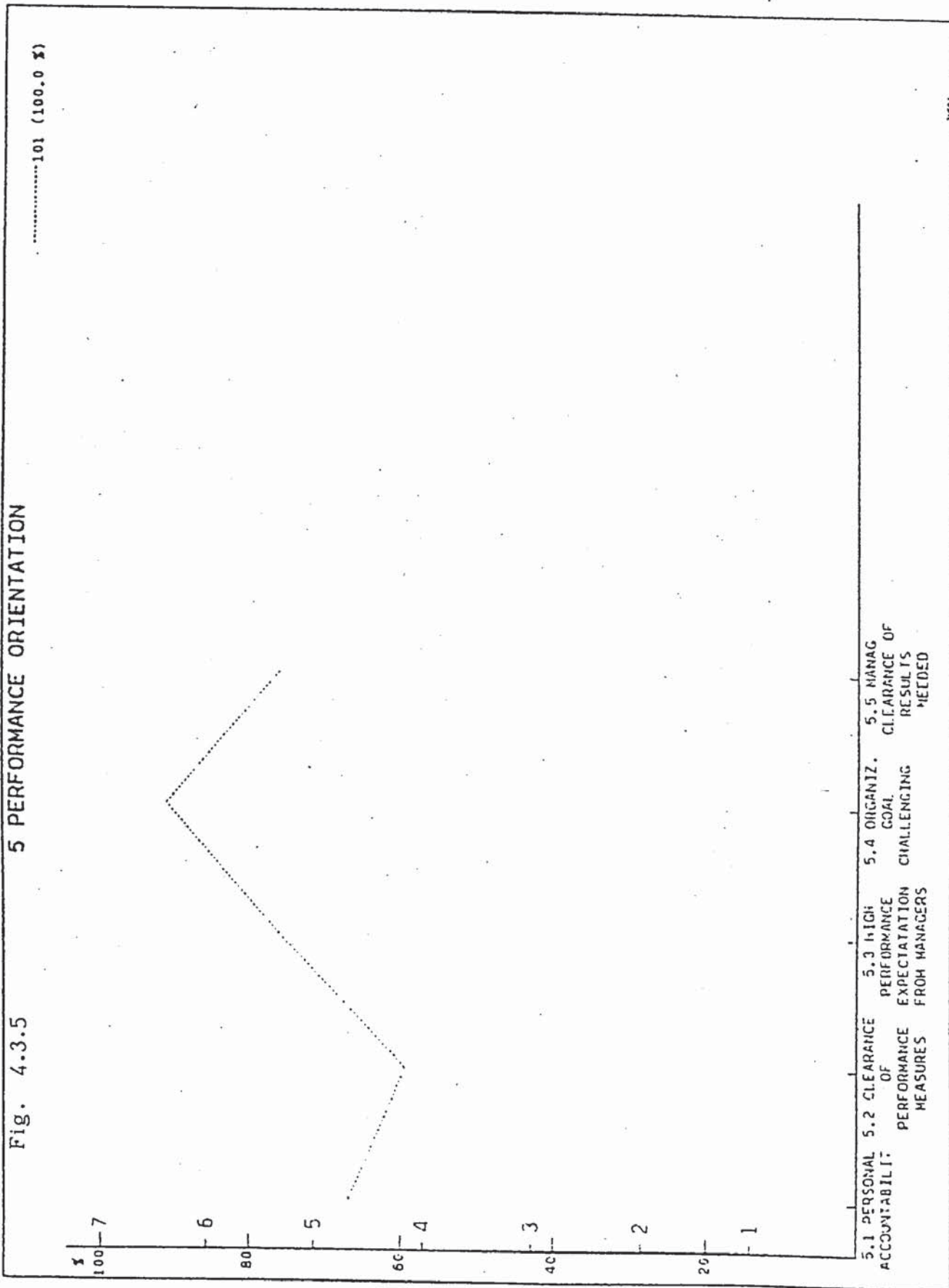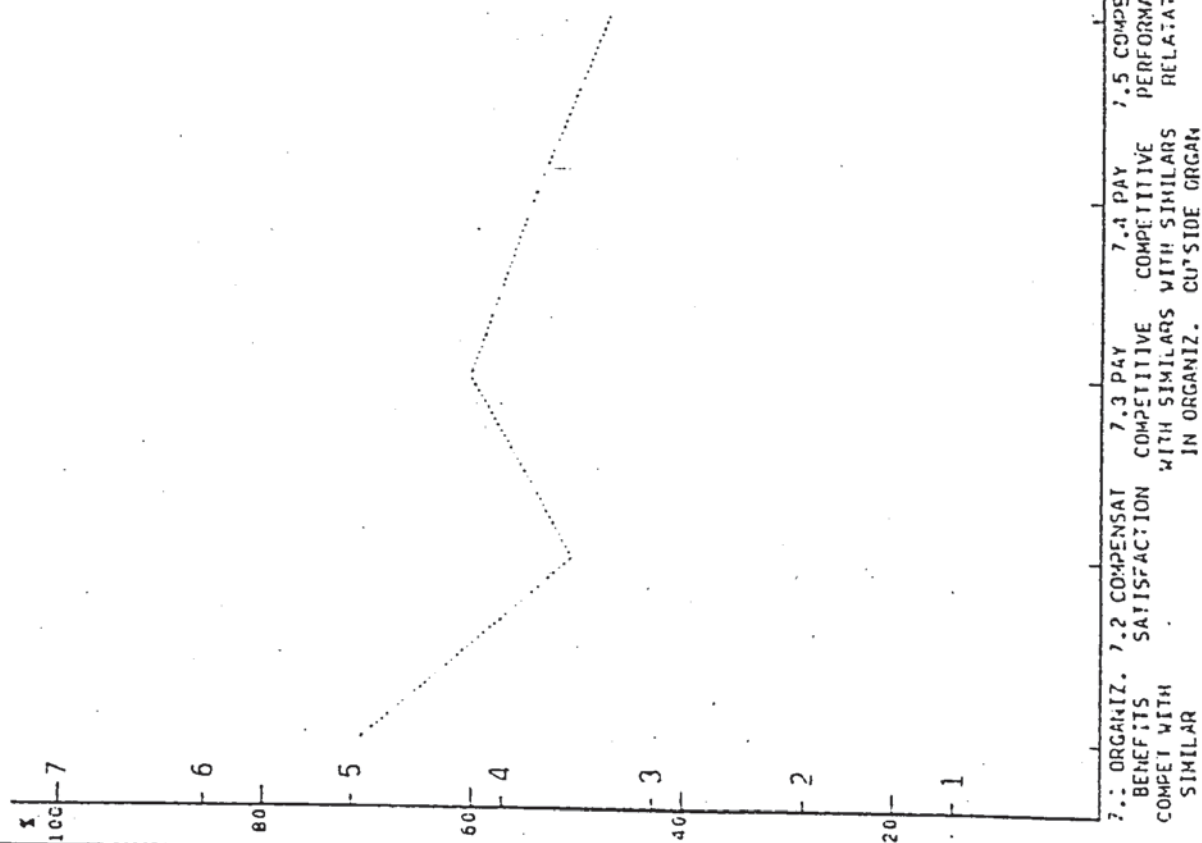
Fig. 4.3.8   8 HUMAN RESOURCE DEVELOPEMENT

........101 (100.0 %)

8.1 PROMOT. OPPORTUNITY
9.2 QUALITY OF SEARCH FOR VACANCIES
8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS
8.4 OPPORTUNIT PROVISON & INDIVIDUAL DEVLOPEMENT
8.5 JOB CHALLENGING
8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND

135
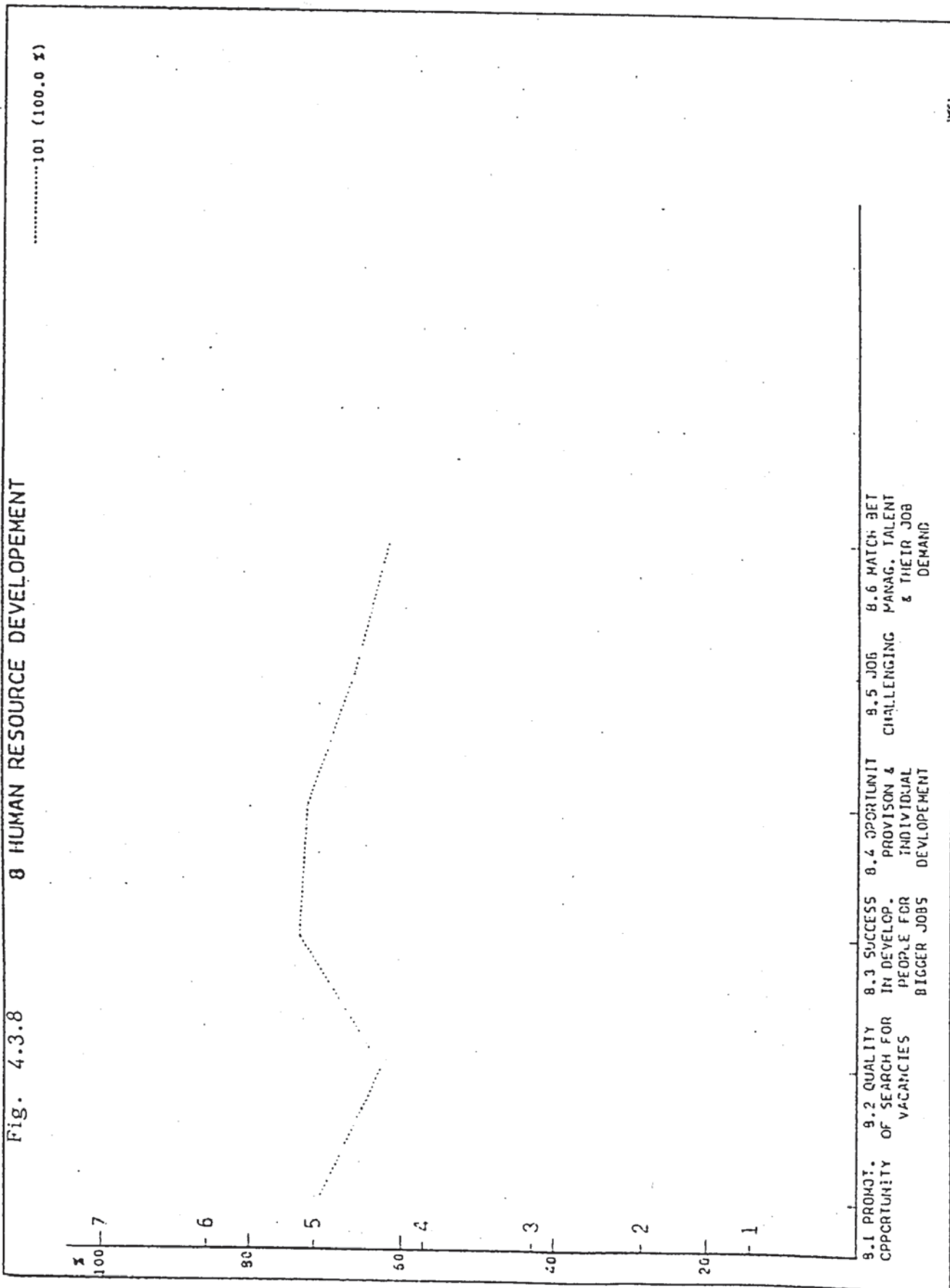
3. Organisation Integration ranges from 5.6 for Quality of same level communication to 4.1 for Understanding of other unit problems.

4. Management Style ranges from 5.5 for Encouragement of open discussion and for Management support for managers, to 4.5 and 4.6 for Encouragement for taking risks and for Job innovation.

5. Performance Orientation ranges from 6.4 for Challenge of organisational goals to 5.1 for Personal accountability and even 4.2 for Clarity of performance measures.

6. Organisation Vitality ranges from 6.2 for Pacesetting relative to comparable other organisations down to 4.6 for Decision making innovativeness and 4.9 for Decision timing.

7. Compensation ranges from 4.9 for External competitiveness of benefits down to 3.3 for Compensation related to performance and 3.5 for general satisfaction with compensation.

8. Human Resource Development ranges from 5+ for three items concerned with providing opportunity and development down to 4+ for Qualtiy of search for vacancies and Matching talent with job demands.

4.6. Item Analysis and the Discrimination Between Categories

1. Profession analysis at the Item level is found at Fig.4.2.1.1-9.8 in curves and also in tables 4.9.1.-14.8. These show that, although scores do in fact vary a good deal from one profession to another, the significance of these variations is

more apparent than real except in a few cases, which have been already noted.

The widest spread appears for Human Resource Development and the picture can be seen in graphic form in 4.2.1.8.

2.   Education analysis at the Item level is found at Fig.4.2.2.1-8 and in tables 4.9.2.1-8. Only compensation and Human Resource Development matter. Holders of Master Degrees seem to have highest climates. However, although those with lowest education return very low scores for Compensation Satisfaction and competitiveness within the organisation, it may be more significant that University Degree holders do not score high.

3.   Departments analysis at Item level is in Fig.4.2.3.1-8 and in tables 4.9.3.1-8. For 4.5 Encouragement of constructive criticism, Org. & Control and Service & Technical Staff score lowest, but Paramedics reach a high of 5.7. The picture is similar for 5.3 High performance expectations from managers. For 6.3 Decision making timing, Organisation & Control & Service again have the worst perceptions. They are joined by Paramedics for 7.3 and 7.4 which reflect pay competitiveness internally and externally, otherwise, Item analysis simply bears out findings elsewhere.

4.   Level analysis by Item reveals the only significant data on job innovation. The 12 Department Heads have a much better climate than the 12 controllers or the 3 Assistant Under-Secretaries.

On the whole, however, Level does not appear a significant factor.

5.   Age analysis by Item, in Figure 4.2.5.1-8 and tables 4.9.5.1-8 shows many variations in the five-year bands, involving 25 out of 46 items.

6.	Service Years analysis by Item in Fig.4.2.7.1-8 and tables 4.9.7.1-8 shows significant variation on about half the items. Climate improves with Service years even more clearly than with Age, and on a number of different items.

7.	Years in post analysis by Item is in Figure 4.2.8.1-8 and tables 4.9.8.1-8. On those items that matter, there is a trend upwards only to the five-year mark, the exception to this being a firm trend all the way for 8.5 Job Challenge.

8.	Number of Subordinates analysis by Item in Fig.4.2.9.1-8 and tables 4.9.9.1-8 is mainly useful for showing that this is not a very good discriminator.

	It is noticeable however, that there is a marked climate improvement among managers with 6-10 subordinates, over those with 3-5.

9.	Nationality analysis by Item is shown in Table 4.9.10.1-8. This shows that differences between Nationals and Non-nationals are mainly significant for Organisation Vitality. (6.1, 6.2 and 6.3).

	Non-nationals always see a better climate than Nationals, and this applies also to 2.4 Adequacy of Information for Decisions, and 4.5 Encouragement of Constructive criticism.

10.	Basic Salary by Items is shown in Table 4.9.1.1-8. 5.5 Clarity about results needed shows a slight peak at 400-600.

	This slight indication is also found for Compensation 7.2, 7.3 and 7.4, otherwise Basic Salary says little.

11.	Basic Salary + Social analysis by items is shown in Table 4.9.12.1-8. On

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Performance Orientation, 5.5 Clarity about results needed shows a similar peak at 600-800, and if the same item were not also found in Basic + Social + Technical, it would hardly be worth mentioning.

12. Basic Salary + Social + Technical analysis by item is shown in Table 4.9.13.1-8.

13. Total Salary analysis by item is shown in Table 4.9.14.1-8.

Even close scrutiny of both categories reveals no patterns of real interest beyond what are already known.

4.7. Items Commonality and Associations:-

In the HAY questionnaire, the 46 questions or items are in 8 dimensions as it appears in table 4.3. Items within each dimension are related to the theme of that dimension and differentiated from items within the other dimensions (see table 4.2).

Two types of investigations have been applied on those 46 items to achieve two main objectives named, Items Commonality and Items Associations as follows:-

4.7.1. Items Commonality:-

By subjecting the item results to cluster analysis, we can discover whether significant relationships exist between items in different dimensions, and so derive new groupings which may be labelled as new dimensions.

Table 4.2

Items (Questions) Means (MPC) and The Commonality

Dim'n	Q	Mean
ORGANISAT- IONAL CLARITY	1	5.29
	2	4.75
	3	5.52
	4	4.92
	5	5.13
DECISON MAKING	7	4.17
	8	4.29
	9	4.94
	10	5.33
	11	4.85
ORGANISAT- IONAL INTEGRATION	12	4.10
	13	5.59
	14	4.34
	15	4.78
	16	4.23

Dim'n	Q	Mean
MANAGEMENT STYLE	19	5.02
	20	4.54
	21	5.52
	22	4.62
	23	4.89
PERFORMANCE ORIENTATION	26	4.68
	27	4.16
	28	5.29
	29	6.36
	30	5.29
ORGANISAT- IONAL VITALITY	31	5.82
	32	4.65
	33	4.86
	34	6.18
	35	5.56

Dim'n	Q	Mean
COMPENSATION	36	4.94
	37	3.53
	38	4.20
	39	3.77
	40	3.28
HUMAN RESOURCE DEVELOPMENT	41	4.96
	42	4.65
	43	5.12
	44	5.04
	45	4.61
	46	4.39

```
+==============================================================================
|NSC      NSLAB     A2 F      80      46       4  5/20/85 15:44:41
+==============================================================================
```

```
000001 1 1.1    1.1 GOALS     RELATED TO    EVERY DAY      FUNC
000002 2 1.2    1.2 GOALS     CLEARANCE
000003 3 1.3    1.3 PLANNING  FORMALITY
000004 4 1.4    1.4 PLANNING  LENGTH
000005 5 1.5    1.5 VIEW      RANGE LENGTH  AS BASE FOR    DEC. MAKING
000006 6 1.6    1.6 PLAN      DEFINIT. TO   MEET GOALS
000007 1 2.1    2.1 REPORT SY EFFECT ON     STRATEGY       IMPLEMENT.
000008 2 2.2    2.2 REPORT SY EFFECT ON     GOAL           IMPLMENT
000009 3 2.3    2.3 SYSTEM    PROVISION OF  INFORM F.D.    MAKING
000010 4 2.4    2.4 IFORM     ADEQUACY AS A BASE F.        DECISIONS
000011 5 2.5    2.5 REPORT SY EFFECT ON     COORDINAT.
000012 1 3.1    3.1 OTHER     UNIT PROBLEM  UNDRSTAND
000013 2 3.2    3.2 QUALITY   OF SAME LEVEL COMUNICAT.
000014 3 3.3    3.3 QUALITY   OF TOTAL      COMMUNICAT.
000015 4 3.4    3.4 MANAGERS  CLEARANCE OF  INTERR OTHERS  JOB
000016 5 3.5    3.5 GOALS     UNDERSTAND.   BETWEEN UNITS
000017 6 3.6    3.6 COOPERAT. TROUGH UNITS
000018 7 3.7    3.7 AWARE OF  HAPPENINGS IN ORG. EFFECT    THERS.
000019 1 4.1    4.1 INDEPEND. TO CARRY      RESPONSIBILIT
000020 2 4.2    4.2 RISK      INCURMENT FOR EFFECTIVENESS
000021 3 4.3    4.3 OPEN      DISCUSSION    ENCOURAGEMENT
000022 4 4.4    4.4 JOB       INNOVAT.      ENCOURAGEMENT
000023 5 4.5    4.5 CONSTRUCT CRITICISM     INCURAGEMENT
000024 6 4.6    4.6 COMMUNIC. FROM ABOVE
000025 7 4.7    4.7 MANAGEM.  SUPPORT FOR   MANAGERS
000026 1 5.1    5.1 PERSONAL  ACCOUNTABILIT
000027 2 5.2    5.2 CLEARANCE OF            PERFORMANCE    MEASURES
000028 3 5.3    5.3 HIGH      PERFORMANCE   EXPECTATATION  FROM MANAGERS
000029 4 5.4    5.4 ORGANIZ.  GOAL          CHALLENGING
000030 5 5.5    5.5 MANAG     CLEARANCE OF  RESULTS        NEEDED
000031 1 6.1    6.1 RESPONSE  TO CHANGES IN BUSINESS       ENVIROMENT
000032 2 6.2    6.2 DECISION  MAKING        INNOVATIVITY
000033 3 6.3    6.3 DECISION  MAKING TIMING
000034 4 6.4    6.4 ORGANIZ.  PACESETTING
000035 5 6.5    6.5 URGENCY   RABIDITY      RESPONSE       VITALTY
000036 1 7.1    7.1 ORGANIZ.  BENEFITS      COMPET WITH    SIMILAR
000037 2 7.2    7.2 COMPENSAT SATISFACTION
000038 3 7.3    7.3 PAY       COMPETITIVE   WITH SIMILARS  IN ORGANIZ.
000039 4 7.4    7.4 PAY       COMPETITIVE   WITH SIMILARS  OUTSIDE ORGAN
000040 5 7.5    7.5 COMPENSAT PERFORMANCE   RELATATION
000041 1 8.1    8.1 PROMOT.   OPPORTUNITY
000042 2 8.2    8.2 QUALITY   OF SEARCH FOR VACANCIES
000043 3 8.3    8.3 SUCCESS   IN DEVELOP.   PEOPLE FOR     BIGGER JOBS
000044 4 8.4    8.4 OPORTUNIT PROVISON &    INDIVIDUAL     DEVLOPEMENT
000045 5 8.5    8.5 JOB       CHALLENGING
000046 6 8.6    8.6 MATCH BET MANAG. TALENT & THEIR JOB    DEMAND
```

Eight new clusters are created by the oblique principal component method. These are shown below in table 4.4, 4.5.

"Coherence" shows how plans and performance fit together.

"Clarity" concerns organisational purpose and integration.

This analysis reflects perceptions of rewards as inappropriate and uncompetitive purpose and integration falling short of desired levels of clarity; openness as somewhat limited; a reasonable fit between plans and performance; but rather higher expectations for goals, results and opportunities; and high levels of perception of support and alertness in MOPH.

Whilst these 'new dimensions' may be labelled, they are very mixed in content and hence difficult to name accurately. The more straightforward examples are:

Q18	Awareness of happiness in other areas which may affect you	
Q20	Level of reasonable risks taken to increase effectiveness	'Openness'
Q21	Encouragement of open discussion of conflicts	R = 0.98
Q23	Encouragement of constructive criticism	
Q2	Clarity of goals	
Q8	Reporting structure effect on goal achieve	'Clarity of
Q14	Quality of total communications	purpose and
Q15	Clarity of interrelationships with others' jobs	integration'
Q16	Goals understood between units	R = 0.55

Q1	Goals related to everyday functions	'Expectations'
Q6	Decision making on long-term view	R = 0.39
Q30	Clarity about end results expected of managers	
Q36	Benefits competitive with other similar organisations	
Q41	Opportunities for promotion	

Q9	System provision of information for decision making	
Q11	Reporting structure effect on coordination	
Q19	Freedom to take independent action to carry out job	
Q26	Personal accountability for success or failure	'Alertness'
Q28	High levels of performance expected from managers	R = 1.80
Q31	Responsivenss to changes in business environment	
Q34	Organisational pacesetting	
Q35	Sense of urgency and rapid pace	
Q42	Breadth of internal search to fill vacancies	

4.7.2. Items Associations:-

By subjecting item results to Duncan Multiple Range Test, we can discover whether associations exist between items in different dimensions (Table 4.6). The difference here from CLUSTER is quite clear from the statistical point of view,

Table 4.4.
The New Order of the Items (New Dimensions) MPC (For the items codes see Table 4.3.)

Dimension	Question No.	Mean
ALERTNESS	9	4.94
	11	4.85
	19	5.02
	26	4.68
	28	5.29
	31	5.82
	34	6.18
	35	5.56
	42	4.38
COHERENCE	3	5.22
	4	4.92
	5	5.13
	10	5.33
	13	5.59
	17	4.54
	22	4.62
	27	4.16
	33	4.86
	43	5.12
	45	4.61

Dimension	Question No.	Mean
EXPECTATIONS	1	5.29
	6	4.90
	30	5.29
	36	4.94
	41	4.96
CLARITY OF PURPOSE AND INTEGRATION	2	4.75
	8	4.29
	14	4.34
	15	4.78
	16	4.23
SUPPORT	12	4.10
	24	5.36
	25	5.49
	29	6.36
	32	4.64

Dimension	Question No.	Mean
APPROPRIATENESS OF REWARDS	37	3.53
	40	3.28
	44	5.04
COMPETITIVE PAY/STRUCTURE	7	4.17
	38	4.20
	39	3.77
OPENNESS	18	4.60
	20	4.54
	21	5.52
	23	4.89

Original Dimension Number	Highest	Lowest	Range
1	5.52	4.75	0.77
2	5.33	4.17	1.16
3	5.59	4.10	1.49
4	5.52	4.54	0.98
5	6.36	4.16	2.20
6	6.18	4.65	1.53
7	4.94	3.28	1.66
8	5.12	4.30	0.82
		Total	10.61

New Dimension Number	Highest	Lowest	Range
1	6.18	4.38	1.80
2	5.59	4.16	1.43
3	5.29	4.90	0.39
4	4.78	4.23	0.55
5	6.36	4.10	2.26
6	5.04	3.28	1.76
7	4.17	3.77	0.43
8	5.52	4.54	0.98
		Total	9.60

Table 4.5

This Table Reflects the Means Range in the Original and the New Order of Items

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Table: 4.6

TOT.DF	=	4149.000	TOT.SS	=	13217.506	TOT.MS = 3.186
TRT.DF	=	45.000	TRT.SS	=	1628.541	TRT.MS = 36.190
ERR.DF	=	4104.000	ERR.SS	=	11588.965	ERR.MS = 2.824
F.CALC	=	12.816	F.95%	=	1.373	P.CALC% = 1.000

...QUESTION	NMEAS	AVG	STD	...CLASSES
5.4 ORGANIZ. GOAL CHALLENGING............................	89	6.36	0.98	A.................
6.4 ORGANIZ. PACESETTING	91	6.18	1.23	AB
6.1 RESPONSE TO CHANGES IN BUSINESS ENVIROMENT	91	5.82	1.35	BC
3.2 QUALITY OF SAME LEVEL COMUNICAT.	96	5.59	1.74	CD
6.5 URGENCY RABIDITY RESPONSE VITALTY.................	93	5.56	1.54	..CD.............
1.3 PLANNING FORMALITY	93	5.52	1.51	CDE
4.3 OPEN DISCUSSION ENCOURAGEMENT	93	5.52	1.77	CDE
4.7 MANAGEM. SUPPORT FOR MANAGERS	89	5.49	1.60	CDEF
4.6 COMMUNIC. FROM ABOVE.................	92	5.36	1.49	..CDEFG.........
2.4 IFORM ADEQUACY AS A BASE F. DECISIONS	93	5.33	1.73	CDEFG
5.3 HIGH PERFORMANCE EXPECTATATION FROM MANAGERS	93	5.29	1.59	CDEFG
1.1 GOALS RELATED TO EVERY DAY FUNC	90	5.29	1.51	CDEFG
5.5 MANAG CLEARANCE OF RESULTS NEEDED.................	87	5.29	1.47	..CDEFGH ....
1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	91	5.13	1.76	DEFGHI
8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS	91	5.12	1.65	DEFGHI
8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVLOPEMENT	92	5.04	1.62	DEFGHI
4.1 INDEPEND. TO CARRY RESPONSIBILIT...................	91	5.02	1.69	...DEFGHI.........
8.1 PROMOT. OPPORTUNITY	92	4.96	1.80	'EFGHIJ
7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	84	4.94	1.72	EFGHIJK
2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	93	4.94	1.57	EFGHIJK
1.4 PLANNING LENGTH................................	89	4.92	1.87	....EFGHIJK.......
1.6 PLAN DEFINIT. TO MEET GOALS	79	4.90	1.88	EFGHIJKL -
4.5 CONSTRUCT CRITICISM INCURAGEMENT	93	4.89	1.90	FGHIJKL
6.3 DECISICN MAKING TIMING	92	4.86	1.75	GHIJKL
2.5 REPORT SY EFFECT ON COORDINAT...................	89	4.85	1.58	......GHIJKL......
3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	88	4.78	1.44	GHIJKLM
1.2 GOALS CLEARANCE	88	4.75	1.70	GHIJKLMN
5.1 PERSONAL ACCOUNTABILIT	90	4.68	1.70	HIJKLMNO
6.2 DECISION MAKING INNOVATIVITY.....................	94	4.65	1.76	.IJKLMNO..
4.4 JOB INNOVAT. ENCOURAGEMENT	93	4.62	1.65	IJKLMNO
8.5 JOB CHALLENGING	83	4.61	2.23	IJKLMNO
3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THERS.	96	4.59	1.80	IJKLMNO
4.2 RISK INCURMENT FOR EFFECTIVENESS....................	87	4.54	1.70	.......IJKLMNO..
3.6 COOPERAT. TROUGH UNITS	91	4.54	1.61	IJKLMNO
4.2 QUALITY OF SEARCH FOR VACANCIES	95	4.38	1.84	JKLMNO
3.3 QUALITY OF TOTAL COMMUNICAT.	92	4.34	1.70	KLMNOP
8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND..........	94	4.30	1.84	.....LMNOP.
2.2 REPORT SY EFFECT ON GOAL IMPLMENT	87	4.29	1.35	LMNOP
3.5 GOALS UNDERSTAND. BETWEEN UNITS	92	4.23	1.77	MNOP
7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	90	4.20	1.79	MNOP
2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT..............	64	4.17	1.55	............MNOP.
5.2 CLEARANCE OF PERFORMANCE MEASURES	90	4.16	1.80	NOP
3.1 OTHER UNIT PROBLEM UNDERSTAND	93	4.10	1.79	OP
7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	92	3.77	1.90	PQ
7.2 COMPENSAT SATISFACTION............................	92	3.53	1.81	................Q
7.5 COMPENSAT PERFORMANCE RELATATION	94	3.29	1.71	Q

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(see Statistical Techniques - Methodology Chapter).

An examination of the relationship between items in different dimensions, to discover significant links, will give us more data for our diagnosis.

Strongest items, shared across the organisation sample, are perceptions of excitement, urgency, awareness of the environment and quality of communication between peers. Highly challenging goals are perceived, and a very fast pace is experienced. Formal planning, open discussion and top management support score strongly, and strong communication from above is perceived, with adequate provision of information for decisions. Goals are seen as related to everyday functioning, associated with high expectations of performance by managers. Management are aware of the goals. Featuring less prominently are attention to the longer-term view, development of people for bigger jobs, provision of opportunities, and perception of independence to carry out responsibilites.

Showing a broader spread and lower average score are perceptions of promotional opportunities, competitive benefits, an information system to support decisions, and planning for goals. Clarity, too, is not strong and is variously perceived, with room for improvement in clarity of goals and of interrelationships with other jobs. The effect of the reporting structure on strategy achievement and goal implementation is perceived as unhelpful. Personal accountability for success and failure varies, with room for improvement, and very clear measures of individual performance are seen to be lacking. Whilst the organisation is responsive to changes in the environment, it is not perceived as innovative in decision making, nor do all individuals experience challenge in their individual jobs to the same extent that the organisation is described as having challenging goals. Similarly, there are lower scores for willingness to take risks, co-operation with other sub-units, and awareness of what is happening in other areas.

Total communications across the organisation score poorly, as does the extent of understanding of the objectives and goals of other units. Talents are not seen as well matched to job requirements, and there is not seen to be a broad search within the organisation to fill job vacancies. The reporting structure is not seen to facilitate goal achievement. Pay is perceived as uncompetitive, satisfaction with compensation is lacking and there is no comprehension as to how individual performance is really rewarded - indeed, perceived dissatisfactions with compensation are as clearly marked and shared across the organisation as are the appreciation of urgency and challenging organisational goals.

4.8. Comparison of Perceived Climate (MPC) with Appropriate Climate (MEC)

At the level of the original dimensions, no probability exists which exceeds the 95% level : there is therefore no significant difference between the groups. This can be seen in table 4. 7 However, at the level of the individual items, four variances are significant(see tables 4.7.1-8). These are:

			MPC	MEC
Q7 2.1.	Effect of reporting structure on strategy implementation		4.2.	5.1
Q39 7.4	Pay competitiveness with similar		3.8	5.1
Q41 8.1	Promotion opportunity		5.0	5.9
Q43 8.3	Success in developing people for jobs		5.1.	6.0

By examining the various categories of personnel, we can trace which scores are particularly low within an otherwise widely scattered spread of scores for that factor - indicating that that factor is likely to be a significant discriminator.

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Table: 4.7

COMPARISON OF CATAGORY MEANS

	1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
MOPH EXPERTS CLIMATE								
MEAN	5.1	5.0	4.3	5.3	5.1	5.6	4.3	5.0
OBS	90.	75.	105.	104.	75.	75.	75.	89.
S.DEV	1.34	1.27	1.60	1.28	1.45	1.09	1.66	1.46
CLASS	...	...	...	...	...	...	...	...
MOPH PERCEIVED CLIMATE								
MEAN	5.1	4.8	4.6	5.1	5.1	5.4	3.9	4.7
OBS	530.	426.	648.	638.	448.	461.	452.	547.
S.DEV	1.72	1.61	1.76	1.72	1.70	1.64	1.87	1.85
CLASS	...	...	...	...	...	...	...	...
P, F95%	0.0 3.9	1.4 3.9	2.5 3.9	1.2 3.9	0.0 3.9	0.6 3.9	2.1 3.9	2.1 3.9

Duncan Multiple Range Test to Differentiate
between MPC and MEC dimensions

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In this case these patterns are:

Q7 2.1   (Effect of Reporting Structure on Strategy Implementation)

Finance Department, 3.6; University degree, 3.9;

Section Head, 3.9; less than 24 years old, 3.0;

Less than one year's service, 3.1, 3 to 5 subordinates, 3.4.

Q39 7.4.   (Pay Compt. with Similars Outside the Organisation)

Administrators, 3.3; Service Department, 2.8;

Finance Department, 3.3; Pre-High School Diploma, 2.9;

Sub-Section Head, 3.0; age less than 24, 2.7;

Less than 15 years service, 3.0; no subordinates, 3.3;

Up to 5, 2.8; upto 20, 2.8; basic and social salary up to

400, 2.8; and technical, 2.3; total, 2.3.

Q41 8.1.   (Promotion Opportunity)

Administrators, 3.3; aged less than 24, 3.0;

less than 5 years service, 3.8; less than 1 year in

position, 3.3; no subordinates, 4.0; up to 15 subordinates,

4.0; up to 400 basic and social and technical salary, 4.4;

total salary up to 400, 4.4.

Q43 8.3.   (Success in Developing People for Bigger Jobs)

Administrators, 4.8; Service Department 3.6;

University degree, 4.7; less than 24 years old, 2.9;

less than 5 years service 4.1; less than 1 year

in position 4.3; up to 5 subordinates 3.8;

up to 400 basic and social salary, 4.0; up to 400 basic and

social and technical salary 4.0; up to 400 total salary, 4.0.

From these patterns we can say that <u>Administrators,</u> and finance and service in particular, do not enjoy as positive a climate as could be expected. Those aged less than 24 perceive a less favourable climate than other groups; and those earning in the up to 400 salary band see similar constraints. Those with less than one year in position also score low, though this might not be so unusual.

4.9. Comparison of Perceived Climate (MPC) with Top Management Climate (TMC)

Dimensions Level

The top management sample scores <u>lower</u> (mean) than the origional management sample (MPC) for

	TMC	MPC
Decision Making Structure	4.49/	4.77
and Organisation Integration	4.41/	4.53

But the difference in means between these groups is found to be <u>significant</u> at the dimension level in respect of:

	TMC	MPC
Organisational Clarity	5.67/	5.06
Management Style	5.69/	5.09
Human Resource Development	5.70/	4.75

In each of these dimensions the top management perception scores higher. This can be seen in table 4.8.

Table: 4.8

DUNCAN MULTIPLE RANGE TEST

TO DIFFERENTIATE BETWEEN MPC & TMC DIMENSION

COMPARISON OF CATAGORY MEANS

	1 ORGANIZAT. CLABITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
MOPH PERCEIVED CLIMATE								
MEAN	5.1	4.8	4.6	5.1	5.1	5.4	3.9	4.7
OBS	530.	426.	648.	638.	448.	461.	452.	547.
S.DEV	1.72	1.61	1.76	1.72	1.70	1.64	1.87	1.85
CLASS	B	...	...	B	...	...	...	B
TOP MANAGEMENT CLIMATE								
MEAN	5.7	4.6	4.4	5.6	5.5	5.8	4.4	5.7
OBS	42.	29.	49.	42.	25.	25.	25.	30.
S.DEV	1.09	1.72	1.22	0.96	1.16	0.71	0.96	0.70
CLASS	A	...	...	A	...	...	...	A
F, F95%	4.9 3.9	0.2 3.9	0.6 3.9	4.6 3.9	0.9 3.9	1.4 3.9	1.9 3.9	8.1 3.9

In each of these dimensions the top management perception scores higher.

From table 4.8 we can see that there are three dimensions where TMC scores higher than MPC, therefore this section is going to investigate each one of those dimensions as follows:-

1.   Organisational Clarity

Profession:-

It has been found that the highest organisational clarity mean as to professions was engineers.   However, because of the small size of the population in this profession (2 engineers only) it is impossible to make any generalisations about it.   The profession ranking immediately below that of the engineers is held by medical doctors.   This profession has a clarity mean of 5.2 and comprised 17 medical doctors.   The third place is held by administrators, which group displays a clarity mean and comprises 54 members.

EDUCATIONAL LEVEL:-

It is found that the educational level with the higher organisational clarity mean is associated with those who hold Masters' degrees; it comprises 18 managers.   This group has a mean of 5.5.   The next two levels are connected with those who hold Doctorate degrees, (12 managers in total) and who have a mean of 5.4, and secondly those who hold Institute Diplomas (8 managers) and who showed a mean of 5.1.

The fourth level refers to the group of people who hold university degrees, with a mean of 4.8.   The fifth and final level is composed of those who hold

secondary school certificates, and comprised 8 managers. Their organisational clarity mean is 4.8.

DEPARTMENTS:-

The department with the highest clarity means was found to be that of "General Jobs". This department has a mean of 5.8 and a sample size of 7. The departments ranking next are those of "Environment Protection", with a mean of 5.6 and a sample size of 5, and that of "Public Health and Planning" (with a mean of 5.6 and a size of 7). The lowest clarity mean has been found for the "services and technicians department", which has 8 managers and a mean of 4.1, while the "department of organisation and control" (8 managers) comes out slightly higher with a mean of 4.2. In terms of low clarity means the "department of external medical services" (sample size 7) proves to be slightly better, with a mean of 4.6, above which comes the "financial department", with 23 managerial staff and a mean of 4.7.

ORGANISATIONAL LEVEL:-

It seems that organisational clarity is almost equal for department directors, controllers and section heads. This becomes clear if the different figures are compared. The mean for controllers is 5.2 with a sample size of 11, while for directors it is 5.1 in a group of 12 and for section heads 5.0, in a sample of 51 managers respectively. Clearly, these above figures approach each other closely.

AGE

From the results it is clearly shown that the higher the age of the manager,

the higher the organisational clarity mean is expected to be. There is one exception, namely for those between 35 and 39 years old, since they have a mean of 5.8 and a size of   . In fact, this mean exceeds the two categories that come next to it: the first category, of those between 40-44 years, has a mean of 5.2 and a size of 11, while the other (those between 45-49 years) has a mean of 5.2 and a size of 11. Therefore, the category of managers between 35 and 39 years seems to approach that of the oldest people, namely those who are more than 50 years old, with a mean of 5.9 and a size of 7.

SEX

There is a significant difference in size between male and female managers. The group mean comprises of 80 managers, whereas their female counterpart is represented by a mere 5 women. Nevertheless, the organisational clarity is the same for each sex, namely 5.1.

NUMBER OF YEARS IN SERVICE IN THE MINISTRY OF PUBLIC HEALTH:-

There seems to be correlation between the number of service years and the organisational clarity. Two phenomena need to be noted here. The first is the similarity between two particular categories, one of which refers to those who have a service of between 11 and 15 years (11 managers), with a mean of 4.8 while the other includes those who have served between 16 and 20 years (10 managers), with a mean of 4.8. The second phenomenon is the relatively high mean of those who served between 6-10 years. Their calculated mean turns out to be 5.0 for a population of 19. Thus, terms of number of years in service, this last group has an organisational clarity mean which is 0.2 higher than that of the two categories ranked next to it, mentioned above.

NUMBER OF YEARS IN POSITION

Again, there is a relationship between organisational clarity and the number of years in position. Two features are noteworthy in this respect.

First, it is striking to observe a lower mean for those who spent 6 to 10 years in position, with a mean of 4.9 and a population size of 17, in comparison with those who spent 3 to 5 years, with a mean of 5.6 and a size of 24.

Secondly and similarly, those who spent more than 15 years, comprising 13 managers, demonstrate a lower mean viz. 5.5, than those with 3 to 5 years in position (with a sample size of 24), whose mean is 5.6.

NUMBER OF SUBORDINATES:-

It has been found that managers who supervise 1 or 2 subordinates (6 in number) represent the highest category with respect to the organisational clarity mean, which is 5.5. This group is followed by two categories, one of which includes those who supervise between 6 and 10 subordinates, with a mean of 5.3 and a size of 19, and the other, which is composed by managerial staff who preside between 15 and 20, with a mean of 5.3 and a size of 7.

The lowest organisational clarity mean is seen in the group of people who supervise between 3 and 5 subordinates. They have a mean of 4.4 and a size of 11.

NATIONALITY:-

People who do not hold Kuwaiti citizenship are found to have a higher

In each of these dimensions the top management perception scores higher.

From table 4.8 we can see that there are three dimensions where TMC scores higher than MPC, therefore this section is going to investigate each one of those dimensions as follows:-

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Again, there is a relationship between organisational clarity and the number of years in position. Two features are noteworthy in this respect.

First, it is striking to observe a lower mean for those who spent 6 to 10 years in position, with a mean of 4.9 and a population size of 17, in comparison with those who spent 3 to 5 years, with a mean of 5.6 and a size of 24.

Secondly and similarly, those who spent more than 15 years, comprising 13 managers, demonstrate a lower mean viz. 5.5, than those with 3 to 5 years in position (with a sample size of 24), whose mean is 5.6.

NUMBER OF SUBORDINATES:-

It has been found that managers who supervise 1 or 2 subordinates (6 in number) represent the highest category with respect to the organisational clarity mean, which is 5.5. This group is followed by two categories, one of which includes those who supervise between 6 and 10 subordinates, with a mean of 5.3 and a size of 19, and the other, which is composed by managerial staff who preside between 15 and 20, with a mean of 5.3 and a size of 7.

The lowest organisational clarity mean is seen in the group of people who supervise between 3 and 5 subordinates. They have a mean of 4.4 and a size of 11.

NATIONALITY:-

People who do not hold Kuwaiti citizenship are found to have a higher

organisational clarity mean than Kuwaiti nationals. The mean for Non-Kuwaitis is 5.5, with a population of 33, whereas Kuwaitis are shown to have a mean of 4.9 in a sample of 34. This means that the difference between the figures referring to organisational clarity is 0.6. Such difference is of great significance and raises the question as to why the Non-Kuwaiti population displayed higher organisational clarity mean than the Kuwaiti nationals.

BASIC SALARY:-

The highest organisational clarity mean is observed in the group of managers who receive between 600 and 800 K.D. as a basic salary. This group comprises 29 people and has a mean of 5.5. Directly below them come those who receive between 400 and 600 K.D. (31 people) and who show a mean of 5.1. All the other categories have been excluded here, since they comprise relatively few managers and, consequently, are statistically insignificant.

BASIC SALARY INCORPORATING SOCIAL ALLOWANCE

If organisational clarity means are analysed with a view to basic salaries which include social allowances, the following can be noted.

The highest organisational clarity mean is found in the group of managers who receive 800 to 1000 K.D. (17 people in total). The calculated mean for them is 5.4. The second category refers to those who receive between 600 and 800 K.D. (40 people) and who have shown an organisational clarity mean of 5.3. Salaries in the third category, with 8 people, range from 400 to 600 K.D. The mean for this group is 4.9.

BASIC SALARY INCORPORATING SOCIAL AND TECHNICAL ALLOWANCES:-

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Basic salaries to which social and technical allowances have been added show the following figures for organisational clarity means. The highest for this is a mean of 5.7, namely for managers who receive between 800 and 1000 K.D. (26 in total). The second highest mean is 5.2, viz for managers with salaries from 600 to 800 (a sample of 28). The third place is shared by two categories: those with salaries from 400 to 600 K.D. (7 people), and those with salaries between 100 and 1200 K.D. (5 in total). Both categories have a mean of 4.7.

TOTAL SALARY:-

It has been found that the category ranking highest in organisational clarity mean is associated with salaries between 1000 and 12 K.D., with a mean of 5.6 (a total of 11 managers), whereas in the group with the lowest mean, namely 4.7, the total salary ranges from 400 to 600 K.D. (sample size 7).

Interestingly, the group with a total salary between 1200 and 1400 K.D. (7 people) shows a mean of 5.2, which surprisingly is below the category that precedes it in terms of salaries, namely the group of those who receive between 1000 and 1200 K.D. This, then, is a difference in salary of 200 K.D., with a mean difference of 0.4. In other words, these figures do not meet the expectations concerning the relationship between salary and organisational clarity mean.

2. MANAGEMENT STYLE:-

Profession

It seems clear that medical doctors who have been assigned managerial posts

show higher grades in relation to management styles than do administrators. This becomes evident in a comparison of means; medical doctors demonstrate a greater management style mean in the Ministry of Public Health and reach a mean of 5.2 in a population of 17. In contrast, administrators show a mean of 4.9 with a sample size of 58. The difference between the two figures concerned therefore amounts to 0.3.

EDUCATIONAL LEVEL:-

It is noteworthy that managers with secondary school certificates, as well as those who have not even achieved this educational level, consider the management style at the Ministry to be fairly poor and have given it the lowest grade of all the educational level categories. Their mean is 4.7 while their group comprises 22 managers..

In this respect, those managers with Masters degrees (18 people in total) have assigned the highest grades to management style. Their mean is 5.3. The other two educational level groups, viz managers with university degrees (sample size 35) and managers with doctorate degrees (sample size 5) yielded the same figures in relation to management style. For both groups the mean is 5.1.

DEPARTMENTS:-

Managers working in the Department of Public Health and Planning (a sample of 6) assign a mean of 5.4 to the management style at the Ministry of Public Health. This is the highest mean amongst the other departments. The Department of Environment Protection (5 managers in total) comes next, with a high mean of 5.3, while managers at the Department of Organisation and Control (sample size of 5), as well as the Department of Service Jobs and

Technicians gave a management style mean of 4.1.

ORGANISATIONAL LEVEL:-

It is interesting to note that Controllers' (a sample of 12) management style mean approaches the TM mean, which is 5.6. The following category is that of Directors (12 in number) with a mean of 5.4. The group of 63 Section Heads ranks lowest as far as their management style mean is concerned, namely with a mean of 4.9. This figure is 0.7 lower than the TM mean.

AGE

Younger managers, that is, those who are between 20 and 25 years old (8 in total), are found to be have the least management style mean, since this group shows a mean of 3.9 which means a difference of 1.7 below the TM mean.

In brief, it seems that there is a relationship between the degree of satisfaction and the age of the manager. The only exception is found in the category of 40 to 44 years (11 managers); they provided a mean of 5.0.

SEX

A clear distinction can be made between the category of male managers (83 in number) and that of female managers (5 in total). The men expressed a significantly higher management style mean (a mean of 5.1) than the women did (a mean of 4.7).

NUMBER OF YEARS IN SERVICE AT THE MINISTRY OF PUBLIC HEALTH

It seems to be the general trend that the number of years in service is correlated with management style. Two observations, however, do not substantiate this.

First, a high mean has been found in the group of those who served between 6 and 10 years, with a sample size of 19. Their mean is 5.1

Secondly, the figures of two categories approach each other quite closely. The one group consists of those who served between 3-4 years, with a sample size of 13 and a mean of 4.7, the other comprises those who served between 10-15 years, with a sample size of 11 and a mean of 4.6.

NUMBER OF YEARS IN POSITION

The relationship here is also in general, except for one group. Those managers who spent between 3 to 5 years and had a sample size of 24, exhibited a mean of 5.7. This figure exceeded that obtained from the category of managers who spent from 6 to 10 years in service and whose sample size is 17. They showed a mean of 4.9. Furthermore, it has been found that people who spent less than one year in service (sample size 6) have the lowest mean relating to the relationship attitude, namely 4.2.

NUMBER OF SUBORDINATES

As far as management style is concerned, two categories have been found to rank highest. The one consists of managers supervising 6 to 10 subordinates (with a sample size of 19) and the other is represented by those supervising only 1 or 2 people (with a sample size of 6). For both groups the management style mean proved to be 5.4. The category with least management style mean

includes people with between 3 and 5 subordinates, with a total of 12 managers. Their mean was 4.5. Ranking directly above this group is the category of managers with 15 to 20 subordinates (sample size of 7), whose mean show amounted to 4.6.

NATIONALITY:-

The Non-Kuwaitis, with a sample size of 35, have been found to have a higher management style mean, with a mean of 5.4, than the sample of Kuwaitis (34 in total), whose mean is only 4.9.

It is perhaps significant that the above ranking has been demonstrated not only with reference to management style, but also as regards organizational clarity.

BASIC SALARY:-

Most of the managers fall into two categories, namely, the first with a sample size of 34 and a salary of between 400 and 600 K.D., whose mean is 5.0, and the other, with 29 managers and a salary from 600 to 800 K.D., whose mean amounts to 5.5. The latter group are merely 0.1 below the TM mean, which is 5.6. Reasons for these figures approaching each other so closely, as well as for the means of managers in both categories will be given later.

BASIC SALARY ADDING SOCIAL ALLOWANCE

If social allowances are added to the basic salary and managers are considered from that pont of view, it seems that three categories present themselves. The first consist of 9 managers with a salary of 400 to 600 K.D., whose mean is 4.7.

In the second group, comprising 41 managers with salaries from 600 to 800 K.D., a mean of 5.2 is found.

The third group, with 17 managers and salaries between 800 and 1000 K.D., shows a mean of 5.3.

BASIC SALARY AFTER ADDING SOCIAL AND TECHNICAL ALLOWANCE

In general, there is a relationship between this type of salary and the management style mean. However, there is one exception, which is formed by those managers who receive between 1000 and 1200 K.D. (5 in total). Surprisingly, their mean of 4.8 exceeds rather than falls below the mean of the category ranking below it in terms of salary (800-1000 K.D.). The latter group comprises 26 managers and has a mean of 5.5.

Another interesting phenomenon is the fact that two categories, with salaries of 1000 to 1200 and 400 to 600 K.D. respectively (sample size of 8) display equally high means, namely 4.8.

TOTAL SALARY:-

Yet again it has been found that there is a correlation between total salary and management style as expressed by means. The only exception is formed by the group with salaries from 1200 upto 1400 K.D. (7 managers), who show a mean of 5.3. This figure is lower than that obtained from the category with salaries between 1000 and 1200 K.D. (11 managers), whose mean is 5.5.

3.   HUMAN RESOURCE DEVELOPMENT:-

In the following sectiton it needs to be borne in mind that the TM mean is 5.7.

Profession

Most managers in this study are either Medical Doctors or Administrators. The population of 17 Medical Doctors graded Human Resource Development (HRD) as high as 5.4. This mean lies only 0.3 below the ideal HRD mean. In contrast, the 58 Administrators investigated gave HRD a mean of 4.4.

EDUCATIONAL LEVEL:-

It has been found that those who have secondary school certificates (sample size of 9) constitute the category in the Ministry which is least mean-graded HRD (a mean of 4.3). Managers who have Masters degrees (size of 18) and those who have Doctorate degrees (size of 5)   . The next category consists of those who hold Institute Diplomas (with a sample size of 8); their mean is 5.0.

The two categories ranking in the middle comprise those who have University degrees, with a size of 35 and a mean of 4.5, and those who have not passed the secondary school exams, with a size of 13 and a mean of 4.6.

DEPARTMENT

Managers in the Department of Public Health and Planning have been found to be most content with HRD in the Ministry concerned. Their sample size was 6 and their mean was 5.7. Second came the Department of Environment

Protection, with a mean of 5.3 and a sample size of 5, followed by the Department of General Jobs, with a mean of 5.0 and a sample size of 8. The groups that proved to have the least HRD mean was the Department of Organisation and Control, with a mean of 3.6 and a size of 5, and the Department of Service Jobs and Technicians, with a mean of 3.8 and a size of 10.

ORGANISATIONAL LEVEL:

Although the correlation of organisational level with organisational clarity and that with management style have been found to be similar, the relationship between organisational level and HRD shows a remarkably different picture.

The mean in HRD for Section Heads is 4.6, with a sample size of 41. This increases for the group of Controllers (12 managers), whose mean is 5.0. The highest figure is provided by the group of 12 directors, whose mean is 5.2.

AGE

Figures demonstrate that there is a correlation between age and HRD. The only exception to this is formed by the category of those who are between 40 and 44 years old (12 managers in total), who showed a mean of 4.8. This is in fact lower than the category of younger managers (35-39 years), whose sample size is 18 and have a mean of 5.1.

SEX

The sample of male managers, (84 in number) gave a mean of 4.7, while the mean of female managers (5 in total) only came to 4.2.

NUMBER OF YEARS IN SERVICE IN MINISTRY OF PUBLIC HEALTH

Although categories differ in number of years in service, two sets of categories yield identical means. The first set shows a mean and comprises the two following groups:

A. Those who served between 3 and 5 years (a sample size of 13).

B. Those who served between 11 and 15 years (a sample size of 11).

The second set is found to have a mean of 4.0 and includes the following categories:

A. Those who served between 6 and 10 years

B. Those who served between 16 and 20 years.

NUMBER OF YEARS IN POSITION

It has been found that there is a relationship between the number of years in position and the HRD mean. The only deviation from this general trend is observed in the group of managers who spent between 6 and 10 years in their position (17 managers), with a mean of 4.6.

NUMBER OF SUBORDINATES

There is no forwarding relationship between the number of subordinates and the HRD mean. However, it is two variables are still significant to observe in

particular features. The group who have most HRD means is formed by those who supervise 6 to 10 subordinates (with a sample size of 17) and who have a mean of 5.2. The category with least HRD mmean is represented by managers who supervise between 3 and 5 people, with a sample size of 12. Their mean proves to be only 3.9.

NATIONALITY:-

It is probably highly significant that, for the third time, Kuwait nationals were found to have a lower mean, in this case concerning HRD, than non-Kuwaitis. The Kuwaiti expressed a mean of 4.6, while for non-Kuwaitis this figure was 5.2. However, it needs to be borne in mind that the sample size of Kuwaitis is considerably smaller from a statistical point of view. Nevertheless, the two means need to be taken into account here for a comparison between the two categories.

BASIC SALARY:-

Most managers fall into categories. The first is the category for those who receive between 400 and 600 K.D., with a mean of 4.6 and a sample size of 33. The second is the category for those who receive between 600 and 900 K.D., with a mean of 5.3 and a sample size of 29.

THE BASIC SALARY WITH THE ADDITION OF SOCIAL ALLOWANCE:-

Two results have been found. The first is that most managers are found in the first three categories. In the second place, the relationship between the two variables proves to be   .

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BASIC SALARY WITH THE ADDITION OF SOCIAL AND TECHNICAL ALLOWANCE

The HRD mean is observed to be directly proportional to the basic salary with the addition of social and technical allowances. The only exception is formed by the low mean from managers receiving between 1000 and 1200 K.D. This mean lies 0.1 below that of the group managers who receive 800 to 1000 K.D.

TOTAL SALARY:-

It seems that the relationship between total salary and HRD mean is almost directly proportional, except for the category of managers who receive between 1200 and 1400 K.D. (with a sample size of 7).

Items Level:

By examining the statistical results it is found that only two items out of the fourty six items have a significant difference, (see appendix 4.12), they are:

1. Reporting system effect on goal implementation.
2. System provision for information for decision making.

4.10. Relationship Between Category and Particular Items within Dimensions

Organisational Vitality

Years of service in MoPH, and nationality, have most effect in terms of variations. There is a tendency for vitality to rise with age and length of service, but the 11-15 years band slips back.

The highest mean is for organisational pacesetting (6.2) in contrast with lowest scores for innovation in decision making timeliness of decisions (4.6 and 4.9 respectively).

The Organisation and Control Department record a low score for decision timing (3.0) and Service and Technicians Department shows a poor result here too (4.1). Paramedics (small sample) record rock bottom (1.0) for response to change in business environment yet they achieve a very high score (7.0) for sense of urgency.

Organisational Clarity

There is wide spread on several items for years of service and for basic salary. Departments score variously for long-term planning orientation and complete planning for goals. Goal clarity is affected by years in position.

Management Style

Age and nationality show greatest variation effect here. Perception of communication from above improves with increasing years of service, as does encouragement of constructive criticism. Encouragement to innovate shows a negative trend.

Performance Orientation

Here service length is the most significant factor. The general age-related trend is positive, especially at 35-39 years. Highest item mean here is (above 6) for truly challenging goals. Weakest mean (at just above 4) is for very clear measures of performance.

In the salary categories, trends are upwards to mid-range, then somewhat negative. Within an upward trend for years in post, there is a noticeable drop at the 6-10 years band.

Decision Making

This dimension is affected to some extent by variations in service years and in nationality. Information adequacy as a base for decision making has the highest mean (5.3). Reporting structure effect on goal implementation (next to lowest mean) is especially low for Pharmacists and Paramedics (small samples). In relation both to age and years of service, information adequacy shows a clear trend upwards.

Human Resource Development

Variations in department, length of service and nationality affect this dimension. Low scores are notable for Paramedics, Pharmacsits and Researchers (small samples), especially for promotional opportunity, opportunities for development, and development for bigger jobs. Engineers and 'Others' score highly on these items.

Education, age, service, years in position and number of subordinates are linked with job challenge, with some indication of a positive trend, although University Degree holders do not perceive much job challenge. Whilst those with 3-5 subordinates show regression in job challenge, those with 6-10 years service seem to report a positive surge.

Organisation Integration

The highest mean here is for good communications at the same level (laterally).

Integration is most related to years in service. For numbers of subordinates and years in post there is a link with understanding of other units' problems (a sharp rise over the first 5 years). Years of service affect quality of same level communication, total communication, and clarity of interrelationships with others' jobs.

Compensation

Wide variations occur: department and service years are linked most closely, pay competitiveness, external and internal, varies most between categories. The highest mean (at only 4.9) is for external competitiveness of benefits. Compensation satisfaction and relatedness to performance achieve low means (at 3.5 and 3.3 respectively).

CHAPTER V

RESULTS ANALYSIS

5.1. Introduction

This chapter will be dealing with the analysis of the findings that appeared in Chapter IV. This will include the analysis in the dimension levels of climate, as well as climate items. The relationships with the foreseen factors will be covered trying to find patterns leading to the answers to the research questions. As to which items contribute most and least to the dimension scores, or which item is exceptional and what does item analysis add to the discrimination between categories, the chapter tries to answer such questions. An inquiry into which factors are responsible for low scores will be covered too. In this chapter we attempt to restructure the HAY Tool by regrouping its items, as well as analysising the items associations, so seeking to understand the mood of the personnel of MOPH. The new dimensions are to be seen in relation with the factors.

Organisational Clarity

Professional grouping is significantly related: 'Others' score most positively. Those with Masters Degrees perceive relatively high clarity in constrast to those with High School Diploma or University Degree. As for vitality, positive scores show with increasing age and in the 35-39 band. General jobs, Public Health and Planning, and Environment Protection score highest, as do those with more than 20 years of service, but the highest clarity by time in post is reported by those with 3-5 years. Those with 3-5 subordinates report lowest clarity. Non-Nationals again are high. Basic salary groups above 600 score lower; and for salary with both allowances and total salary, highest paid produce lowest clarity scores. Job title and sex are not significant.

Management Style

'Others' as a professional group again score highly; Doctors score above Administrators. Age is not a clear indicator, Public Health and Planning and Environment Protection score highly - Organisation and Control and Service and Technical score lowest. Controller score high, Section Heads low, longest service equates with highest scores. Again, 3-5 years in post is a high scorer, but otherwise the longer the higher. 6-10, 1-2 and more than 20 subordinates groups score high. Non-Nationals are high. Lowest basic salary again scores low; again there is a rising then a falling salary and allowances trend.

Education, sex and basic salary plus social allowance are not significant.

Performance Orientation

'Others' once more score high, then Doctors followed by Administrators. Masters

5.2. Relationships Between Dimensions and Factors

Earlier in this study we ranked the 8 dimensions by mean scores, fromhigh to low:

ORGANISATIONAL VITALITY	5.4
ORGANISATIONAL CLARITY	5.1
MANAGEMENT STYLE	5.1
PERFORMANCE ORIENTATION	5.1
DECISION MAKING	4.8
HUMAN RESOURCE DEVELOPMENT	4.7
ORGANISATION INTEGRATION	4.6
COMPENSATION	3.9

We are now able to identify significant relationships between these dimensions ofclimate and the 83 categories in 14 groups (Factors) which have been analysed (see Tables 4.1.1.-14 and Figures 4.1.1-8)

Organisational Vitality

Medical Doctors as a group have particularly positive perceptions of organisational vitality. Departmental patterns indicate that Service and Technical Staff and Organisation and Control Staff have a relatively low perception score on this dimension. Males see MOPH as more lively and organisation than do females. Older persons, and those in the 35-39 years band, score positively. Longest serving staff score markedly higher than do Nationals. Those whose salary an allowances total 600-800 score positively. The lowest score in this group is from the highest paid. Education, job title, number of subordinates and total salary do not relate significantly on this dimension.

Organisational Clarity

Professional grouping is significantly related: 'Others' score most positively. Those with Masters Degrees perceive relatively high clarity in constrast to those with High School Diploma or University Degree. As for vitality, positive scores show with increasing age and in the 35-39 band. General jobs, Public Health and Planning, and Environment Protection score highest, as do those with more than 20 years of service, but the highest clarity by time in post is reported by those with 3-5 years. Those with 3-5 subordinates report lowest clarity. Non-Nationals again are high. Basic salary groups above 600 score lower; and for salary with both allowances and total salary, highest paid produce lowest clarity scores. Job title and sex are not significant.

Management Style

'Others' as a professional group again score highly; Doctors score above Administrators. Age is not a clear indicator, Public Health and Planning and Environment Protection score highly - Organisation and Control and Service and Technical score lowest. Controller score high, Section Heads low, longest service equates with highest scores. Again, 3-5 years in post is a high scorer, but otherwise the longer the higher. 6-10, 1-2 and more than 20 subordinates groups score high. Non-Nationals are high. Lowest basic salary again scores low; again there is a rising then a falling salary and allowances trend.

Education, sex and basic salary plus social allowance are not significant.

Performance Orientation

'Others' once more score high, then Doctors followed by Administrators. Masters

Degree holders score high, and youngest staff score lowest. Once again 35-39 years score strongly, general jobs and Public Health and Planning score strongly, and Service and Technical and Organisation and Control lowest. Long service and length in post score strongly. 6-10 years service and 3-5 years in post show high peaks. 6-10 subordinates and more than 20 score highest. Non-Nationals as always are high. Salary/score trend is again up then down if allowances are considered.

Job title, sex, and total salary are not significant.

Decision Making

'Others' score highest for this structure. There is a trend upwards as age increases, except for the relatively slightly lower 40-44 band. Organisation and Control scores lowest and Public Health and Planning highest. With a marked rise for 6-10 years service, there is a rising trend over time, but highest time-in-post score is for 3-5 years. Non-Nationals are high. Highest basic salary scores are for bands 400-600 and 800-1000 and, with allowances included, 600-800.

Education, job title, sex, number of subordinates, basic salary plus social allowances, and total salary are not significant.

Human Resource Development

'Others' and Doctors are the professions which score high in this dimension - Administrators are noticeably less satisfied this time. Education scores are not well differentiated; again high score fits with greatest age, and lowest with least. Public Health and Planning is again positive; Service and Technical Staff and Organisation and Control score lowest. Job title is not well differentiated,

11-15 years scores lowest with 3-5 years length of service, whilst highest satisfaction in relation to length in post is again more than 20 years, with lowest less than 1 year. Clear highest are those with 6-10 subordinates, and clear lowest 3-5; Non-Nationals are high. Basic salary does not differentiate. With allowances, high scorers are 600-800 and 800-1000, and for total salary, 800-1000; both groupings have as lowest scorer, 200-400.

Sex, and basic salary plus social allowances, are not significant.

Organisation Integration

'Others' once more are high, and Doctors higher than Administrators. Those with Masters Degrees and those without a High School Diploma are highest. Interestingly, the lowest score on integration is from those with a University Degree. There is generally a rising trend with age. Again Public Health and Planning scores strongly and Organisation and Control lowest. Again, also, there is a high peak for 6-10 years in a rising trend over length of service, and 3-5 years scores highest for years in job. Those with 6-10 subordinates again score highest, as do Non-Nationals. Basic salary is not clearly differentiated. When both allowances are included are included, highest scores are from those paid 600-800; for total salary the high point is from 800-1000. Highest paid are again least positive.

Job title, sex, and basic salary plus social allowances are not significant.

Compensation

Again, 'Others' and Medical Doctors feature with high scores; Administrators are less satisfied. Masters Degree holders are best pleased, and less than High School

Diploma, High School Diploma and University Degree are least pleased. Whilst there is a positive trend with rising age, 25-29 is a peak. Once more Public Health and Planning records a high score, together here with External Medical Services and Environment Protection. 3-5 and 11-15 years service score lowest, and more than 20 years highest. Lowest basic salary score is by lowest earners. When allowances are included 600-800 scores highest, and, for total salary, 800-1000.

Job title, sex, years in position, number of subordinates and nationality are not significant.

Patterns

Profession, Department, age, service, basic salary and basic salary plus social and technical allowances show a relationship with all 8 dimensions. Time in position and nationality are each related to 7 dimensions.

Education, number of subordinates and total salary are each related to 5 dimensions. Basic salary and social allowance relate to 4 dimensions.

Job title (level) relates to 2 dimensions. Sex relates to one dimension.

Decision making climate scores are unaffected by 6 out of 14 groupings; Compensation by 5; Organisational vitality by 4; Management Style, Performance Orienation and Organisation Integration each by 3; and Organisational Clarity and Human Resource Development each by 2 groupings.

5.3. The Overall Climate of MoPH and How it Could be Described

Organisational Vitality

This organisation is percived as a pacesetter, and as highly responsive to changes in the surrounding environment. Whilst there is a fairly strong trend urgency and rapid pace, decision making is not always seen as sufficiently timely, nor is it innovative. Are we observing a vigorous but essentially reactive enterprise?

Organisational Clarity

Formal goal achievement planning is prominent, and goals are set for everyday functioning. Clarity of goals, however, falls short of the attention given to having goals; goal planning is not actually always complete; and whilst there is slightly less evidence of decision making being made with a long term perspective. The attention to goals is devoted to formal planning, but is it implemented clearly, precisely, helpfully and with an eye to the future?

Management Style

In this organisation there is open discussion of conflicts, managers are supported by their bosses, and communications downward from above are comparatively good. Constructive criticism is not so actively encouraged, however; nor is there encouragement to take reasonable risks to increase effectiveness, or to innovate. Is there an authoritarian, top down ethos here, in which loyalty is rewarded, but rocking the boat is not?

Performance Orientation

The organisation is seen to set truly challenging goals - this characteristic scores highest overall in the survey, followed by pacesetting. High levels of performance are expected, and there is clarity about end results expected of managers (although this is lower than the sense of challenge).

Personal accountability for success and failure, however, is perceived as lower, and there is a distinct lack of clear measures of performance, in marked contrast to challenging goals. Are we observing an organisation whose pervasive sens of goals is undermined by failure to measure contribution or identify who contributes in particular.

Decision Making

Decision making is perceived less strong than orientation to performance, style, clarity or vitality. Whilst information is generally regarded as adequate as a base for making decisions, the supporting information systems are seen as weaker. The reporting structure is seen to hinder somewhat the coordination of decisions, to inhibit goal achievement and, even more, to hinder implementation of strategy. What characteristics of the structure - uncertainty, decision-taking at inappropriate levels - are causing the problem? The structure is not experienced as enabling good decision making.

Human Resource Development

Whilst the development for better jobs within the organisation is seen as reasonably good, both opportunities for individual growth and development and for promotion score slightly lower (others make it - why not me?). Respondents feel

less strongly that their job presents a significant challenge, in marked contrast to the goals of the organisation - as seen as very challenging. They do not feel there is an appropriate match between talents and job requirements, and perceive even more strongly a failure to conduct a broad search within the organisation to fill vacancies. Do people enjoy recognition for their abilities, or see the relevance of abilities to job appointments?

Organisation Integration

Communications at the same level are good, but there is much less clarity about the relationship between jobs. Total communications in the organisation are not perceived as good, nor is there sufficient understanding of the objective goals or problems of other units. Is this a reflection of the esprit de corps which goes with a vital, pacesetting organisation, contrasting with little real clarity, accountability and delegation?

Compensation

Compensation is rated as significantly lowest of the dimensions. Benefits are perceived as reasonable, but by no means markedly, competitive with other similar organisations. Other compensation items fare much worse. Respondents do not see themselves to be particularly well paid in comparison with others having similar responsibilities in other organisations. They see a disparity, though it is not great, between their pay and that of others with similar jobs within their own organisation. Satisfaction with present compensation is low, and the perceived relationship between compensation and individual performance is the lowest score in the survey. Indeed, compensation dissatisfactions rank the lowest three scores overall. Is this an organisation where compensation is unrelated to actual contribution to success?

5.4. An Interpretation of Management Climate in MOPH

What can we learn from the perceptions of people in MOPH that will suggest constructive action to achieve improvements in strategy, structure, processes and management of people?

What are the significant differences in perception between particular levels and groups, and what do these differences suggest?

First, what are those differences?

5.4.1. MPC Management Sample: Perceptions

This is seen as a dynamic organisation, setting clear goals, making plans, enjoying encouragement and support from above, employing rational information for decision-making, and experiencing performance goals as challenging. However, less emphasis is given to development of people or to co-operation and communciation between subunits, and compensation is somewhat neglected.

The organisation is perceived as vigorous but decisions are not always timely. High responsiveness to changes in the environment suggests an alert but reactive rather than proactive style of working. Goals are treated as important to have, but are not planned completely, and decisions tend to be short-term. Objectives as a means to achieving goals are not defined in sufficiently clear, practical terms. Whilst discussion tends to be open, and managers are supported from above, with relatively good downward communication, there is by contrast less encouragement of criticism or risk-taking and innovation. Dynamic conservatism characterises the organisation. Performance criteria are spelled out, yet there is little clear measurement of actual performance, as distinct from expectations. There is insufficient personal accountability for success or failure.

Information systems to support decision making are seen as weak, and the reporting structure is described as hindering the co-ordination of decisions, implementation of strategy, and achievement of goals. Individual opportunities for growth and development could be better, and individuals' own jobs are seen in some cases as decidedly less challenging than organisational goals. There is criticism of the match between person and job, and of the failure to search thoroughly and visibly internally to fill vacancies. Whilst communications laterally are good, there is not enough clarity about the relationships between jobs.

Total communications are not seen as good, nor are the goals, objectives and problems of other units well-understood. Compensation receives mostly low scores. Whilst, generally, benefits are seen as reasonably competitive, pay in comparison with others is less well thought of. A very low opinion is held of the relationship between compensation and the individual's own performance.

Patterns between professional categories reveal that Medical Doctors generally have more positive perceptions than do Administrators; and persons with High School Diploma or first degree levels of education tend to score less positively than those with either higher or lower qualifications.

Non-Nationals tend to show greater satisfaction, except in compensation (no difference). Persons who have been between 3 and 5 years in the organisation in their existing job tend to have particularly positive perceptions. Men perceive more vitality in MOPH than do women.

Greatest satisfaction with human resource development is expressed by longest serving employees. Unsurprisingly,those in organisation and control jobs rate the organisation low for vitality. Doctors are clearer about performance measures.

Sub-section Heads are critical of the adequacy of information as a basis for decisions. People who have been more than twenty years in MOPH are positive about the adequacy of information for decision-making; professional groups have widely differing perceptions of human resource development. Financial affairs does not hold particularly positive views in this respect, neither do service and technical staff. Compensation perceptions vary markedly by department.

5.4.2. MOPH Expert's Sample (MEC) - Summary

This sample reveals a significant difference from the above with respect to the effect of the reporting structure on strategy implementation, pay competitiveness with suitable external comparitors, opportunity for promotion, and success in development for bigger jobs. In each item the 'appropriate' profile is higher, suggesting these areas require remedial attention. Again administrators feature as a relatively dissatisfied category of employees.

5.4.3. Top Management Climate (TMC) - Summary

This group has a more favourable perception of clarity, style and development than does the main sample. However there is no evidence of significant difference for the other dimensions with the exception of integration and decision making structure, in each of which a lower score is recorded.

At the item level, two items are scored significantly lower, both of them were concerned with decision making structure named

a) Reporting structure affect on goal implementation

b) System provision of information for decision making.

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5.5. Analysis of Stepwise Results

Stepwise Analysis shows that certain factors have most effect on particular dimensions (see Appendix 5.3).

Organisation Clarity is most affected by years of service and level of basic salary. As to be expected clarity is low, at 3.9., for 3 to 5 years service (a short period in the organisation and often in low level jobs), but it rises to 5.0 for 6 to 10 years service, remains consistent at 4.8 from 11 to 20 years service, and reaches its peak, again not surprisingly, at 5.7 for more than 20 years service. Basic Salary level will of course be related to years of service. Curiously, high clarity - 5.5 - is reported for not more than 200 basic salary (also for 400 to 600) and lowest for 1000 to 1200. Perhaps more experienced people in the 1000 to 1200 range appreciate the complexity of MoPH.

Decision Making again shows a rise for the score of those with 6 to 10 years service. Highest, however, is again the score for more than 20 years service (5.0). The other significant aspect here is Nationality, where Non-Nationals score 5.0 and Nationals (Kuwait) 4.6. What are characteristics of Non-National staff which contribute to this result?

Organisational Integration is affected by years of service more than anything else. Low integration scores are not at all surprising for 3 to 5 years service (3.8). The rising trend to more than 20 years (5.0) is interrupted only by the early peak at 6 to 10 years service.

Management Style is affected by age and nationality, more than by anything else. Non-Nationals record 5.4, Nationals 4.9. The youngest age group, 20-24 naturally scores low-3.9; this builds up to 5.6 for those aged 50-54, with an

anomaly at 40-44 (a drop of 0.3 from the 5.3 scored by 35-39 years old).

For both performance orientation and organisational vitality, years of service have the most effect. Here, too, the rise at 6 to 10 years is marked. For vitality the score falls back even to slightly less than the 4.8 with which it began (for people of 3 to 5 years service).

Nationality is again significant in affecting vitality, with Non-Nationals scoring 5.8 to Nationals 5.1.

Compensation, the lowest scoring dimension, is affected by Department and by years of service - a similar pattern here to that of other dimensions, lowest at 3 to 5, rising at 6 to 10, then rebuilding to a high for those with more than 20 years in service. Department features here - low for service and technical, and for small groups (results based on very small populations); high for external medical services, public health and planning, and environment protection.

Three factors have most effect on Human Resource Development. These are Department - with general jobs, public health and planning, and environmental protection high, and service and technical and organisation and control low; Years of Service with the familar rising trend and high spot at 6 to 10 years and Nationality, again with Non-Nationals higher.

This stepwise analysis indicates that Years of Service are indicated 7 times, Nationality 4 times, Department 2 times, Age once, and Basic Salary once. This pattern contrasts with the alternative perspective which showed three qualificational factors, three situational factors, and no personal factors. Instead, Stepwise clearly indicates 7 qualificational factors (Service), 3 situational factors (Department, Salary), and 5 personal factors (Nationality, Age).

Personal and qualificational factors dominate this diagnosis, and suggest that characteristics of the individual, and not of the situation, should determine the targets and priorities for remedial action.

5.6. An Inquiry on the Factors which are Responsible for the Low Scores

By asking why there are low scores in dimensions, items and categories, we may discover which factors appear to have the most effect on management in MoPH. We can distinguish three types of factors, namely:

(a) Qualificational Factors: (Length of service, profession, education)

(b) Situational Factors: (Department, level in organisation, years in position, number of sub-ordinates, salary)

(c) Personal Factors: (Age, sex, nationality)

To what extent can such types of factors be controlled and changed deliberately? Personal factors are not normally capable of change other than by replacing those people with new people. Situational factors can be changed by intervening to restructure organisation, reorganise departments or change salary conditions. Qualificational factors take longer to change, unless, again, people are replaced. Training and retraining are fairly show processes.

If we review the groups of factors, our findings are as follows:

Qualificational Factors

Length of Service

Loyalty to and regard for MoPH can be expected to increase over time. People serving from 6 to 10 years show a rather higher score than this might suggest. This higher score may be explained by strategic changes and appointment of new top management around the time of their appointment; by the growing familiarity with structure, systems and procedures which they have acquired and by attendance on training programmes which were introduced in that period. 16 of the 21 were aged 20-34, thus having some enthusiasm associated with youth.

Profession

We have drawn attention particularly in this study to the contrast between Medical Doctors and Administrators. In MoPH we observe a struggle between members of the professions, especially Medical Doctors, and Administrators. Medical Doctors seek to control the organisation and to manage administrators. The communication and information systems require improvement, and the organisation structure is changing and lacks stability. Controllers have the most clearly defined posts and job responsibilities. Training courses for technical and professional staff are clear-cut; this is not so for Administrators. Administrators cannot easily retrain to become doctors, but doctors may fairly quickly master the rudiments - but not the necessary depth - of administration. Hence there will be some fear of and resentment towards doctors amongst Administrators. Of twenty persons holding Masters degrees, eleven are Medical doctors. Doctors tend to enjoy better communication laterally than do Administrators. Doctors are better paid than other groups. Doctors are able to bring professional power to bear on other groups. Doctors tend to be able to describe the results of their work more

specifically than can Administrators, and to enjoy more flexibility in going about their tasks. MoPH policy is biased in favour of doctors. Sign-off authority in the small health units is held by doctors, not by administrators. Doctors are favoured in more conferences and training programmes than are other groups.

The Head of MoPH is a doctor, and all those doctors who hold management jobs are prepared to be trained and developed for management posts. Whilst development opportunities have been available, administrators have tended not to take up these changes. The huge expansion in the Health Service has required that specialised facilities and departments be run by doctors.

Education

As we have noted, of the 20 persons holding Masters degrees, 11 are medical doctors. These Masters degree holders occupy 3 Departmental Heads posts, 3 Controller Posts and 14 Section Head posts. They may well be motivated to continue their studies in order to achieve doctorate level. Those who have achieved their PhD may not retain the same enthusiasm for further study.

In some departments there is a policy which requires that all section heads must have attained university graduate status. The civil service law requires a particular degree classification in the general jobs scale of payment.

PhD qualified people may be too academic and distant from knowing what goes on in MoPH, because they are so specialised. Small additional allowances are paid to holders of higher degrees - these incentives are marginal.

Situational Factors

Department

'Organisation and Control' and 'Technical and Service' are newly formed departments, with recently appointed directors. Newly introduced contractors arrangements have taken away from the responsibilities of technical and service staff, so there is no room for improvement and development. Promotions and contrasting backgrounds between staff and director in this area may account for some dissatisfactions. In general jobs, high scores relate to exceptionally long service in this department and to continuity of management. Low scores in organisation and control probably reflect the lack of expertise as full time consultants could not be employed in this department from 1980-85. High scores in environmental protection probably reflect the specialised nature of the task and the authority which this carries. Moreover they enjoy a direct reporting relationship to the head of MoPH and attachment to the National Environment Protection Council. In general, technical departments enjoy a better change than do non-technical. In 'service and technical' low scores may be attributed to the age/education level of the head; and lack of consultation on contrasting policies.

Level in Organisation

Of 31 persons who have been 1 or 2 years in position, 23 of these are Section Heads. Of 29 persons with 3 to 5 years in position, 19 are Section Heads. Section Heads formed 70.3% of the total sample by level.

Years in Position

There is a 'peak' of high scoring perceptions of climate in MoPH for those who

have served 3-5 years in a particular position. There are 29 persons in this group, of whom 19 are Administrators and 6 are Medical Doctors. 19 of these, as indicated above, are Section Heads. They are widely distributed across departments, the largest sub-group being 9, in financial affairs. 12 of the group have been in MoPH for more than twenty years.

Number of Subordinates

The pattern here is not clear. However, those with 3-5 subordinates score consistently lower than those with 6-10 subordinates, as do also those with no subordinates at all. Those with 1-2 subordinates score similarly to those with more than 20 subordinates. There are 14 persons in the 3-5 sample, of whom 13 are Section Heads, and 1 a Sub-Section Head - so the largest low-scoring segment here is composed of Section Heads. Again we are seeing closely inter-related situational factors.

Salary

For basic salary, there is a slight peak of mean scores at 400-600. Low scores are recorded at 1000-1200, indicating that relatively well-paid people do not have the most positive perceptions of climate in MoPH (but note that there are only two respondents at the 1000-1200 level).

The general trend in the public sector contrasted with the private sector, is that salaries are uncompetitive, e.g. doctors would earn much more by working in their own private clinics if they were free to do so.

MoPH offers an allowance to those Medical Doctors who work full-time within it at the highest levels : others see this arrangement as unfair, particularly the

Administrators. When compared to other countries in the region, Kuwait's MoPH salaries are not particularly competitive.

Appropriately in relation to other qualifications, technical people without a university degree are treated as unqualified, throughout the civil service system.

Personal Factors

Age

Low scores relate to inexperience in MoPH: mean scores rise with increasing age; there are 9 respondents aged 20-24, of whom 6 are educated to university degree level. These low-scorers contrast with higher scoring respondents within the age bands 20-34 years old.

Sex

Females are generally less satisfied with the climate in MoPH, but they are a tiny minority of the total sample, so no definite conclusions are indicated.

Nationality

Non-Kuwaitis always score higher for perception of climate in MoPH. This tendency to more positive perceptions than those held by Kuwaitis is particularly marked in relation to aspects of organisational vitality.

The underlying situation of Non-Kuwaitis deserves closer analysis and has been the subject of other research.

Non-Kuwaitis do not hold more than 7% of Public Sector Management positions in Kuwait. Some, however, have held their jobs for more than twenty years. They do not have access to the National Social Security System. Those who do not hold professional appointments feel insecure because Kuwaitis will be substituted for them. The system of one year contracts for Non-Kuwaitis contributes to feelings of insecurity: even if their work is satisfactory, their employment can be terminated, and with little or no payment of gratuity or retirement benefits. Nor may a Non-Kuwaiti invest his money in stocks or property, since he is excluded by law from such investment unless he has a partner who is a Kuwaiti. The Non-Kuwaiti has no right of free education - if they receive free education this is a gift, not an entitlement. Places in state schools are subject to long-waiting lists, with priority given to children of professionals, so most children of Non-Kuwaitis attend private schools. If Non-Kuwaitis join the public sector, they are barred from taking additional employment. They do not enjoy trade union rights (although ·70% of public sector jobs are held by Non-Kuwaitis).

The reasons cited by Non-Kuwaitis when surveyed about their work included a 70% response that 'I work because I want necessities'. Whether or not their job was actually secure, 5% of Kuwaitis said that they felt insecure whereas 15.5% of Non-Kuwaitis said this. Despite being a three-times larger percentage, the Kuwaiti's group is a small proportion of the National population - revealing that Non-Kuwaitis, despite insecurities described earlier, are not greatly concerned. Indeed, many Non-Kuwaitis believe that if there were an expansion in employment, their jobs would still be secure, because the system has been built around them. Non-Kuwaitis consider convenience and security to be most important - they conserve, rather than maximise, power and income, unlike their national counterparts. Assumptions underlying the research have been demonstrated to be right as follows. Non-Kuwaiti Administrators know that some day Kuwaitis will take their place because of the policy of indigenisation of jobs;

Non-Kuwaitis are prepared to give up some considerations rather than cause problems which could result in loss of job; the Kuwaiti subordinate knows that he is being prepared to take over the position; the Kuwaiti subordinate takes over some of the authority of the superior because of personal relationship with the top Kuwaiti boss, and some more authority because top administration supports him; the civil service law guarantees that the tenure and promotion of Kuwaitis is secure even if they are performing poorly; the law does not guarantee or secure the occupations of non-Kuwaitis. Top Kuwaiti administrators do not trust the non-Kuwaiti administrators and non-Kuwaiti administrators do not exercise full authority inherent in their positions, because of the circumstances described.

This scenario helps to explain the climate scores produced by our questionnaire.

Comparison of Perceptions of Different Groups Within MoPH

Comparisons of Low Scores

We find that the dimensions which are scored low are, for MPC/MEC

. Decision Making

. Compensation

. Human Resource Development

and, for MPC/TMC

. Clarity

. Style

. Human Resource Development

The 'Stepwise' analysis shows that the factors which had most effect on these dimensions were:

. Decision making : years of service, nationality

. Compensation : department, years of service

. Human resource development : department, nationality, years of service

. Organisational clarity : years of service, basic salary

. Management style : age, nationality

Categories Which had the most effect include low length of service and nationals. Whilst Administrators tend to score low, it is the years of service and nationality which are determinants, not profession. Again, low scoring Administrators are usually those in the finance function (department) in respect of compensation and human resource development.

Whilst the general pattern is for Administrators to score low compared with Medical Doctors, in management style terms their perceptions are a function of age (score higher as age increases) and nationality, rather than of profession for perceptions of organisational clarity, years of service and basic salary are the important features.

In comparing the perceived climate of the original sample (MPC) with the 'expert' sample (MEC) of what perceptions should be, we found four items in which variances are significant. These are:

2.1.   Reporting system's effect on strategy implementation

7.4.   Pay competitive with similar jobs outside MoPH

8.1.   Promotion opportunity

8.3.   Success in developing people for bigger jobs

For all four of these items, we find significant variance occurs for each of the following categories:

- Administrators

- Finance Department

- Section Heads

- Age 30-34

- Service length 3-5 years

- Less than one subordinate

- Basic salary plus social and technical 200-400

- Total salary 200-400

In the age range 30-34 we find the following distribution:

10 out of 66 Administrators; 10 out of 42 with University level education; 6 out of 20 with Masters degrees; 4 out 5 from environmental protection; 3 out of 12 controllers; only 1 out of 20 with more than 20 years service; 10 out of 31 with 1 or 2 years in position; 5 out of 14 with 3-5 subordinates; and 10 out of 33 with basic salary 400-600. There are amongst those with service length 3-5 years, 11 out of 66 Administrators; 10 out of42 with University degree; 13 out of 96 males; 7 out of 31 in position for 1 to 2 years; and 5 out of 14 with 3-5 subordinates.

Less than one subordinate - those without subordinates totalled only 3, all of whom were administrators, none of whom was more than 39 years old or had been more than 10 years employed at MoPH.

Salary - has been discussed earlier. Here the low perceptions are for lowest salary bands.

5.7. Items Association

As mentioned in Chapter IV, the statistical analysis (Duncan Multiple Range Test) has been applied on the item scale; associations of the items could describe the internal climate of MoPH as perceived by its personnel.

The subjective labels in quotation marks are an attempt, from the data, to describe the mood of the organisation.

In different dimensions, to discover significant links will give us more data for our diagnosis.

- Excitment, urgency, awareness of the environment and quality of communication between peers are associated, in the context of an organisation setting highly challenging goals and a very fast pace.
  "We must compete".

- Formal planning, open discussion and top management support are clustered. "Plan to achieve".

- Strong communication from above provides adequate information for decisions, associated with high performance expectations from managers and goals related to everyday functioning.
  "Tell them what's wanted".

- Management are aware of goals.
  "We have to do it".

- Longer-term view, development of people for bigger jobs, provision of opportunities, and independence to carry out responsibilites are associated.

  "Give them room to do it".

- Promotional opportunities, competitive benefits, an information system to support decisions, and planning for goals are linked.

  "Provide the tools".

- Encouragement of criticism is related to timely decision making, effect of reporting structure on co-ordination, and clarity of goals.

  "Produce the results".

- Personal accountability shows up here.

  "What exactly am I responsible for?

- Linked with accountability are scope and achievement of innovation, challenge in the job, willingness to take risks, co-operation with other subunits, and awareness of what is happening in related areas.

  "How confident am I of what's required"?

- Quality of total communications is linked with search to fill vacancies, match between talents and job requirements, and the effect of the reporting structure on implementation of goals.

  "We are as good as our understanding".

- Understanding between subunits, sense of competitiveness of pay, and effect of structure on implementation of strategy are related.

  "We're not clear, or rewarded".

. Other areas' problems are poorly understood, and pay is perceived as uncompetitive.

"Why care, they don't".

. Satisfaction with compensation is lacking, partly because there is no comprehension of how individual performance is really rewarded.

"This place is unfair".

5.8. An Attempt to Restructure the HAY Tool:-

Original Dimensions

The original dimensions were derived from using hundreds of questions in over 100 companies, and selecting a core of 48 which were employed in a questionnaire administered to managements in 65 organisations in 1974 and 1975. Multiple samples from each year were analysed and a clear set of eight dimensions or viewpoints emerged, from which managers see their organisations.

Whilst the climate dimensions obtained in this way were naturally limited by the questions asked, the eight facts which result bear a strong resemblance to climate findings reported by other researchers.

The eight dimensions are:

. Organisational clarity

. Decision-making structure

. Organisational integration

. Management style

. Performance orientation

. Compensation

. Human resource development

New Clusters

By subjecting the scores to cluster analysis, we sought to discover a statistically sound redistribution which could give significant relationship and discrimination into groups. The resulting pattern is described on page 144.

The eight new clusters are quite different from the originals. The new clusters are:

"Alertness" - The extent to which the organisation:- has a system of information to support decision making;
- Is structured to achieve co-ordination;
- Allows freedom of action to carry out the job;
- Holds individuals accountable for success or failure;
- Expects high performance from managers;
- Responds to changes in business environment;
- Is pacesetting; has a sense of urgency;
- Searches broadly to fill vacancies within.

"Coherence"

- Plans formally to achieve goals;
- Has complete plans for goals;
- Has a long-term orientation;
- Has adequate information for decision making;

- Enjoys good lateral communications; .

- Achieves true co-operation between units;

- Encourages innovation;

- Has very clear measures of performance;

- Achieves timely decision making;

- Is successful in developing people within for better jobs;

- Provides jobs which present a significant challenge.

Expectations

- Relates goals to everyday functions;

- Makes decisions on long-term view;

- Is clear about end results expected of managers;

- Provides benefits competitive with other, similar, organisations

- Provides opportunities for promotion.

"Clarity of Purpose and Integration"

- Has clear goals

- Structures to effect goal achievement;

- Achieves high quality of total communications;

- Achieves clarity of job interrelationships;

- Achieves understanding of goals between units.

"Support"

- Units understand each others problems;

- Has good communications downward from above;

- Provides support from senior managers;

- Sets truly challenging goals;

- Is innovative in decision making;

"Appropriateness of Rewards"

- Is satisfied with present compensation;

- Enjoys strong relationship between compensation and individual performance;

- Provides opportunites for individual growth and development;

- Matches appropriately talents and job requirements.

"Competitive Pay/Structure"

- Reporting structure effects strategy implementation

- Offers high pay compared with other jobs with similar responsibilites within;

- Offers high pay compared with other jobs with similar responsibilities outside;

"Openness"

- Is aware within of happenings in other areas;

- Takes reasonable risks to increase effectiveness;

- Encourages open discussion of conflicts;

- Encourages constructive criticism.

Summarising these Clusters:

Alertness

The extent to which people see the organisation as dynamic, reflected in performance requirements, sense of pace and urgency, responsiveness to change, system of information to support decisions, and freedom to act.

Coherence

The extent to which people co-operate and communicate, plan to achieve goals, measure performance, achieve timely decision making, develop people, and see their jobs as challenging.

Expectations

The extent to which people perceive benefits to be competitive compared with other organisations, opportunities for promotion, goals relevant to everyday fuctioning, clear expectations of end results required of managers, and long-term decision-making perspective.

Clarity of Purpose and Integration

The extent to which people see the organisation's goals and plans, structure, job interrelationships, understanding and communications as clear and integrated.

Support

The extent to which people understand the problems of other units, enjoy good communications downward from above, perceive support from senior managers, and see the organisation as innovative in decision making and setting challenging goals.

Appropriateness of Rewards

The extent to which people are satisfied with present compensation, see a strong relationship between compensation and individual performance, and perceive that talents are matched with job requirements and opportunities are provided for individual growth and development.

Competitive Pay/Structure

The extent to which people see organisation structure aiding strategy implementation, high pay compared with other comparable jobs in the organisation, and high pay compared with similar jobs outside the organisation.

Openness

The extent to which people are aware of happenings in other areas which may be relevant, reasonable risks being taken to increase effectiveness, encouragement of open discussion of conflicts and encouragement of constructive criticism.

Although the computer programme (CLUSTER PROCEDURE) produced a new grouping acccording to our finding in this study, we still believe that there will still be some items which do not fit in their group as recommended by CLUSTER,

it is a limitation for the regrouping. However the cultural differences between the Kuwaiti society and the American one proves the need for regrouping of the tool.

The NEW DIMENSIONS have been subject to Duncan Multiple Range Test to find out the significance variation among them and trace the main relationships between them and the categories.

Table (5.1) shows that the highest dimension is OPENNESS, COHERENCE comes next whereas the lowest is both CLARITY and COMPETITIVE PAY/STRUCTURE.

When we tried to look at the relationships with categories we found that:

Doctors are higher than Administrators in at least two dimensions, COHERENCE and CLARITY. A significant high score for those who have Master degrees, low scores for departments of Organisation and Control, Service Jobs in the ALERTNESS dimension. A high score for controllers in COHERENCE, and a positive trend with maturity, non-significant difference in sex except for OPENNESS where male have higher scores. In the Service Length and the Length in Position there is a positive trend too except for the CLARITY in the latter where it does not differ among categories. CLARITY again is the dimension that does not have significant differences in terms of Number of subordinates whereas the rest of dimensions do not have significant trends.

In the salary classifications there is always a high score for 400-600 Basic Salary and no significant trends among the other types of salaries (see appendices 5.2.1-14).

VARIATION ACCROSS CATEGORIES

TOT.DF	=	4140.000	TOT.SS	=	11155.437	TOT.MS	=	3.172
TRT.DF	=	7.000	TRT.SS	=	404.312	TRT.MS	=	57.759
ERR.DF	=	4141.000	ERR.SS	=	12751.125	ERR.MS	=	3.079
F.CALC	=	13.758	R.95%	=	2.013			

	1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
MEAN	4.9	4.8	4.6	5.1	5.4	4.4	4.2	4.8
CES	710.	433.	458.	995.	368.	451.	281.	360.
S.DEV	1.67	1.78	1.69	1.72	1.66	1.90	1.91	1.86
CLASS	C	CD	D	D	A	E	E	CD

6. CONCLUSIONS & RECOMMENDATIONS

6.1. Introduction

We will summarise our findings as follows:

1.   The purpose, methodology and structure of the research.

2.   The overall description of the climate in MoPH as revealed by the survey.

3.   How the overall situation may be understood, and contributing factors highlighted.

4.   What is required to bring about significant improvements : recommendations for action.

6.2. Purpose, Methodology and Structure of the Research

6.2.1.

'Climate' is the name given to organisational characteristics as perceived by people within the organisation. Whether or not what they perceive is in fact true, it is significant because it is believed to be so. Perceptions influence behaviour or are reflected in behaviour, and in turn are reflected in the services which form the output of the organisation.

6.2.2.

By measuring the climate of the organisation we can obtain a view of the 'Health' of that organisation, and so identify areas of concern which may respond to further enquiry or to remedial or developmental action.

6.2.3.

Individual characteristics filtered by the basic characteristics of the organisation which may be changed directly by management are strategy, structure, processes and people. These provide the perceptions of climate we can examine.

6.2.4.

By employing a climate questionnaire devised by Gordon and Cummins, (1979) constructed around eight dimensions of climate, and subjecting the results to statistical analysis, we can describe perceptions of MoPH prevailing in different groups at the time of the survey. In response to the evidence produced in this way, we may interpret patterns and suggest necessary changes, highlighting those aspects of strategy, structure, processes and people which should be changed to benefit MoPH, and the specific behaviours involved.

6.2.5.

The research model differentiates eight dimensions of climate. The patterns of scores for the items which make up those dimensions are traced. Relative strengths of dimensions and items are indicated. Significant relationships between items within separate dimensions are described. Patterns of scores across dimensions are examined. A reclustering of items in new dimensions is attempted.

6.2.6.

Causality remains problematic. We are unable to show that 'A' was the cause of 'B' or vice versa, or the consequence of some unknown, 'X'. Nevertheless, associations within and between the dimensions and across the overall picture will suggest patterns of strengths and weaknesses which demand our attention.

6.2.7.

In addition to the management population surveyed, top management and expert populations were also surveyed, and the results from these groups were compared and contrasted.

6.3. The Overall Climate in MoPH as Revealed by the Survey

6.3.1.

The broad picture is of an organisation perceived as dynamic, with clear goals and plans, encouragement and support from above to do the job, challenging performance targets, rational information for decision making, somewhat less attention given to people, no strong emphasis on co-operation and communication between sub-units, and relative neglect of compensation.

6.3.2.

When the relationship between items in different dimensions is examined, grouping mean scores by application of Duncan's multiple range test, we find that many items have broadly ranging scores, but particularly high and low scoring items are distinctly separated. Highest distinct perception is that the organisation's goals

are challenging. Clustered closely and clearly below are perceptions of organisational pacesetting; responsiveness to business environments; quality of communication across same levels; and sense of urgency. Distinct and high scoring items which follow are formal planning; open discussion; and top management support. Then, all covering the same band, communication from above; provision of adequate information for decisions; high expectations of performance from managers; and goals related to everyday functioning. Also in this cluster, but reaching into the next, is degree of clarity expected of managers about end results.

Scoring less strongly are attention to the longer-term view; success in developing people for bigger jobs; provision of opportunity for individual development; and perception of independence to carry out responsibilities. Promotional opportunities; competitiveness of benefits with those for similar organisations; information system support for decisions; and planning for goals occupy exactly the same range as one another. Items recording the widest range of responses are perceptions of decision-making in the long term view - which comes next in the scoring hierarchy; and clarity of goals and personal accountability for success and failure, which score lower. Sandwiched between these are encouragement of constructive criticism; timely decision-making, linked with effect of reporting structure on co-ordination; and perceptions of clarity of the manager's inter-relationships of jobs with those of others. Showing a broad spread, clearly clustered at a level of scoring suggesting considerable room for improvements, are extent of innovative decision-making; encouragement to innovate; significant job challenge; awareness of happenings in other relevant areas; encouragement to take risks; and extent of co-operation between units. Total communications across the organisation and quality of search to fill vacancies are seen as poor. Nor are managers' talents seen to be well-matched to their job requirements; neither is there seen to be a broad search within the organisation to fill

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vacancies. The reporting structure is not seen as facilitating goal achievement. The extent of understanding of objectives and goals of other units is limited. The problems of other units are not understood and, standing alone in their class, equivalent to universal recognition of challenging goals as a top score, are, as a bottom score, universal dissatisfaction with compensation and inability to perceive any relationship between benefits and actual performance.

6.3.3.

When the relationships between dimensions and categories of respondent are examined, we find that different professions, age groups, nationalities, departments, and duration of service and time in post, for example, show different perceptions of climate. This is illustrated by generally more positive perceptions recorded by Medical Doctors in contrast to Administrators; by Non-Nationals in contrast to Nationals; by those with longest service in MoPH; by older employees and by those with a basic salary of 400-600 rather than by the highest paid. There is a 'peak' for employees who have been in a particular post for 3-5 years.

6.3.4.

When we look at the 'Expert' Population (MEC) results, we find a significant variance from the general population (MPC) in respect of four items. These are the effect of the reporting structure on strategy implementation; pay competitiveness with similar jobs outside; promotion opportunity; and success in developing people for bigger jobs. The 'Expert' group evidently feel that realistic opportunities in MoPH are different in these particular areas. Perhaps the different scores indicate a need for improved communication on these items in particular.

6.3.5.

When we look at the <u>Top Managment Population</u> (TMC) we find this group scores higher than the general management population (MPC), in three dimensions, Organisational clarity, Management Style and Human Resource Development. When we tried to find out what are the categories that are lowest in their perceptions we found that doctors always score higher perceptions than administrators, although both professions are lower scoring than TMC. Masters degree holders perceive climate the highest and even higher than those who hold doctorates, whereas university degree holders are just average. Three departments score higher significantly, namely Public Health, Environment Protection and General Jobs, whereas another three score the lowest, namely Service Jobs, Organisation and Control and External Medical Service. Section Heads are the lowest amongst other levels, controllers are the highest and there is a positive relationship between level and Human Resource Development.

Those who are 35-40 years old have the highest score overall. Males score higher in Management Style and Human Resource Development. Service Years has a positive relation with climate with a specially high score for those who served 6-10 years; the same trend was found in respect of Years in Position.

The span of control has the highest score on those who have 1-2 subordinates; Non-Kuwaitis score lower at all the climate dimensions. In respect of salary (four types of salary) there is a positive trend with a significantly high score for those who receive 600-800 (basic), 800-1000 (social), 800-1000 (technical), 1000-1200 (total) respectively.

6.4. How the Overall Situation may be Understood, and Contributing Factors Highlighted

6.4.1.

Statistical analysis enables us to sort the wood from the trees, by identifying, which differences are significant and not likely to have occured by chance. Causal relationships remain problematic. Many researchers have tackled the relationships between behaviour, personality and environment. Kurt Lewin (1946) was one of the first; Argyris et al (1957), Levinson (1959), Katz and Kahn (1966), Andrews (1967), Litwin and Stringer (1968), Forehand (1968) and Schneider and Hall (1972) have contributed to the theory. After interactionists argued that personality variables relate to the environment and to anxiety and compulsive behaviour, Mischez (1973) emphasized cognitive social learning, and Gavin (1975), Herman et al (1975) and Newman (1975) looked at situational, biographic and demographic characteristics, the last two writers concluding that structural position variables have greater effect. In 1976 Johnston proposed climate as a joint function of situation and personality. Subsequent work (James, 1977; Schneider, 1978; Berman, 1980) has not resolved properly the question of the extent to which climate is influenced by personal or situational factors. Despite the uncertainty of causation, it is instructive to structure the MoPH data and so to gain insights into what may be occurring.

We have classified the categories as follows:

a)   Situation factors (Level, Number of subordinates, Salary, Department, Years in Position)

b)   Qualificational factors (Length of service, Education, Profession)

c)   Personal factors (Sex, Age, Nationality)

The STEPWISE analysis indicates that years of service are indicated as most significant in seven instances, nationality in four instances, department twice, age once and basic salary once.

Under the model headings above, the distribution is, therefore,

Qualificational factors	7
Sitational factors	3
Personal factors	5

Qualificational and personal factors dominate the analysis, and suggest that characteristics of the individual, and not of the situation, should be addressed first in determing targets and priorities for remedial action.

6.4.2.

Regrouping of survey items into alternative dimensions by oblique principal component cluster analysis does not produce readily distinguishable groups of items. But in half of the 46 items a formation of new dimensions could be reliable where strong coherence exists among those items. The rest of the items have been regrouped and another set of dimensions have been added, therefore the study has introduced an attempt to develop and restructure the HAY technique to be more suitable for a Kuwaiti civil service organisation.

6.5. What is Required to Bring About Significant Improvements : Recommendations for Action

6.5.1.

The pre-eminent significant qualification factor is years of service in MoPH. What lies behind this finding? Is it reasonable to expect climate perception to improve with length of service in MoPH? What are the implications for personnel practice? It is the perceptions of subordinates of the behaviour of their managers which influence their own performance. Leadership does not create motivation so much as tap the motivation possessed by individuals.

6.5.2.

MoPH management must address the findings of the survey, and examine the nature of the people, practices and policies which produced this pattern of results. Significant changes could take two to three years to implement. Feedback of results, and involvement in determining the next steps is itself a powerful method of change and development.

6.5.3.

These results are a 'snapshot' at the time of the survey: further studies are recommended to enable changes to be observed and considered.

6.5.4.

Features of MoPH revealed in the survey include:

- High pacesetting is essentially <u>reactive</u>;

- Clear goals do not have clear <u>supporting objectives</u>;

- Structure does not facilitate <u>lateral collaboration</u> and understanding;

- Whilst support from management is forthcoming, <u>greater delegation</u> is desirable;

- Jobs and talents are not perceived to be <u>adequately matched</u>, and creativity is insufficiently rewarded;

- The <u>personal</u> contribution of the individual is not measured, recognised and rewarded in relation to <u>performance</u> and accountability:

- Selection is not seen as related to <u>real ability</u> to do the job;

- <u>Compensation</u> is the area of most dissatisfaction, and <u>requires review</u>;

- <u>Long-service</u> senior management seem rather too comfortable in many respects;

- The role and status of <u>administrators</u> requires attention; support services do not feel that are vital to the success of the organisation or that they are appropriately rewarded compared with other technical and professional groups.

6.6. Recommendations

6.6.1. For Further Academic Research:-

It is recommended that further studies should follow this work and in particular as follows:-

1. It is a crucial role that climate analysis plays in the diagnostic process for the measurement of how personnel and management perceive their organisation's characteristics. Therefore, further research is recommended to measure the extent to which each type of factors plays a part in shaping climate, by doing so, the keys to better climate might be obtained.

2. Management practices in the developing countries needs more studies to establish a common area for the building-up of standards. It is necessary to conduct this type of research (climate analysis) on an international-regional scale. By doing so more standards will be created for each type of organisation, for instance there will be a standard climate for insurance, banking, civil service in the Arab Gulf area. The latter has already started as this study was initiated in Kuwait.

3. This study has revealed an issue that needs more consideration and attention, namely the effect of qualificational factors in the climate perception. It might be recommended to conduct a more rigorous reseach which would concentrate on these types of factors, aiming to verify the different types of qualifications in a given system, where it could reach the finding of variations of each qualificational factor's affect on the climate perception. This kind of study has not been mentioned in the literature that covered in this study.

4. It is highly recommended to study the different perceptions between the top management and other organisational levels. Such a study would enable researchers to realise the existance of a gap; such a gap has to be tackled.

6.6.2. For the Development of MoPH:-

1. It is highly recommended to consider the finding of this study as a main input for an improvement proposal to the strategy, structure, process and personnel in MoPH.

2. In particular, this study would emphasize the very crucial role that <u>individuals</u> play in the formation of climate, and more precisely their qualifications. This <u>has to be the</u> main filter for employment in MoPH and therefore, selection methods and criteria have to be improved.

3. Kuwaitis in MoPH may be the same as Kuwaitis in other civil service organisations in Kuwait, but that cannot be a strong barrier to permit the less productivitypatterns and the careless trend among them, in contrast to their non-Kuwaits colleagues.

4. Administrators are seen as a supporting staff all over MoPH and that is true, but this feeling has made them less caring, less involved in MoPH; they have less opportunity for development, training and senior posts. On the other hand, they are a major force and MoPH is built around them; tremendous efforts are required to get them to be more involved, more enthusiastic for the development of MoPH.

5. Compensation, as the lowest dimension in score needs to be improved by the introduction of the policies of:

A. The reward of performance

B. The introduction of non-cash benefits system

C. The maintainance of up-to-date information on compensation competitors

6. The formation of management information system to enhance and rationalise decision making.

7. The reconstruction of the organisation structure to facilitate lateral collaboration and understanding, and a policy-making body needs to be formed within the new structure.

8. Authority delegation is required for the allowance of creativity, and the introduction of searches to fill vacancies is required too.

APPENDIX 1

TABLE 1.5.

PROPORTIONAL MORTALITY AND LEADING CAUSES OF DEATH, BY AGE GROUP, KUWAIT, 1979

Illustration removed for copyright restrictions

Source: Vital Health Statistics Division, Ministry of Public Health, Kuwait, Annual Report, 1980.

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Table 1.8

Personnel of MoPH HQ by Departments

Department	No. of Personnel
Hospitals	14
Public Health	516
Social Health	134
D. & Tech. Dental	39
General Jobs	172
Legal Affairs	53
Financial Affairs	381
Medical Stores	287
Org. & Control	128
Environment Protec.	126
Service Jobs & Tech.	70
Transportation	126
Treatment Abroad	5
External Medical Serv.	4432*

Source: Manpower Statistics MoPH 1983

*   The figure of Exteranl Medical Service Dept., is including the workers in the health units locally

Table 1.9.

The Service Length of MoPH Personnel

Years of Service	No. of Personnel
Less than 1	2142
1-2	8235
3-5	6901
6-10	1689
11-15	1732
16-20	1609
More than 20	

Source: The Information Centre (MoPH) 1985

Table 1.10

Age Composition of MoPH Personnel

Age	No. of Personnel
Less than 20	324
20-24	2427
25-29	5242
30-34	7091
35-39	5061
40-44	3447
45-49	2974
50-54	1945
55-59	1219
More than 60	350

Source: The Information Centre (MoPH) 1985

APPENDIX 2

Figure 2.2. The HAY Eight Dimensions

Fig. 2.2

The HAY Questionnaire   **Appendix B**
Items Included in Each
of the Climate
Dimensions

Aston University

Illustration removed for copyright restrictions

Source: (G. Gordon & W. Cummins, Managing Management and Climate
Lixington Books, Mass. 1979: P. 177.)

Page removed for copyright restrictions.

APPENDIX 3

Interviewees in the Preparation Period

Of the Study

Politicians & Administrators

1. Dr. Abdul raham Al-Awady – Minister of Public Health in the State of Kuwait (access to the information of Ministry of Public Health).

2. Mr. Sulaiman Al-Duaij – State Minister of Legal and Administrative Affairs (access to the information of the Administrative situation in Kuwait)

3. Mr: Jasem Al-Kharafi – Member of Kuwait National Assembly and the Head of Economics and Financial Committee. (Later, The Minister of Economy and Finance).

4. Mr. Meshari Al-Anjari (Member of Kuwait National Assembly and the Head of Legal Committee and former Assistant Director of Kuwait Civil Service Commission. (Later The Head of Financial Committee, National Assembly).

5. Mr. Mohammed Al-Rashid, Head of Cost Analysis Department in Ministry of Public Health, Kuwait.

6. Dr. Samir Banoub, Director of Office of National Health Planning – Ministry of Public Health, Kuwait. (Later, lecturer of Public Health, Florida, U.S.A.).

7. Mr. Ali Al-Moosa, Director of Kuwait National Plan – Ministry of Planning. (Later, Director of Al-Jawhara Investment Co. Kuwait).

8. Dr. Krishnan – Ass. Director of Office of National Health Planning – Ministry of Public Health, Kuwait.

9. Dr. Pickitt – The Administration of Yale Hospital – New Haven, U.S.A.

Academics

1. Dr. D. Pheysy, Management Centre, Aston University, Birmingham, U.K.

2. Dr. Adel Al-Tabta Bae – Kuwait University – School of Law.

3. Dr. Abdulkareem Al-Khayatt – Kuwait University School of Education.

4. Mr. Abdulwahhab Al-Houti – Head of Business Administration Department in Kuwait Business Institute. (Later Director of AWQAF in Ministry of Awqaf and Islamic Affairs)

5. Dr. Travilion – Harvard School of Public Health, (U.S.A.).

6. Dr. George Silver – Yale School of Public Health (U.S.A.).

7. Dr. John Kimberly – Yale School of Organisation and Management, (U.S.A.).

And Telephone Contacts with:-

Dr. Duncan Neuhauzer - Ohio (U.S.A.).

Beckhard Associates - N. Y. (U.S.A.).

And also meetings with officials in:-

WHO (PAHO) Washington D.C. (U.S.A.).

World Bank, Washington D.C. (U.S.A.).

Appendix 3.2

THE QUESTIONNAIRE FORM
(Translated)

Dear Brother/

Between your hands an academic questionnaire, as one of the
research tools leading to a Ph.D. Degree in the Management Centre
at the University of Aston in the United Kingdom.

Please fill it in carefully, and accept the compliments of
the researcher.

Your brother,

Nasser Jasem Al-Sane

Note: The permission has been taken from the responsible
authorities in the Ministry for this.

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Do you know about the
Organisations (Ministry's)
objectives?

YES ☐   NO ☐

	1	2	3	4	5	6	7
Planning for the achievement of goals in this organisation tends to be orientated toward the long term.							
The current reporting structure effects (facilitate or hinder) implementation of the organization's strategies.							
Decisions in this organization based on adequate information.							
The Measures or yardsticks used to judge managerial performance in this organization tend to be very clear.							
The various units in this organization truly co-operate with one another.							
Open discussion of conflicts is encouraged.							
The relationship in this organization between compensation and individual performance tends to be very strong.							
Your job presents a significant challenge to you.							
Considering the work you do, your present compensation is satisfied.							
This organization is successful in developing people from within for bigger jobs.							
The systems in this organization provide a manager with the information he needs for decision making.							
Everything considered, communications in this organization tend to be extremely good.							
Overall, there are opportunities for promotion within the organization.							

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Do you know about the organiz-
ation's (Ministry's) Strategies?

YES ☐   NO ☐

	1	2	3	4	5	6	7
Goals provide a useful context for the everyday functioning of this organization?							
Managers concerning the inter-relationships of their own jobs with those of others.							
The talents of managers appropriately matched to the demands of their job.							
This organization has clear goals.							
This organization is responsive to changes in the business environment.							
This organization provides opportunities for individual growth and development.							
Managers are encouraged to innovate in their jobs.							
This organization has defined plans to meet its goals.							
You feel that you are sufficiently aware of things that are happening in other areas of the organization which might have an effect on how you do your job.							
Your pay is high compared to others in this organization with similar responsibilities.							
The various units in this organization understand each other's objectives.							
Planning for the achievement of goals in this organization tends to be complete (Through the participation of all the concerned people.							
Constructive criticism is encouraged within this organization.							

The various units in the organiz-
ation understand each other's
problems and difficulties?

Decision making in this organiz-
ation tends to be innovative.

Managers within this organiz-
ation are expected to meet demands
for high level performance.

The current reporting structure
affects (facilitate or hinder)
the achievement of the organiz-
ation goals.

Managers receive the support they
need from higher levels of manage-
ment to successfully carry through
their job responsibilities.

Managers encouraged to take
reasonable risks in their efforts
to increase the effectiveness of
this organization.

Planning for the achievement of
goals in this organization tend
to be formal (through formal
planning body and formal channels)

Managers in this organization
offered benefits which are compet-
itive with similar organizations.

Decision making in this organiz-
ation tends to be based on a long-
range view.

Managers held personally accountable
for the end results they produce or
fail to produce.

This organization is a pacesetter
amongst Kuwait Civil Service.

Communications downward to you from
above tend to be extremely good.

Decision making in this organiz-
ation tends to be fast.

When a management vacancy exists,
the search within the organization
to fill that vacancy tends to be
very broad.

The goals in this organization
are truly challenging.

	1	2	3	4	5	6	7
Vitality of this organization is high as reflected by such things as a sense of urgency and a rapid pace of activities.							
The current reporting structure to the upper level affects (facilitate or hinder) coordination of efforts.							
People in this organization are free to take independent actions that are necessary to carry out their job responsibilities.							
Managers are clear about the end results that are expected of them in their job.							
Your pay is high compared to people in other organizations in Kuwait with similar responsibilities.							

Appendix 3.3

THE QUESTIONNAIRE FORM (IN ARABIC)

بسم الله الرحمن الرحيم

الاخ الفاضل /

السلام عليكم ورحمة الله وبركاته ،،، وبعد ،

بين يديك استبيان اكاديمى عبارة عن أحد المتطلبات لاستكمال درجة الدكتوراه فى " التطوير التنظيمى " فى جامعة آستن فى المملكة المتحدة .

برجـــاء الاجابـة عليه بعنايـــة .

وتقبل خالص تحيسـات البـاحـث .

اخــــوك

ناصر جاسم المانـــع

ملاحظة :ــ

تم استئذان الجهات المختصة فى الوزارة لذلك .

⁂ كيف تصنف عمـــــــلك :

طبيــــب ☐

صيدلــــى ☐

وظيفة طبيبة مساعدة ☐

ادارى ☐

بـاحــث ☐

مهنـــدس ☐

أخرى (اذكرها من فضلك) ☐ ....

⁂ المستوى التعليمــــى :

اقل من الثانوية العامـــــة ☐

شهادة الثانوية العامـــــة ☐

دبلوم معهـــــــد ☐

شهادة جامعيـــــة ☐

ماجســـــتير ☐

دكتـــــوراه ☐

⁂ فى اى ادارة تعمـــــل ؟

⁂ ما هو مستواك الادارى :-

وكيل مســـــاعد ☐

مديـــــر ☐

مراقــــب ☐

رئيس قســم ☐

رئيس شعبـــة ☐

⁂ الســـــن :

اقل مـــن ٢٠ ☐   ٤٠ – ٤٤ ☐

٢٠ – ٢٤ ☐   ٤٥ – ٤٩ ☐

٢٥ – ٢٩ ☐   ٥٠ – ٥٤ ☐

٣٠ – ٣٤ ☐   ٥٥ – ٥٩ ☐

٣٥ – ٣٩ ☐   ٦٠ فأكثـــر ☐

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* الجنـــــــــس :

ذكـــــر ☐   انثــــى ☐

* عدد سنوات الخدمة فى الـــوزارة :

اقل من ســــــــنه ☐   ٦   –   ١٠ ☐

١ – ٢ ســنه ☐   ١١ – ١٥ ☐

٢ – ٥ ســنه ☐   ١٦ – ٢٠ ☐

أكثـــر من ٢٠ ســنه ☐

* عدد السنوات منذ ان شغلت هذا المنصــــب :

اقل من ســــــــنه ☐   ٦   –   ١٠ ☐

١ – ٢ سنــــة ☐   ١١ – ١٥ ☐

٢ – ٥ ســنه ☐   اكثر من ١٥ سنه ☐

* كم عدد الذين تتراسهـــــــــــــــم :

لا أتراس أحـــــدا ☐   ٦   –   ١٠ ☐

١ – ٢ ☐   ١١ – ١٥ ☐

٢ – ٥ ☐   ١٦ – ٢٠ ☐

أكثـــر من ٢٠ ☐

هل تعرف شيئا عن أهداف الوزارة ؟ نعم ☐   كلا ☐

– هل تعرف شيئما عن سياسات الـــــوزارة
واستيراتيجياتهــا

نعــم ☐   كــلا ☐

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	7	6	5	4	3	2	1	
2.3								ـ يوفر نظام الوزارة معلومات جيــدة للمسئول لكى يتخذ قرارا .
8.4								ـ الى أى درجة تترك الوزارة الفرصة للموظـف الذين يريد ان ينمى نفسه .
8.6								ـ تتناسب مواهب المدراء (فى جميـــع المستويات) مع متطلبات عملهم .
1.1								ـ ترتبط الاهداف بالعمل اليومى .
2.4								ـ تصدر القرارات بناء على معلومات كافية
4.5								ـ يشجع النقد البناء فى الوزارة .
1.3								ـ التخطيط لبلوغ الاهداف ينم بطريقــة رسمية .
6.4								ـ قياسا على الوزارات الاخرى تعتبر وزارة الصحة متقدمة بالنسبة لتحقيق أهدافها
7.5								ـ العلاقة بين الاداء والاجر عاليه جـدا فى الوزارة .
8.2								ـ ملء شواغر المناصب يتم بعد دراســـة مستفيضة .
5.1								ـ توجد المحاسبة الذاتية لدى المسئوليـن
6.2								. القرارات التى تصدرها الوزارة فيهــا تجديد وبعيدة عن الرتابة والروتينية .

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	7	6	5	4	3	2	1
7.2							
4.4							
3.6							
3.3							
1.5							
1.4							
6.3							
3.1							
5.3							
6.5							
7.4							
3.7							
2.5							
4.3							

الموظف

ـ قياسا على العمل الذى يؤديه/ يعتبر الراتب مجزى

ـ مدى تشجيع المسئولين لكى يبدعوا فى عملهم

ـ يوجد هناك تعاون حقيقى بين الوحدات

ـ كل الاتصالات فى الوزارة تعتبر جيدة جدا

ـ التخطيط لبلوغ الاهداف يتم بطريقة تخطيط بعيد المدى

ـ التخطيط لبلوغ الاهداف يتم بطريقة متكاملة

ـ القرارات التى تصدرها الوزارة تصدر فى أوقاتها المناسبة

ـ تتفهم أقسام الوزارة لمشاكل الاقسام الاخرى فيها

ـ نتوقع من المسئولين فى الوزارة (على مختلف المستويات) أداءا عاليا

ـ تنظيم الوزارة حيوى فى الاستجابة لأى طارىء '

ـ قياسا على المسئولين الذين فى نفس المستوى الادارى ولكن فى وزارة أخرى يعتبر الراتب مجزيا

الموظف
*. يشعر أبأنه على دراية بما يحدث فى الاجزاء الأخرى من الوزارة والتى قد تؤثر على عمله .

ـ يعتبر نظام رفع التقارير للأعلى مؤثرا (مساعدا أو عائقا) على عملية التنسيق بين الجهود .

ـ تشجع المناقشات المفتوحة حول مشاكل الوزارة .

	7	6	5	4	3	2	1
1.2							
7.3							
3.5							
8.1							
4.6							
7.1							
6.1							
5.2							
8.3							
3.4							
2.2							
4.1							
3.2							
8.5							

- تعتبر الاهداف واضحة للموظفين .

- قياسا على المسئولين الذين فى نفس المستوى الادارى فى الوزارة يعتبرالراتب مجزيا .

- تعرف الوحدات المختلفة أهداف الوحـدات الأخرى .

- بوجه عام هناك فرص للترقية فـــى الوزارة .

- الاتصالات التى تأتى من المسئوليــــن الاعلى جيدة جدا .

- يتمتع المدرا، فى الوزارة (فى مختلف المستويات) بمزايا تنافس المدرا، فى وزارات أخرى .

- تتفاعل الوزارة مع التطورات الــــتى تحدث فى مجال الادارة الصحيـــة .

- معايير تقييم الادا، واضحة جدا .

- تحرص الوزارة على تنمية العامليــــن بها وتأهيلهم لمسئوليات أكبر .

- يدر ك المسئولون للعلاقات المتداخلـــة بين عملهم وعمل الأخرين فى الوزارة .

- يعتبر نظام التقارير المعمول بــــه مؤثرا (مساعد أو معوقا) على تحقيـــق الاهداف .

- توجد صلاحيات لدى المسئولين لاتخـــاذ القرارات اللازمة لتحمل مسئولياتهم .

- الاتصالات بين الموظف وبين المسئولين الاخرين الذين فى نفس المستوى تعتبر جيدة جدا .

- يعتبر عمل الموظف الحالى تحدى لقدراته .

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	7	6	5	4	3	2	1	
1.6								توجد هناك خطط محددة لتحقيق الاهداف
2.1								يعتبر نظام التقارير المعمول بـــه مؤثرا (مساعد أو معوقا) على تنفيــذ الاستيراتيجيات .
5.6								يدرك المسئولون (فى مختلــــــــف المستويات) النتائج النهائيـــــة المطلوب منهم الوصول اليها فـــــى عملـهم .
4.7								يجد المسئولون دعما من الادارة الأعلى لكى يتحملوا مسئولياتـهم ويقومـــــوا بواجباتـهم .
4.2								يوجد هناك تشجيع للمسئولين لاتخــاذ قرارات جريئة ومخاطرة من شأنهـــــا زيادة فعالية عملهم .
5.4								تعتبر أهداف الوزارة طموحة .

بسم الله الرحمن الرحيم

Ministry of Public Health

P. O. Box No. (5)

KUWAIT - ARABIAN GULF

CABLES : HEALTH KUWAIT

Telex No. { Administration 2729 / Financial Dept. 2291 / Medical Stores 2745

A copy of the covering letter from the Under Secretary
of MoPH for the measurement of MEC

Reference...............................

Date...............................

وزارة الصحة العامة

ص،ب (٥)

الكويت – الخليج العربي

برقياً : صحة الكويت

تلكس رقم { الوزارة ٢٧٢٩ / المالية ٢٢٩١ / المستودعات ٢٧٤٥

الرقم و.ف./٥٣/ـ ١١٠

التاريخ ١٩٨٢/١١/٢٠

السيد الفاضل الدكتور/ طارق فهد العبدالجادر   المحترم
الوكيل المساعد للشئون الفنية

تحية طيبة وبعد ..

تقدم السيد ناصر جاسم الصانع الاستاذ بقسم ادارة الاعمـال
والمدير المساعد للشئون العلمية فى المعهد التجارى يطلب فيــه
مراجعة النسخة المرفقة طيه .

برجاء مراجعة اراء السادة الاخرين لابداء رأيكم كما يرجـى
الاجابة من جديد على نسختكم الاصلية باستخدام حبر مختلف اللــون
فى الاجابة الاولى ، علما بأن الاجابات النهائية ستشكل الوضـع
التنظيمى الذى يجب أن: يسود ، مرفق لحضرتكم طيه نسخة من كتــاب
السيد الباحث المذكور .

آملين أن: يصل ردكم للسيد الوكيل المساعد للشئون الفنيـــة
فى موعد أقصاه اسبوع .

شـــاكرين لكم حســن تعاونكم .

وتفضلوا بقبول فائق الاحترام ،،

وكيل وزارة الصحة العامة
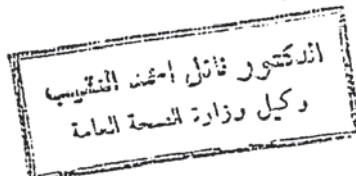
الدكتور نائل امين المشوب
وكيل وزارة الصحة العامة

MANAGEMENT CENTRE

Nelson Building, Gosta Green, Birmingham B4 7DU
Telephone: 021-359 3011 Ex.   Telex: 336997
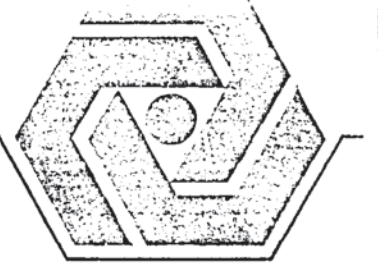
Appendix 3.4.2

A copy of the Second covering letter signed by the
researcher for the measurement of MEC

<div dir="rtl">

بـسـم اللـــه الـرحمـن الـرحيـم

السـيــد المحتـرم

Your Ref

Our Ref   السـلام عليكـم ورحمـة اللــه وبـركـاتـه

Date

وبعـــــد

اقــوم شخصيـا باعـداد بحـث لنيـل درجة الـدكتـوراه في التطـويـــر
الاداري في جامعة استـن بـالمملكة المتحدة وقد انهيت بعون اللـه المرحلة
الاولـى من البحـث الميـداني حيـث قمت بتـوزيـع استبيـان في شهر فبرايـــر
١٩٨٢ على عدد من مسوّولـي الـوزارة وفرغت نتـائجه ٠

وقد بـدات حاليـا بـالمرحلـة الثانيـة من البحـث الميـداني وهـــي
" العمل على تحديد المناخ التنظيمي القيـاسي لجهاز الوزارة " او بعبـارة
اخرى ، الاجابة على السوٴال التـالي :

اذا اخذنا بعين الاعتبار امكانيات الوزارة وقوانين الدولــة
والموٴشرات الاجتماعية والنفسية في المجتمع على الادارة والحالــــة
السيـاسية والاقتصادية في الكويت ٠٠ فمـا هـو (الوضع) التنظيمــي
الذي يجب ان يكون عليه جهاز الوزارة ؟

وقد قمت بـاختيـاركم كـاحد الخبـراٴ في الـوزارة وذلك بترشيـح مـن
سعـادة الوزيـر وذلك للاجابة على الاسئلة المرفقة بدقة وعناية وفـــــق
الملاحظات التـاليــة : ـ

١) يرجى العلم عند اجابتك بـانك لاتقيّم الوزارة (فان ذلك مكانـــه
جـزٴ اخر من البحـث) وانمـا تحاول ان تضع رايك فيمـا يجـب ان
يكون عليه تنظيـم الوزارة ٠

٢) ضـع علامة امام درجة قبولك لكل عبـارة لكي تكون مقيـاسا نقيـــس
فيـه الوضع التنظيمي القـائم علمـا بـان الدرجة رقم (٧) تعنـــي
القبول الكلي للعبارة وبشدة والـدرجة (١) تعني الرفض المطلـــق،

</div>

وما بينهما من درجات تمثل القبول بدرجات متفاوتة .

وكمثال على ذلك :-

العبارة : تنظيم الوزارة حيوي في الاستجابة لاي طارئ

الحالة الاولى :

عند وضعك علامة (✓) تحت رقم (٧)

فان ذلك يعني انك تعتقد ان تنظيم الوزارة يمكن
ان يعدل(وفق امكانياته الحالية) بحيث يتمكن من
الاستجابة لاي طارئ بدرجة عالية جدا

الحالة الثانية :

عند وضعك علامة (✓) تحت رقم

(١) فان ذلك يعني انك تعتقد ان تنظيم الوزارة لا
يمكن ان يعدل (وفق امكانياته الحالية) بحيث
يتمكن من الاستجابة لاي طارئ

الحالة الثالثة :

عند وضعك علامة ( ) تحت اي رقم

(٢) او (٣) او (٤) او (٥) او (٥) او (٦) فان
ذلك يعني انك تعتقد ان تنظيم الوزارة يمكن
ان يعدل (وفق امكانياته الحالية) بحيث يتمكن
من الاستجابة لاي طارئ حسب الدرجة التي وضعتها
(٢ او ٣ او ٤ ٠٠٠ الخ)

٠٠٠٠ وهكذا

٧	٦	٥	٤	٣	٢	١
✓						
						✓
	✓	✓	✓	✓	✓	

٣) يرجى كتابة السبب او الاسباب التي استندت عليها في وضع الدرجة

٤) يرجى الاجابة منفردا دون الاستعانة باي زميل اخر الا من بـــــاب
المعلومات المجردة التي تعين على الاجابة

٥) ستجمع الاجابات كلها ثم يعاد توزيعها بحيث يستلم كل خبير نسخـــة
من جميع الاراء

٦) بعد قراءة تلك الاراء يعيد اجابة نفس الاسئلة لعله يغير شيئا مـن
ارائه في النهاية فيضع رايه النهائي بعد ان استمزج اراء جميـــع
زملائه وتكون نهاية المحصلة النهائية هي " المناخ التنظيمـــــي
الذي يجب ان يكون في تنظيم وزارة الصحة في دولة الكويت " وعندئذ

يكون من السهل جدا على الباحث ان يقارنه " بالمناخ التنظيمي السائد " الذي سبق قياسه بحيث يتمكن من معرفة الثغرات الواجب ملوءها .

٧) بطبيعة الحال فانه كلما تقاربت الاجابات في المرة الثانية (بعد قراءة اراء الاخرين) فان ذلك يساعد على سهولة تحديد " المناخ القياسي (الذي يجب ان يكون) "

ختاما املي في ان تتعاون معي وذلك بافراغ كل خبرتك في جهاز الوزارة من خلال اجابتك في المرة الاولى والثانية وبدقة وعناية ، برجاء العلم بان تسليم الاجابات واستلامها سيتم من خلال مكتب السيد وكيل الوزارة المساعد للشوءون الفنية د. طارق عبد الجادر وباشرافه شخصيا وتسلم الاجابة الاولى في موعد اقصاه اسبوع من تاريخ استلام هذه الرسالة .

وتقبل خالص تحيات الباحث والشكر مقدما

اخوك الباحث

ناصر جاسم عبد الله الصانع

أخي الفاضل / أختي الفاضلة :

* عرض للنتائج العامة *

سيكون لـرأيك ان شا• اللـه دور كبير ومؤثر في صياغة مصار البحث •

شكرى مقدما وأملي في تجاوبك معي كبير برجا• ارسـال

الـرد في موعد لايتجاوز السادس من اكتوبـــر ١٩٨٣/١٠/٦

على العنوان التالـــــي :-

أخـــوك

ناصر جاسم الصانـــــع

N. J. AL - SANE
12 FAIRLIF CRESCENT
BIRMINGHAM B 38.
ENGLAND

أولا : الوضوح التنظيمــــــــــي : (المتوسط المثالث ٦٩ر٥)

١ - من حيث المهنـــــة :

اتضح أن أكثر المهن تتمتع بدرجة أعلى من الوضوح التنظيمــي هم المهندسون ولكن نظرا لصغر حجمهم في العينة (٢ فقط) لذلــــك فلا يمكن تعميم هذه النتيجة على هذه المهنة ولكن المهنة التي تليها هي الأطباء ، حيث بلغ متوسط الوضوح لديهم (٢ر٥) وعددهم ١٧ طبيبــا يشغلون مراكز ادارية في الادارات المركزية في الوزارة يلي ذلـــــك الاداريون حيث بلغ متوسط الوضوح لديهم (- ر٥) وعددهم (٥٤) اداريا .

والتساؤلات هنــــــــــا :

أ - هل تتوقع مثل هذه النتيجة ، وعلى الرغم من أن تفوق الأطبــاء ، على الاداريين يكاد يكون بنسبة ضئيلة (٢ر٠) فقط الا أنــــــه ليس أقل من الاداريين على كل حال ، فما تفسيرك لذلك .؟

ب - ان الاطباء والاداريون معا قد أحرزوا نتائج أقل من المســــتوى المثالي (٦٩ر٥) فما هو تفسير ذلك ؟

ج - هل هناك مايوصى به في هذا الشأن ؟

٢ - من حيث المستوى التعليمـــــــي :

يتضح أن أكثر الفئات في الوضوح التنظيمي أولئك الذين يحملون شهادات الماجستير حيث بلغ متوسط الوضوح التنظيمي لديهم (٥ر٥) وعددهم ١٨ مسئولا وتليهم بالتساوى فئتان هم حملة شهادة الدكتـــــوراه بمتوسط (٤ر٥) وعددهم ١٢ مسئولا ويليهم أولئك الذين يحملـــــون دبلوم معهد متوسط (١ر٥) وعددهم ٨ ويليهم بعد ذلك بالتســــاوى فئتان هم حملة الشهادة الجامعية بمتوسط (٨ر٤) وعددهم (٣٤) وحملة شهادة الثانوية العامة بمتوسط (٨ر٤) وعددهم (٨) ، وهاتيـــــن الفئتين الأخيرتين تعتبران أقل الفئات من حيث الوضوح التنظيمي .

لقد اتضح أن أعلى الاداراءت في الوضوح فهي ادارة الوظائـــــــف العامة بمتوسط (٨ر٥) وعدد المسئولين فيها (٧) تليها ادارتـــان متساويتان هما : ادارة حماية البيئة بمتوسط (٦ر٥) وعدد المسئولين فيـها (٥) وادارة الصحة العامة والتخطيط بمتوسط (٦ر٥) وعـــــدد المسئولين فيها (٧) ٠

وقد اتضح أن أقل الاداراءت في درجة الوضوح التنظيمي هـــــــي ادارة وظائف الخدمات والحرفيين حيث بلغ متوسط الوضوح (٤ر١) وعدد المسئولين الذين اشتركوا في البحث بها (٨) وتليها ادارة التنظيم والرقابة حيث بلغ المتوسط (٤ر٢) وعدد المسئولين (٨) أمـــــا الادارة الثالثة من حيث قلة الوضوح التنظيمي فهي ادارة الخدمـــات الطبية الخارجية حيث بلغ المتوسط (٤ر٦) وعدد المسئولين فيهـــا (٧) ويلي ذلك الادارة المالية حيث بلغ متوسط الوضوح (٤ر٧) وعدد المسئولين فيها (٢٣) مسئولا ٠

٤ ــ من حيث المستوى التنظيمـــــــــي :

يتضح لدينا أن الوضوح التنظيمي يكاد يكون متقاربا مابيـــــــن مدراء الاداراءت والمراقبين ورؤساء الأقسام حيث أن متوسط الوضـــــوح لدى المراقبين بلغ (٥ر٢) وعددهم (١١) بينما بلغ المتوســـــط لدى المدراء (٥ر١) وعددهم (١٢) أما لدى رؤساء الأقسام فقـــــد بلغ (٥ر-) وعددهم (٥١) رئيس قسم ٠

أ ــ ماهو تفسير هذه الظاهرة ؟ حيث أنه يفترض أن الوضوح يـــزداد كلما ازداد المستوى التنظيمي ولكن الحالة هنا لاتعكس هـــــذه الفرضية ٠

ب ــ وعلى الرغم من التقارب بين المسئولين مهما اختلفت مستوياتهــم التنظيمية الا أنه يلاحظ وجود فرق طفيف يتفوق فيه المراقبـــون على المدراء في الوضوح ٠٠٠ ماتفسيرك لذلك ٠

٥ - من حيـــــث الســـــــن :

يتضح أنه لكما ازداد السن كلما ازداد الوضوح التنظيمـــــي الا أن هناك ظاهرة ملفتة للنظر وهي تميز الفئة العمرية مابيـــــن ٣٥ ـ الى أقل من ٤٠ سنة حيث بلغ متوسط الوضوح لديهم (٨ر٥) وهي نسبة تفوق الفئتين العمريتين اللتين تليها وهما فئة مابين ٤٠ الى أقل من ٤٥ حيث بلغ المتوسط (٢ر٥) بعدد (١١) وفئة مابيــــن ٤٥ ـ الى أقل من ٥٠ حبث بلغ المتوسط (٢ر٥) بعدد (١١) بـــــل انها تكاد تكون قريبة جدا من أكبر الفئات عمرا وهي فئة مافـــوق الخمسين سنة التي بلغ متوسطها (٩ر٥) وعدد أفرادها (٧) .

أ ـ ماهو تفسير بروز فئة العمر مابين ٣٥ الى أقل من ٤٠ .

ب ـ ماهو تفسير العلاقة الطردية بين السن والوضوح التنظيمي .

٦ ـ من حيث الجنـــــــــــس :

على الرغم من الفرق الشاسع في العدد مابين جنس الذكـــــــور والبالغ عددهم (٨٠) وجنس الاناث والبالغ عددهم (٥١) الا أن نتيجة الوضوح التنظيمي متساوية تماما مابين الجنسين حيث بلغت (١ر٥) .

أ ـ هل تعتبر هذه النتيجة متوقعــــــــة ؟

ب ـ ماهو تفسير ذلــــــــــــــــك ؟

٧ ـ من حيث عدد سنوات الخدمة في الوزارة :

تكاد تكون العلاقة طردية مابين مستوى الوضوح التنظيمي وعــــــــدد سنوات الخدمة في الوزارة ولكن هناك ظاهرتان : الأولى هي ثبـــــات متوسط الوضوح التنظيمي في فئتين مابين ١١ الى ١٥ حيث بلغ متوسطها (٤ر٨) وعددهم (١١) وفئة مابين ١٦ ـ ٢٠ سنة حيث بلغ متوسطهـــا (٤ر٨) وعددهم (١٠) .

الظاهرة الثانية هي الارتفاع الطفيف لفئة ذوى الخدمة مابيــــن ٦ ـ ١٠ سنوات حيث بلغ متوسطها (٥ر٥) وعددهم (١٩) أى بزيــــادة

مقدارها (٢ر٠) في الوضوح التنظيمي عن الفئتين اللتين تليانها .

٧ ـ ماهو تفسيرك لهاتين الظاهرتين ؟

٨ ـ عدد السنوات في المنصـــــــــــب :
_____

أيضا تكاد تكون العلاقة طردية بين عدد السنوات في المنصــب
ومستوى الوضوح التنظيمي ماعدا ظاهرتين : ـ
الأولى هي انخفاض الوضوح التنظيمي لدى فئة من أمضوا ٦ ـ ١٠ سنوات
في المنصب حيث بلغ (٦ر٤) وعددهم (١٧) عن أولئك الذين أمضـــوا
٣ ـ ٥ سنوات في المنصب حيث بلغ (٦ر٥) وعددهم (٢٤) .
أما الثانية فهي انخفاض الوضوح لدى أولئك الذين أمضـــــــوا
أكثر من ١٥ سنة حيث بلغ المتوسط (٥ر٥) وعددهم (١٣) بالمقارنــة
مع فئة من أمضوا ٢ ـ ٥ سنوات في المنصب بمنوسط (٦ر٥) وعدد (٢٤)
أ ـ هل كنت تتوقع أي من هاتين الظاهرتين .
ب ـ ماهو تفسيرك لهـــــا ؟ .

٩ ـ من حيث عدد المرؤوســـــــــــــين :
_____

من النتائج يتضح لدينا أن أولئك الذين يرأسون من ١ ـ ٢ مرؤوس
هم أكثر الفئات من حيث متوسط الوضوح التنظيمي حيث بلغ (٥ر٥)
وعددهم (٦) بينما يليها في مستوى الوضوح التنظيمي فئتان هــــم
من يرأسون من ٦ ـ ١٠ مرؤوسين حيث بلغ المتوسط (٣ر٥) وعددهــــم
(١٩) وفئة من يرأسون من ١٥ ـ أقل من ٢٠ حيث بلغ المتوســـط (٣ر٥)
وعددهم (٧) .
أما أقل الفئات في مستوى الوضوح التنظيمي فهي أولئك الذيــــن
يرأسون من ٣ ـ ٥ مرؤوسين حيث بلغ المتوسط (٤ر٤) وعددهم (١١) .
أ ـ ماهو تفسيرك لهذه الظواهـــــــر .

يتضح من النتائج أن أولئك الذين لايحملون البنسية الكويتية أحرزوا متوسطا في الوضوح التنظيمي أعلى من الذين يحملون الجنسية الكويتية حيث بلغ المتوسط لدى غير الكويتيين (٥ر٥) وعددهم (٢٢) بينما بلغ لدى الكويتيين (٤ر٩) وعددهم (٣٤) أى بفارق قدره (٥ر٦) وهذه ظاهرة ملفتة للنظر وجديرة بالدراسة .

أ ــ هل كنت تتوقع مثل هذه النتيجــــــــــــة .

ب ــ ما هو تفسيرك لهـــــــــــــــــــــــــــا .

١١ ــ من حيث المرتب الأساسي :

يلاحظ أن أولئك الذين يتراوح مرتبهم الأساسي مابين ٦٠٠ ــ ٨٠٠ دينار يحرزون أعلى المتوسطات في الوضوح التنظيمي حيث بلغ (٥ر٥) وعددهم (٢٦) يليهم أولئك الذين يتراوح مرتبتهم مابين ٤٠٠ الى ٦٠٠ دينار حيث بلغ (٥ر٥) وعددهم (٣١) ، وتبقى الفئات الأخـــــرى من حيث المرتب الأساسي صغيرة إحصائيا .

أ ــ هل هذه النتيجة متوقعة في نظــــرك ؟

ب ــ ما هو سبب ارتفاع متوسط الوضوح التنظيمي لدى أولئك الذيــن تتراوح مرتباتهم الأساسية مابين ٦٠٠ ــ ٨٠٠ عن أولئك الذيــن يقلونهم في المرتب الأساسي ؟ .

١٢ ــ من حيث الراتب الأساسي والعلاوة الاجتماعية :

ان أعلى الفئات في متوسط الوضوح التنظيمي هي فئة أولئـــــك الذين يتراوح مرتبهم الأساسي مضافا اليه العلاوة الاجتماعيـــــة من ٨٠٠ ــ ١٠٠٠ دينار حيث بلغ (٤ر٥) وعددهم (١٧) تليهم فئــة من بلغ ذلك المرتب عندها من ٦٠٠ ــ ٨٠٠ دينار بمتوسط (٣ر٥) وعدد (٤٠) يليهم فئة أولئك الذين يتراوح ذلك المرتب عندهم مابيـــن ٤٠٠ ــ ٦٠٠ دينار بمتوسط (٤ر٩) وعدد (٨) .

١٣ - من حيث المرتب الأساسي ،لأساسي مضافا اليه العلاوة الاجتماعية والعلاوة الفنيـــــــــــة :

يتضح أن أعلى الفئات من حيث الوضوح التنظيمي هي فئة مـــــن بلغ ذلك المرتب عندهم مابين ٨٠٠ ــ ١٠٠٠ دينار بمتوسط (٥ر٧) وعدد (٢٦) تليها فئة من ٦٠٠ ــ ٨٠٠ دينار بمتوسط (٥ر٢) وعدد (٢٨) تليهم بعد ذلك فئتان متساويتان في المتوسط وهما فئة من ٤٠٠ ــ ٦٠٠ دينار بعدد (٧) وفئة من ١٠٠٠ ــ ١٢٠٠ دينار بعدد (٥) بمتوسـط مقداره (٤ر٧) ٠

أ - هل تتوقع ذلـــــــك ؟

ب - ما تفسيرك لهذه التباينات ؟

١٤ - من حيث المرتب الاجمالــــــــــــــــي :

يتضح من النتائج أن أكثر الفئات من حيث متوسط الوضـــــــــوح التنظيمي هي فئة الذين بلغ مرتبهم الاجمالي مابين ١٠٠٠ ــ ١٢٠٠ دينار بمتوسط (٥ر٦) وعدد (١١) أما أقلهم فهي فئة أولئك الذين بلـــــغ مرتبهم الاجمالي مابين ٤٠٠ ــ ٦٠٠ دينار بمتوسط (٤ر٧) وعدد (٧)؛ الا أن الملفت للنظر في هذه الجزئية أن من بلغ مرتبهـــــــــــم الاجمالي مابين ١٢٠٠ ــ ١٤٠٠ وعددهم (٧) ينخفض متوسط الوضـــوح التنظيمي الى متوسط (٥ر٢) بما يقل عن الفئة التي تسبقهم وتقـل مرتباتهم عنهم بمعدل ٢٠٠ دينار ومتوسط (٠ر٤) وذلك مما لايتســـق مع العلاقة الطردية بين المرتب الاجمالي والوضوح التنظيمي ٠

ملاحظات عامـــــــــة :

١ - أن جميع من تمت مقابلتهم هم من المسئولين الذين يتراوحون ما بيـــــــن رئيس قسم ومدير ادارة ٠

٢ - هناك بعض الفئات لم يتطرق لها التحليل وهي التي :ــ

ــ اما أن تكون عدد الحالات فيها أقل من ٥ وهو عدد ضئيل بالنسبة لمجتمع البحـــــــث ٠

٢٥٨

- وإما أن يكون مستوى الوضوح لديهم لم يصل لدرجة الانخفاض الملحوظ أو الارتفاع الملحوظ أيضا .

٣ - يلاحظ أن عدد الحالات في كل فئة تقريبي نظرا لعدم تساوى من أجابـــوا على كل ســـؤال .

ثانيا : نمـــط الادارة :(ويبلغ المعدل المثالي لنمط الادارة ٤٦ره)

١ - من حيث المهنـــــة :

يلاحظ أن الأطباء الذين يشغلون مناصب ادارية يرون أن نمط الادارة فـــي الوزارة يستحق درجة أعلى مما يراه الاداريون حيث يبلغ متوسط نمـــط الادارة لدى الأطباء (٢ر٥) وعددهم (١٧) بينما لدى الاداريين (٤ر٩) وعددهم (٥٨) أى بفارق مقداره (٣ر٠) .

أ - لماذا يرى الأطباء أن نمط الادارة في وزارة الصحة عال بينمــــا لا يرى ذلك الاداريون .

ب - ماسبب الفرق مابين المتوسط المثالث ومتوسط الأطباء والاداريـــون بوجه عام .

٢ - من حيث المستوى التعليمـــي :

يلاحظ أن أولئك الذين حصلوا على الثانوية العامة والذين لم يحصلـــوا عليها يرون أن نمط الادارة في الوزارة منخفض بدرجة أقل من جميـــع الفئات الأخرى حيث جعلوه بمتوسط مقداره (٤ر٧) وعددهم مجموعين (٢٢) مسئولا .

أما الحاصلين على شهادة الماجستير فهم الفئة التي تعطي نمـــط الادارة أكبر تقدير بمتوسط (٣ره) وعدد (١٨) ويتساوى بعد ذلـــك الحاصلون على شهادة جامعية وعددهم (٣٥) والحاصلون على شهادة الدكتوراه وعددهم (٥) بمتوسط واحد وهو (١ره) .

أ - هل تتوقع هذه النتائـــــج ؟

ب - ماهو تفسيرك لهـــــــا .

٣ ‑ من حيـــث الادارات :

يرى المسئولون العاملون في ادارة الصحة العامة والتخطيط ان نمـط الادارة في الوزارة يتمتع بدرجة تفوق تلك التي يراها المسئولـــون العاملون في أى ادارة أخرى (ماعدا تلك الادارات التي لها تمثيـل صغير احصائيا) وذلك بمتوسط مقداره (٥ر٤) وعدد (٦) ويليهـــم بالترتيب المسئولون في ادارة حماية البيئة بمتوسط مقداره (٥ر٣) وعدد (٥) بينما يعتبر المسئولون في ادارتي التنظيم وادارة وظائـف الخدمات ان نمط الادارة منخفض بدرجة حيث يبلغ المتوسط الذى قـدروه (٤ر١) ويبلغ عدد المسئولين في ادارة التنظيم (٥) وفي ادارة وظائف الخدمات (١٠) .

أ ‑ ماهو سبب التقدير المنخفض الذى أعطاه المسئولون في ادارة التنظيم ووظائف الخدمات والذى يقل عن النمط المثالي بفارق (١ر٥) درجة بالمتوسط .

ب ‑ ماهو سبب رضا�٠ المسئولين في ادارة الصحة العامة والتخطيـــط بدرجة تفوق الادارات الأخرى .

٤ ‑ من حيث المستوى التنظيمـــي :

ان المسئولين بدرجة مراقب يرضون عن نمط الادارة في الوزارة بدرجـة تتطابق مع النمط المثالي (٥ر٦) وعددهم ١٢ مراقب ويقل عنهم بقليـل المدرا�٠ حيث يعطون نمط الادارة في الوزارة متوسطا مقـــداره (٥ر٤) وعددهم (١٢) مديرا أما الأقل رضا عن نمط الادارة فهم رؤسـا�٠ الأقسام حيث يقدرونه بـ (٤ر٩) وعددهم (٦٣) رئيس قسم أى بفـارق مقداره (٠ر٧) عن النمط المثالي .

أ ‑ ماهو سبب تطابق نمط الادارة المثالي مع نمط الادارة من وجهــة نظر المراقبين ؟

ب ‑ ماهو سبب انخفاض نمط الادارة في نظر الفئة التي تمثل أغلبيـة المسئولين وهي فئة رؤسا�٠ الأقسام ؟

٥ – من حيث السن :

يتضح من النتائج أن فئة المسئولين الأصغر سنا وهي فئة الأعمار مابين
٢٠ – أقل من ٢٥ أقل الفئات رضا١٠ عن نمط الادارة في الوزارة بمتوسط
(٣٫٩) وعددهم (٨) أى بفارق عن النمط المثالي قدره (١٫٧) .

بينما تستمر العلاقة طردية مابين مستوى الرضا١ عن نمط الادارة
والسن ماعدا انخفاضها في فئة السن مابين ٤٠ – الى أقل من ٤٥ حيث
بلغ المتوسط (٥٫٣) بعدد (١١) مسئول .

أ – ماهو تفسير هذه العلاقة الطردية .

ب – ماهو سبب انخفاض درجة الرضا١ عن نمط الادارة في فئة
٤٠ – أقل من ٤٥ ومخالفتها للاتجاه العام في العلاقة الطردية .

٦ – من حيث الجنس :

على الرغم من التفوق العددى للذكور على الاناث الا أن الذكور يبدون
راضين عن نمط الادارة في الوزارة بدرجة أكبر من الاناث حيث بلغ
المتوسط للذكور (٥٫١) بعدد (٨٣) بينما بلغ المتوسط للاناث (٤٫٧)
بعدد (٥) .

أ – ماسبب وجود فارق مقداره (٠٫٩) بين النمط المثالي ونمط
الادارة في نظر الاناث .

ب – ماسبب الفرق بين متوسط تقدير الذكور عن الاناث .

٧ – من حيث عدد سنوات الخدمة في الوزارة :

تبدو العلاقة طردية بوجه عام مابين عدد سنوات الخدمة في الــوزارة
والرضا١ عن نمط الادارة ماعدا ظاهرتين :–
الأولى هي المتوسط العالي للرضا١ عن نمط الادارة لدى فئة أولئـــك
الذين خدموا في الوزارة من ٦ – الى أقل من ١١ سنة وهو (٥٫١) بعدد
(١٩) .

أما الثانية فهي تقارب المتوسط بين فئتين هما فئة من خدمتهم مـــن
٣ – أقل من ٥ وعددهم (١٣) بمتوسط (٤٫٧) وفئة من خدمتهم مـــن
١٠ – الى أقل من ١٦ وعددهم (١١) بمتوسط (٤٫٦) .

أ ـ ماسبب العلاقة الطر ـيـــــــــة .

ب ـ ماسبب المتوسط العالي لفئة ٦ ـ أقل من ١١ سنة .

جـ ـ ماسبب ـلتقارب المذكور أعلاه مما يتنافى مع الطردية .

٨ ـ عدد السنوات في المنصــــــــب :

تسير العلاقة طرديا أيضا مابين ماعدد السنوات في المنصب والرضـــــا .
عن نمط الادارة في الوزارة ماعدا ظاهرة واحدة في فئة أولئك الذيـــن
أمضوا مابين ٣ ـ ٥ سنوات في المنصب وعددهم (٢٤) حيث تفوق فــــي
متوسطها (٥ر٧) الفئة التي تليها وهم مابين ٦ ـ ١٠ سنوات بعـــــدد
(١٧) والتي بلغ متوسطها (٤ر٩) .

وبطبيعة الحال ينخفض متوسط الرضا . عن نمط الادارة لدى أقـــــل
الفئات في عدد سنوات شغل المنصب وهي لأولئك الذين يقل شغلهم للمنصب
عن سنة واحدة بمتوسط قدره (٤ر٢) وعدد (٦) .

أ ـ ماسبب العلاقة الطرديـــــــــة .

ب ـ ماسبب الظاهرة المذكورة أعــــلاه .

جـ ـ ماسبب الانخفاض في الفئة الأولى لدرجة وجود فارق في المتوســــط
عن النمط المثالي مقداره (١ر٤) .

٩ ـ من حيث عدد المرؤوســـــــــــين :

تعتبر فئة أولئك الذين يرأسون ٦ ـ ١٠ مرؤوسين أعلى الفئات رضـــا .
عن نمط الادارة في الوزارة بمتوسط (٥ر٤) وعددهم (١٩) وتتســـاوى
معها فئة الذين يرأسون من ١ ـ ٢ وعددهم (٦) .

ببنما تعتبر أقل الفئات رضا . عن نمط الادارة فئة الذين يرأسون
من ٣ ـ ٥ مرؤوسين بمتوسط قدره (٤ر٥) وعدد (١٢) مسئولا تليهـــا
فئة الذين يرأسون ١٥ ـ ٢٠ بمتوسط (٤ر٦) وعدد (٧) مسئولين .

أ ـ ماسبب تميز الفئتين (٦ ـ ١٠) ، (١ ـ ٢) بالدرجات الأعلــــى
من الرضا . عن نمط الادارة .

ب ـ ماسبب تميز الفئتين (٣ ـ ٥) ، (١٥ ـ ٢٠) بالدرجات الأدنـــى
من الرضا . عن نمط الادارة .

١٠ - من حيث الجنسية :

تتبين من النتائج رضاء غير الكويتيين عن نمط الادارة أكثر من رضاء الكويتيين حيث بلغ متوسط رضاء غير الكويتيين (٥ر٤) وعدد (٣٥) بينما بلغ عند الكويتيين (٩ر٤) وعدد (٣٤) .

أ - ماسبب هذه الظاهرة والتي تكررت الان للمرة الثانية بعد الوضوح التنظيمي .

ب - ماسبب الفارق (٧ر٠) بين متوسط النمط المثالي (٦ر٥) ومتوسط رضاء الكويتيين عن النمط (٩ر٤) .

١١ - من حيث المرتب الأساسي :

تتركز أغلبية المسئولين في فئتين الفئة الأولى أولئك الذين يتراوح مرتبهم الأساسي مابين ٤٠٠ - ٦٠٠ دينار ومتوسط رضائهم عن نمط الادارة (٥ر٥) أما عددهم فهو (٢٤) أي بفارق (٦ر٠) عن النمط المثالي أما الفئة الثانية فهي خاصة بأولئك الذين يتراوح مرتبهم الأساسي مابين ٦٠٠ - ٨٠٠ دينار حيث يبلغ المتوسط لديهم (٥ر٥) بعدد (٢٩) .

أ - ماسبب الاقتراب الشديد لمتوسط من بلغ مرتبهم الأساسي ٦٠٠ - ٨٠٠ دينار حيث بلغ (٥ر٥) بينما المثالث (٦ر٥) .

ب - ماسبب تركز العدد الأكبر من المسئولين في هاتين الفئتين .

١٢ - من حيث المرتب الأساسي مضافا اليه العلاوة الاجتماعية :

يتركز أغلبية المسئولين في الفئات الثلاث الأولى :

الفئة الأولى   : (٤٠٠ - ٦٠٠) بمتوسط رضاء عن نمط الادارة   (٤ر٧)
وعدد (٩) .

الفئة الثانية   : (٦٠٠ - ٨٠٠) بمتوسط رضاء عن نمط الادارة   (٢ر٥)
وعدد (٤١) .

الفئة الثالثة   : (٨٠٠ - ١٠٠) بمتوسط رضاء عن نمط الادارة   (٣ر٥)
وعدد (١٧) .

وهذا يمثل علاقة طردية .
أ - ماهو تفسيرك للعلاقة الطردية .
ب - ماهو سبب الفرق (٩ر٠) مابين نمط الادارة المثالي ونمط الادارة لدى الفئة الأولى .

١٢ ــ من حيث المرتب الأساسي مضافا اليه العلاوة الاجتماعية والعلاوة الفنية :

يتضح أن هناك علاقة طردية بوجه عام مابين ذلك المرتب والرضــــــا عن نمط الادارة ماعدا استثناء واحد هو افئة من بلغ ذلك المرتب عندهـم مابين (١٠٠٠ ــ ١٢٠٠) دينار الذى بلغ متوسط (٨ر٤) وعدد (٥) عن الفئة التي تسبقه وهم مابين ٨٠٠ ــ ١٠٠٠ دينار الذى بلغ المتوسـط (٥ر٥) وعدد (٢٦) .

كما تتساوى فئة (١٠٠٠ ــ ١٢٠٠) مع فئة (٤٠٠ ــ ٦٠٠) التـــي عددها (٨) في نفس المتوسط وهو (٨ر٤) .

أ ــ ماهو تفسيرك للعلاقة الطرديـــــة .

ب ــ ماهو سبب ذلك الاستثنـــــــاء .

جـ ــ ماسبب تساوى فئتــــــا ٤٠٠ ــ ٦٠٠ و ١٠٠٠ ــ ١٢٠٠

١٤ ــ من حيث المرتب الاجمالـــــــــــــي :

أيضا يتضح أن العلاقة هنا طردية ماعدا استثناء واحدة لفئة من بلــغ مرتبهم الاجمالي مابين ١٢٠٠ ــ ١٤٠٠ دينار بمتوسط (٣ر٥) وعـــــدد (٧) حيث انخفض عن الفئة التي تسبقه (١٠٠٠ ــ ١٢٠٠) والتي بلــغ متوسطها (٥ر٥) وعددها (١١) .

أ ــ ماهو تفسيرك للعلاقة الطرديـــــة .

ب ــ ماهو تفسيرك لذلك الاستثنــــــاء .

جـ ــ ماهو سبب الفرق بين متوسط النمط المثالي ومتوسط الفئة الأولـى ٤٠٠ ــ ٦٠٠ الذى بلغ (٥ر٤) وعدد (٨) .

ثالثا : تنمية الموارد البشـــرية : (ويبلغ المتوسط المثالي (٧ر٥)

١ ــ من حيث المهنـــــــــة :

ان أكبر فئات المهن هما فئتا الأطبا‌ والاداريون ويرى الأطبا‌ أن جانب تنمية الموارد البشرية في جهاز الوزارة يستحق متوسط (٤ر٥) وعددهم (١٧) طبيبا يشغلون مراكز ادارية أى بفارق (٣ر٠) فقط عن متوسـط الاستحقاق الامثل لهذا الجانب وهو (٧ر٥) بينما يرى الاداريـــــون

أن جانب تنمية الموارد البشرية في الوزارة يستحق متوسط (٤ر٤)

وعددهم (٥٨) .

أ – ماسبب رضا، الأطباء أكثر من الاداريين عن جانب تنمية الموارد

البشرية في الوزارة .

ب – ماسبب الفارق الكبير بمقدار (٣ر١) بين المتوسط الأمثل ومتوسط

الاداريين .

٢ – من حيث المستوى التعليـــــــي :

ان فئة الحاصلين على الثانوية العامة وعددهم (٩) هم أقل فئـــــات

الوزارة من حيث المستوى التعليمي رضا، عن تنمية الموارد البشـــرية

في الوزارة حيث بلغ المتوسط لديهم (٢ر٤) أما الحاصلون علـــــى

الماجستير وعددهم (١٨) والحاصلون على الدكتوراه وعددهـــــم(٥)

تليهم فئة أولئك الحاصلين على دبلوم معهد وعددهم (٨) بمتوسط(٥ر٥)

وتبقى بعد ذلك فئتان في الوسط هما أولئك الحاصلون على الشهادة

الجامعية وعددهم (٢٥) بمتوسط (٤ر٥) والذين لايحملون شهادة ثانوية

وعددهم (١٣) ومتوسطهم (٤ر٦) .

أ – ماسبب انخفاض رضا، الحاصلين على شهادة جامعية عن أولئـــــك

الحاصلين على دبلوم معهـــــد .

ب – ماسبب الرضا، العالي للحاصلين على شهادة ماجستير أو دكتــــوراه

عن بقية الفئات .

٣ – من حيــــــــــث الادارات :

يلاحظ أن مسئولي ادارة :لصحة العامة والتخطيط أكثر مسئولـي الادارات

رضا، عن تنمية الموارد البشرية (مع ملاحظة الاستبعاد التلقائي) فــي

دراستنا هذه للادارات ذات الحجم الاحصائي الصغير) حيث بلغ المتوسط

فيها (٧ر٥) بعدد (٦) تليها في ذلك ادارة حماية البيئة بمتوسط

(٢ر٥) وعدد (٥) ثم ادارة الوظائف العامة بمتوسط (٥ر٥) وعــــدد

(٨) .

أما أقل الادارات رضاء عن، تنمية الموارد البشرية في الوزارة فهي ادارة التنظيم بمتوسط (٢ر٦) وعدد (٥) تليها ادارة وظائف الخدمـــات بمتوسط (٣ر٨) وعدد (١٠) .

أ ـ ماسبب الفارق الكبير بين متوسط التقدير المثالي للتنميـــة الادارية وهو (٥ر٧) ومتوسط ادارة التنظيم (٣ر٦) أى بمقدار (٢ر١) وهو أكبر فرق مابين المثالي والواقعي حتى الآن فـــي أى جانب من جوانب الدراســـة .

ب ـ ماهو سبب الرضاء الأعلى لادارات الصحة العامة ، حماية البيئـــة ، الوظائف العامـــة ؟

٤ ـ من حيث المستوى التنظيمـــــي :

يلاحظ أن العلاقة هنا تختلف عن نتائج الابعاد الأخرى للمناخ (الوضـــوم التنظيمي ، نمط الادارة) حيث أن العلاقة هنا هي علاقة طردية فكلمـــا زاد المستوى التنظيمي كلما زاد مستوى الرضاء عن التنمية الإدارية . فبينما يكون متوسط رضاء رؤساء الأقسام هو (٤ر٦) بعــــدد (٤١) فان ذلك الرضاء يتزايد لدى فئة المراقبين حيث المتوسط (٥ر) والعدد (١٢) ويتزايد لدى فئة المدراء حيث المتوسط (٢ر٥) والعدد (١٢) .

أ ـ ماسبب العلاقة الطرديـــــة .

ب ـ ماسبب الفارق بين رضاء أكبر فئة وهم رؤساء الأقسام والرضـــاء المثالي بما مقداره (١ر١) .

٥ ـ من حيث الســـــــــــن :

يلاحظ أن العلاقة أيضا طرديا فكلما زاد السن كلما زاد الرضاء عــــن التنمية الادارية في الوزارة ولكن هناك ظاهرة واحدة لنتائج هـــــذا الجانب وهي الفئة العمرية مابين ٤٠ ـ ٤٤ سنة حيث أن متوسطها (٤ر٨) وعددها (١٢) اذ قلت عن الفئة التي تعمرها وهي فئة ٢٥ ـ ٣٩ التـــي بلغ متوسطها (٥ر١) وعددها (١٨) .

أ ــ ماهو تفسير هذه الظاهـــــــــــــرة .

ب ــ ماهو تفسير الفارق الكبير مابين متوسط الفئة العمريـــة الأولى وهي لأولئك الذين تتراوح أعمارهم مابين (٢٠ ــ ٢٤) سنة بمتوسط (٣ر٢) وعدد (٨) أى بأكبر فارق عن المتوســـــط المثالي حتى الآن وهو (٥ر٢) .

٦ ــ من حيث الجنـــــــــــــس :

بتميز الذكور والبالغ عددهم (٨٤) برضاء أكبر عن التنمية الادارية في الوزارة بمتوسط (٧ر٤) بينما متوسط رضاء الاناث (٢ر٤) بعـــدد (٥) .

أ ــ ماسبب رضاء الذكور أكثر من الاناث عن التنمية الاداريـــــة في الوزارة .

٧ ــ من حيث عدد سنوات الخدمة في الـــــــــوزارة :

يلاحظ هنا أنه على الرغم من التباين في عدد سنوات الخدمة الا أن هناك أربع فئات تتساوى كل اثنتان منها بمتوسط واحد تجاه التنميـــــــة الادارية .

الفئتان الأوليان بمتوسط (٤ر) وهما : ـ
فئة من أمضوا من ٣ ــ ٥ سنوات في الوزارة بعدد (١٣) وفئة مـــــن أمضو من ١١ ــ ١٥ سنة في الوزارة بعدد (١١) .
الفئتان التاليتان بمتوسط (٤ر) وهمـــا : ـ
فئة من أمضوا من ٦ ــ ١٠ سنوات في الوزارة بعدد (١٩) وفئة مـــــن أمضوا من ١٦ ــ ٢٠ سنة في الوزارة بعدد (١٠) .

أ ــ ماسبب ذلك التماثل مابين كل فئتين على حده من الفئات الأربـــع
ب ــ ماسبب الفارق بمتوسط مقداره (١ر٧) مابين متوسط التنميـــة الادارية المثالية ومتوسط فئتي (٦ ــ ١٠) ، (١٦ ــ ٢٠) .

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٨ ــ من حيث عدد السنوات في المنصب :

يلاحظ أن هناك علاقة طردية بين عدد السنوات في المنصب ومتوسط الرضا، عن التنمية الادارية في الوزارة ماعدا ظاهرة واحدة تخص فئة من أمضوا (٦ ــ ١٠) سنوات في منصبهم وعددهم (١٧) بمتوسط(٦ر٤)

أ ــ ماهو تفسير هذه الظاهرة .

ب ــ ماسبب الفارق الكبير بين الفئة الأولى وهم من أمضوا أقل من في منصبهم بمتوسط (٦ر٢) والمتوسط المثالي الذى يبلغ (٧ره) أى بفارق قدره (٢را) .

٩ ــ من حيث عدد المرؤوسين :

لاتوجد هنا علاقة طردية بين المتغيرين ولكن نلاحظ أن أعلى الفئات في متوسط الرضا، عن التنمية الادارية هي فئة أولئك الذين يرأسون مابين ٦ ــ ١٠ مرؤوسين وعددهم (١٧) بمتوسط (٢ره) بينما نلاحظ أقل الفئات رضا، هي فئة من يرأسون مابين ٣ ــ ٥ مرؤوسين وعددهم (١٢) بمتوسط (٩ر٣) .

أ ــ ماسبب تميز فئة من يرأسون من ٦ ــ ١٠ بالمتوسط الأعلى من الرضا، عن التنمية الادارية .

ب ــ ماهو سبب تميز فئة من يرأسون من ٣ ــ ٥ بالمتوسط الأدنى من الرضا، عن التنمية الادارية وبفارق مقداره (٨را) عن المتوسط المثالي .

١٠ ــ من حيث الجنسية :

يلاحظ أيضا وللمرة الثالثة تميز غير الكويتيين بالرضا، عن التنمية الادارية بمتوسط (٢ره) وعدد عن الكويتيين بمتوسط (٦ر٤) وعدد (٣) (على الرغم من قلة عدد الكويتيين عن الحد الأدنى الاحصائي الا أننا سنعتمد هذا الرقم نظرا لعدم وجود أكثر من فئتين للمقارنة في جانب الجنسية) .

أ ــ ماهو تفسير تميز غير الكويتيين بالرضا، الأعلى عن التنمية الادارية في الوزارة مقارنة بالكويتيين .

ب ـ ماسبب انخفاض متوسط رضاء الكويتيين عن المتوسط المثالــــــــي.

بما مقداره (١را)٠

١١ ـ من حيث المرتب الأساســـــــــــــي :

يكاد يتركز المسئولون في الفئتين التاليتين : ـ

الأولــى : فئة من بلغ مرتبهم الأساسي مابين ٤٠٠ ـ ٦٠٠ دينار بمتوسط

(٤ر٦) وعدد (٢٣)٠

الثانية : فئة من بلغ مرتبهم الأساسي مابين ٦٠٠ ـ ٩٠٠ دينار بمتوسط

(٥ر٢) وعدد (٢٩)٠

١ ـ ماهو تفسير هذا الفارق بين الفئتين ٠

ب ـ ماهو تفسير الفارق بين فئة من بلغ مرتبهم الأساس مابيـــــــن

٤٠٠ ـ ٦٠٠ والمتوسط المثالث بما مقداره (١را) ٠

١٢ ـ من حيث المرتب الأساس مضافا النعلاوة الاجتماعيـــــة :

حيث أن عدد المسئولين يتركز في الفئات الثلاث الأولى من حيث المرتـب

الأساسي بعد اضافة العلاوة الاجتماعية ، وحيث أن العلاقة طردية بيــــن

هذه الفئات ومتوسط الرضاء عن التنمية الادارية ، فانه يمكننـــــــا

القول بأن العلاقة هي علاقة طردية مابين هذا المتغير ومستوى الرضـاء

عن التنمية الادارية في الوزارة ٠

١ ـ ماسبب العلاقة الطرديـــــــــة ٠

ب ـ ماسبب انخفاض متوسط الفئة الأولى بمقدار (٣را) ٠

١٣ ـ من حيث المرتب الأساس مضافا اليه العلاوة الاجتماعية والفنية :

تبدو العلاقة هنا طردية فكلما زاد ذلك المرتب ازداد الرضاء عـــــن

التنمية الادارية ماعدا انخفاض الفئة الرابعة (١٠٠٠ ـ ١٢٠٠) عـــن

الفئة التي قبلها (٨٠٠ ـ ١٠٠٠) بمقدار (٥ر٠) وهو على كل حـــال

ليس زيادة كما الاتجاه في الفئات الأخرى ٠

١ ـ ماسبب العلاقة الطرديـــــــة ٠

ب ـ ماسبب عدم استقرارها بالنسبة للفئة الأخيرة والتي تتراوح مرتبها

مابين ١٠٠٠ ـ ١٢٠٠ حيث بلغ المتوسط (٥را) ٠

١٤ ـ ـــن حيث المرتب الاجمالــــــــــــي :

تكاد تكون العلاقة طردية لـولا ظاهرة واحدة حيث لا تستمر هذه العلاقـــة
الطردية في آخر الفئات وهي فئة (١٢٠٠ ـ ١٤٠٠) دينار وعددهـــــم
(٧) .

١ ـ ما سبب العلاقة الطرديــــــــة .

ب ـ ما سبب هذه الظاهرة الاستثنائيـــة .

APPENDIX 4

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Table: 4.1.1

CATEGORY MEANS ACROSS PROFESSION

		1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
M. DOCTOR	MEAN	5.2	4.9	4.9	5.2	5.5	5.8	5.1	5.4
	OBS	101.	78.	118.	116.	83.	84.	83.	99.
	S.DEV	1.77	1.67	1.75	1.73	1.71	1.43	1.69	1.64
	CLASS	AB	B	AB	ABC	AB	A	A	A
PHARMACIST	MEAN	3.9	3.4	3.3	4.2	4.3	4.3	2.4	3.4
	OBS	10.	9.	16.	12.	8.	10.	10.	10.
	S.DEV	1.29	1.51	1.74	1.27	1.58	1.64	0.84	1.07
	CLASS	B	C	C	C	BC	CD	CD	BC
PARAMEDIC	MEAN	4.6	4.0	4.3	4.9	5.2	3.3	1.0	2.5
	OBS	5.	5.	7.	7.	5.	4.	5.	6.
	S.DEV	2.51	2.12	0.76	1.46	1.64	2.87	0.00	1.64
	CLASS	AB	BC	ABC	ABC	ABC	D	D	C
ADMINISTRATOR	MEAN	5.0	4.6	4.4	4.9	5.0	5.3	3.6	4.4
	OBS	332.	265.	406.	404.	283.	290.	282.	345.
	S.DEV	1.76	1.60	1.79	1.80	1.75	1.69	1.76	1.89
	CLASS	AB	B	ABC	ABC	ABC	ABC	B	B
RESEARCHER	MEAN	4.4	4.3	4.6	4.6	3.9	4.5	3.3	3.8
	OBS	12.	10.	14.	14.	10.	10.	10.	12.
	S.DEV	1.24	1.34	0.94	0.84	1.29	1.58	1.34	1.34
	CLASS	B	BC	ABC	BC	C	BCD	BC	BC
ENGINEER	MEAN	5.4	5.9	4.2	6.3	6.1	6.1	2.9	6.3
	OBS	15.	12.	18.	18.	11.	13.	14.	15.
	S.DEV	1.40	1.93	1.93	1.64	1.38	1.26	2.57	1.71
	CLASS	AB	A	BC	A	A	A	BCD	A
OTHER	MEAN	5.9	5.6	5.3	5.8	5.5	5.7	4.9	5.8
	OBS	40.	33.	49.	48.	35.	35.	33.	42.
	S.DEV	1.34	1.17	1.45	1.18	1.44	1.43	1.39	1.27
	CLASS	A	AB	A	AB	AB	AB	A	A
F, F95%		3.0 2.1	4.1 2.1	4.3 2.1	4.4 2.1	2.7 2.1	3.8 2.1	14.4 2.1	11.3 2.1

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Table: 4.1.2

CATEGORY MEANS ACROSS EDUCATION

		1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
LESS THAN H. SCHOOL D.	MEAN	5.4	4.9	5.0	4.7	5.4	5.6	3.5	4.6
	OBS	69.	56.	90.	91.	63.	64.	64.	76.
	S.DEV	1.35	1.59	1.62	1.87	1.49	1.50	1.08	1.75
	CLASS	AB	...	A	...	AB	...	B	A
H. SCHOOL D.	MEAN	4.8	4.5	4.6	4.7	4.7	5.2	3.4	4.3
	OBS	49.	40.	63.	63.	44.	44.	44.	53.
	S.DEV	1.83	1.78	2.04	1.90	2.16	1.92	1.87	2.20
	CLASS	BC	...	AB	...	C	...	B	A
INSTITUTE DIPLOMA	MEAN	5.1	5.2	4.5	5.2	5.4	5.4	4.2	5.0
	OBS	47.	39.	50.	56.	38.	40.	40.	47.
	S.DEV	1.43	1.27	1.73	1.68	1.35	1.55	1.38	1.57
	CLASS	ABC	...	AB	...	ABC	...	AB	A
UNIVERSITY D.	MEAN	4.8	4.6	4.2	5.1	4.9	5.3	3.7	4.5
	OBS	210.	167.	250.	244.	171.	180.	175.	213.
	S.DEV	1.94	1.74	1.70	1.79	1.83	1.69	1.84	1.93
	CLASS	C	...	B	...	BC	...	B	A
MASTER D.	MEAN	5.5	5.0	5.0	5.3	5.5	5.7	4.7	5.2
	OBS	106.	83.	125.	125.	89.	89.	86.	105.
	S.DEV	1.62	1.54	1.62	1.50	1.50	1.65	1.93	1.82
	CLASS	A	...	A	...	A	...	A	A
DOCTORATE D.	MEAN	5.4	4.8	4.8	5.1	5.1	5.3	4.0	5.2
	OBS	28.	23.	35.	34.	25.	24.	23.	29.
	S.DEV	1.28	1.53	1.61	1.37	1.54	1.40	1.73	1.52
	CLASS	ABC	...	AB	...	ABC	...	AB	A
F, F95%		3.2 2.2	1.3 2.2	5.0 2.2	1.5 2.2	2.6 2.2	1.0 2.2	5.2 2.2	3.0 2.2

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Table: 4.1.3

CATEGORY MEANS ACROSS DEPARTMENTS

	1 ORGANIZAT-CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT-INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT-VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
FINANCIAL AFFAIRS								
MEAN	4.7	4.5	4.3	5.0	4.9	5.2	3.6	4.3
OBS	146.	115.	171.	168.	121.	123.	121.	148.
S.DEV	1.59	1.56	1.59	1.56	1.56	1.52	1.66	1.68
CLASS	BCDE	A	AB	AB	BC	BCD	AB	BC
ORGANIZATION & CONTROL								
MEAN	4.2	4.1	3.7	4.1	4.1	4.2	3.9	3.6
OBS	27.	22.	34.	35.	24.	25.	25.	30.
S.DEV	1.52	1.70	1.95	1.90	2.06	1.92	1.96	2.09
CLASS	CDE	A	BC	B	C	D	AB	C
SERVICE & TECH. STAFF								
MEAN	4.1	4.3	4.4	4.1	4.4	4.5	3.1	3.8
OBS	49.	43.	69.	70.	46.	49.	49.	59.
S.DEV	2.11	1.67	2.06	2.02	2.01	1.94	1.99	2.01
CLASS	DE	A	AB	B	C	D	AB	C
GENERAL JOBS								
MEAN	5.8	4.9	4.6	5.1	4.4	6.2	3.5	5.0
OBS	45.	35.	60.	56.	38.	39.	37.	46.
S.DEV	1.35	1.82	1.92	1.75	1.56	1.32	1.48	1.91
CLASS	D	A	AB	AB	ABC	ABC	AB	ABC
PUBLIC HEALTH & PLANNING								
MEAN	5.6	5.6	5.2	5.4	5.6	5.9	5.0	5.7
OBS	34.	27.	42.	41.	30.	30.	28.	35.
S.DEV	2.02	1.74	2.10	2.07	1.87	1.72	2.05	1.47
CLASS	B	A	A	AB	ABC	ABC	A	AB
HOSPITALS								
MEAN	5.4	4.9	5.1	5.5	5.9	5.3	3.7	4.8
OBS	11.	10.	14.	14.	10.	9.	10.	12.
S.DEV	2.46	1.85	1.14	1.40	1.45	2.65	2.91	2.60
CLASS	BC	A	A	AB	AB	BCD	AB	ABC
MEDICAL STORES								
MEAN	2.8	3.3	2.4	4.0	3.0	3.6	2.2	3.0
OBS	4.	4.	7.	5.	3.	5.	5.	5.
S.DEV	0.50	2.22	1.81	1.87	1.73	2.07	0.84	1.22
CLASS	E	A	C	B	C	D	B	C
LEGAL AFFAIRS								
MEAN	6.8	5.3	4.9	5.7	5.9	7.0	4.3	5.4
OBS	24.	19.	28.	28.	20.	20.	20.	24.
S.DEV	1.03	1.52	1.80	1.51	1.47	0.00	1.92	1.76
CLASS	A	A	A	AB	AB	A	AB	ABC
DENTISTS & PARAMEDICS								
MEAN	5.1	3.9	4.7	4.9	5.9	5.1	2.7	4.6
OBS	12.	10.	16.	14.	9.	10.	10.	11.
S.DEV	1.30	0.74	1.62	1.99	1.27	1.20	1.25	1.43
CLASS	BCD	A	AB	AB	AB	BCD	AB	ABC

Table: 4.1.4

CATEGORY MEANS ACROSS LEVEL

	1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
DEPARTMENT HEAD								
MEAN	5.1	4.9	4.5	5.4	5.0	5.5	4.3	5.2
OBS	69.	56.	82.	79.	55.	59.	59.	69.
S.DEV	1.85	1.55	1.79	1.61	1.61	1.51	1.95	1.66
CLASS	...	...	...	AB	...	...	...	A
CONTROLLER								
MEAN	5.2	4.9	4.7	5.6	5.5	5.5	3.7	5.0
OBS	65.	55.	81.	84.	56.	59.	56.	69.
S.DEV	1.71	1.63	1.63	1.47	1.46	1.58	1.85	1.85
CLASS	...	...	...	A	...	...	...	A
SECTION HEAD								
MEAN	5.0	4.7	4.6	4.9	5.1	5.4	3.9	4.6
OBS	367.	290.	451.	443.	313.	317.	311.	376.
S.DEV	1.73	1.66	1.80	1.79	1.78	1.69	1.86	1.91
CLASS	...	...	...	B	...	...	...	A
SUB-SECTION HEAD								
MEAN	6.1	5.0	4.7	5.5	5.5	5.3	4.3	4.3
OBS	14.	11.	14.	13.	11.	11.	11.	15.
S.DEV	1.10	1.34	1.64	1.76	1.57	1.74	1.85	1.67
CLASS	...	...	...	AB	...	...	...	A
F, F95%	2.3 2.6	0.8 2.6	0.3 2.6	4.9 2.6	1.1 2.6	0.2 2.6	1.1 2.6	3.5 2.6

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Table: 4.1.5

CATEGORY MEANS ACROSS AGE

		1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
20 - 24	MEAN	3.7	3.6	3.2	3.9	3.8	4.0	2.9	3.2
	OBS	46.	37.	54.	56.	40.	41.	38.	50.
	S.DEV	2.03	1.61	1.80	1.94	1.90	2.04	1.75	1.92
	CLASS	D	C	D	C	C	D	D	D
25 - 29	MEAN	4.6	4.3	4.5	4.5	5.2	5.0	4.0	4.1
	OBS	64.	51.	86.	83.	59.	59.	60.	71.
	S.DEV	2.11	1.91	2.14	2.27	1.90	1.91	2.26	2.18
	CLASS	C	B	BC	BC	AB	C	BC	C
30 - 34	MEAN	4.9	4.8	4.4	5.3	5.0	5.1	3.8	4.8
	OBS	124.	102.	148.	146.	101.	108.	105.	126.
	S.DEV	1.56	1.66	1.63	1.61	1.73	1.61	1.76	1.89
	CLASS	BC	AB	C	A	B	C	C	B
35 - 39	MEAN	5.8	5.1	4.8	5.3	5.6	6.0	3.7	5.1
	OBS	110.	85.	136.	132.	92.	92.	92.	109.
	S.DEV	1.19	1.42	1.71	1.44	1.44	1.21	1.89	1.58
	CLASS	A	A	AB	A	A	AB	C	AB
40 - 44	MEAN	5.2	4.8	5.0	5.0	5.1	5.6	3.9	4.8
	OBS	65.	52.	78.	76.	53.	57.	54.	69.
	S.DEV	1.70	1.36	1.54	1.77	1.75	1.38	1.55	1.55
	CLASS	BC	AB	AB	AB	AB	B	BC	B
45 - 46	MEAN	5.2	5.1	4.7	5.4	5.4	5.7	4.5	5.2
	OBS	65.	51.	77.	77.	55.	54.	55.	64.
	S.DEV	1.42	1.48	1.55	1.36	1.26	1.33	1.66	1.57
	CLASS	AB	A	ADC	A	AB	B	AB	AB
50 - 54	MEAN	5.9	5.3	5.3	5.6	5.8	6.4	5.1	5.7
	OBS	41.	34.	49.	49.	35.	35.	33.	40.
	S.DEV	1.72	1.53	1.45	1.34	1.52	1.06	1.63	1.66
	CLASS	A	A	A	A	A	A	A	A
F, F95%		12.4 2.1	5.9 2.1	8.9 2.1	8.3 2.1	7.2 2.1	13.3 2.1	5.5 2.1	10.9 2.1

Table: 4.1.6

CATEGORY MEANS ACROSS SEX

	1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
FEMALE								
MEAN	5.1	4.4	4.6	4.7	5.2	4.8	3.4	4.2
OBS	29.	25.	35.	35.	24.	24.	25.	30.
S.DEV	1.79	1.58	1.40	1.85	1.61	1.98	2.04	1.75
CLASS	...	...	...	...	...	B	...	...
MALE								
MEAN	5.1	4.8	4.6	5.1	5.2	5.4	3.9	4.7
OBS	486.	387.	593.	584.	411.	422.	412.	499.
S.DEV	1.74	1.63	1.79	1.74	1.72	1.63	1.86	1.88
CLASS	...	...	...	...	...	A	...	...
F, F95%	0.0 3.9	1.6 3.9	0.0 3.9	1.2 3.9	0.0 3.9	4.1 3.9	2.3 3.9	2.4 3.9

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Table: 4.1.7

CATEGORY MEANS ACROSS YEARS IN SERVICE IN MPII

		1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
3 - 5	MEAN	3.9	4.3	3.8	4.6	4.7	4.8	3.4	4.0
	OBS	69.	56.	92.	90.	64.	64.	64.	77.
	S.DEV	1.65	2.06	1.94	2.03	1.97	1.81	1.81	2.04
	CLASS	C	B	C	C	B	B	B	B
6 - 10	MEAN	5.0	4.7	4.6	5.1	5.1	5.2	4.0	4.7
	OBS	112.	90.	129.	129.	92.	95.	91.	113.
	S.DEV	1.86	1.70	1.84	1.83	1.76	1.75	2.14	1.95
	CLASS	B	AB	AB	AB	AB	B	AB	A
11 - 15	MEAN	4.8	4.3	4.1	4.5	4.8	4.7	3.4	4.0
	OBS	65.	55.	84.	80.	55.	58.	58.	68.
	S.DEV	1.76	1.56	1.93	2.02	1.94	1.99	1.98	2.15
	CLASS	B	B	BC	C	B	B	B	B
16 - 20	MEAN	4.8	4.9	4.6	4.9	5.0	5.0	4.1	4.7
	OBS	59.	47.	70.	70.	50.	49.	48.	59.
	S.DEV	1.81	1.44	1.65	1.68	1.73	1.66	1.73	1.60
	CLASS	B	AB	AB	BC	AB	B	AB	A
MORE THAN 20	MEAN	5.7	5.1	5.0	5.4	5.5	6.1	4.2	5.2
	OBS	210.	164.	253.	250.	174.	180.	176.	212.
	S.DEV	1.40	1.43	1.50	1.40	1.44	1.10	1.69	1.61
	CLASS	A	A	A	A	A	A	A	A
	F, F95%	17.3 2.4	4.0 2.4	10.6 2.4	6.3 2.4	3.7 2.4	14.8 2.4	3.6 2.4	8.5 2.4

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Table: 4.1.8

CATEGORY MEANS ACROSS YEARS IN POSITION

	1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPMENT
LESS THAN 1 YEAR								
MEAN	4.1	3.6	3.8	4.2	4.4	4.5	3.6	3.6
OBS	36.	27.	42.	42.	30.	30.	29.	36.
S.DEV	2.00	1.45	1.55	1.56	1.57	1.53	1.48	1.61
CLASS	C	C	B	D	B	C	---	D
1 - 2								
MEAN	4.7	4.7	4.3	4.8	4.7	5.2	3.8	4.5
OBS	151.	123.	194.	191.	130.	138.	134.	162.
S.DEV	1.90	1.74	2.01	1.94	2.01	1.90	1.96	2.10
CLASS	BC	B	B	C	B	B	---	C
3 - 5								
MEAN	5.6	5.2	5.0	5.7	5.6	5.7	4.2	5.0
OBS	147.	115.	175.	170.	123.	125.	120.	148.
S.DEV	1.48	1.71	1.78	1.68	1.48	1.49	2.12	1.91
CLASS	A	A	A	A	A	AB	---	AB
6 - 10								
MEAN	4.9	4.5	4.4	4.9	5.0	5.2	3.8	4.6
OBS	101.	82.	120.	120.	85.	85.	85.	102.
S.DEV	1.72	1.38	1.55	1.58	1.67	1.69	1.75	1.63
CLASS	B	B	B	BC	B	BC	---	BC
MORE THAN 15								
MEAN	5.5	5.0	4.9	5.2	5.6	6.0	4.0	5.3
OBS	80.	65.	97.	96.	67.	68.	69.	81.
S.DEV	1.36	1.34	1.32	1.36	1.23	1.06	1.48	1.43
CLASS	A	AB	A	B	A	A	---	A
F, F95%	9.3 2.4	6.3 2.4	7.4 2.4	10.3 2.4	7.8 2.4	5.8 2.4	1.3 2.4	6.6 2.4

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Table: 4.1.9

CATEGORY MEANS ACROSS NO. OF SUBORDINATES

		1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
0	MEAN	4.3	4.7	3.9	4.5	4.7	5.3	3.4	4.2
	OBS	18.	14.	21.	21.	15.	15.	15.	18.
	S.DEV	1.02	1.20	1.55	1.54	1.39	1.16	1.72	1.82
	CLASS	D	...	D	AB	AB	...	...	BCD
1 - 2	MEAN	5.5	4.9	4.5	5.4	4.9	5.3	4.2	4.8
	OBS	37.	30.	42.	39.	28.	30.	30.	37.
	S.DEV	1.54	1.17	1.25	1.25	1.42	1.57	1.70	1.60
	CLASS	A	...	AB	A	AB	...	...	ABC
3 - 5	MEAN	4.4	4.4	4.4	4.5	4.6	5.0	3.4	3.9
	OBS	66.	54.	84.	84.	59.	59.	59.	70.
	S.DEV	1.65	1.73	1.93	1.92	2.03	1.90	1.80	1.97
	CLASS	B	...	D	B	B	...	...	D
6 - 10	MEAN	5.3	5.0	5.0	5.4	5.6	5.6	4.1	5.2
	OBS	112.	84.	133.	133.	96.	96.	94.	113.
	S.DEV	1.75	1.61	1.73	1.64	1.64	1.65	2.00	1.87
	CLASS	A	...	A	A	A	...	...	A
11 - 15	MEAN	5.0	4.2	4.1	5.1	5.0	5.4	3.9	4.1
	OBS	47.	34.	55.	53.	39.	39.	37.	45.
	S.DEV	2.12	1.74	1.95	1.96	1.66	1.70	1.65	1.87
	CLASS	AB	...	B	AB	AB	...	...	CD
16 - 20	MEAN	5.3	4.4	3.9	4.6	4.9	5.3	3.2	4.0
	OBS	40.	31.	47.	49.	32.	35.	30.	41.
	S.DEV	1.73	1.71	1.73	1.78	1.66	1.82	1.70	2.02
	CLASS	AB	...	B	AB	AB	...	...	CD
MORE THAN 20	MEAN	5.1	4.9	4.7	5.2	5.2	5.5	4.1	5.0
	OBS	195.	165.	246.	240.	166.	172.	172.	205.
	S.DEV	1.69	1.64	1.74	1.71	1.67	1.55	1.91	1.72
	CLASS	AB	...	AB	A	A	...	...	AB
F, F95%		3.1 2.1	1.7 2.1	3.9 2.1	3.4 2.1	2.8 2.1	1.1 2.1	2.1 2.1	6.5 2.1

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Table: 4.1.10

CATEGORY MEANS ACROSS NATIONALITY

	1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
KUWAITI								
MEAN	4.9	4.6	4.4	4.9	5.0	5.1	4.0	4.6
OBS	200.	162.	246.	240.	169.	175.	174.	208.
S.DEV	1.92	1.72	1.98	1.98	1.87	1.84	2.02	1.97
CLASS	B	D	B	B	B	B	...	B
NON KHUAITI								
MEAN	5.5	5.0	4.9	5.4	5.5	5.8	4.1	5.2
OBS	207.	166.	252.	247.	174.	179.	172.	211.
S.DEV	1.40	1.55	1.51	1.41	1.53	1.29	1.78	1.64
CLASS	A	A	A	A	A	A	...	A
F, F95%	11.7 3.9	4.7 3.9	8.6 3.9	10.4 3.9	7.2 3.9	19.1 3.9	0.1 3.9	11.1 3.9

Table: 4.111

CATEGORY MEANS ACROSS BASIC SALARY

		1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
NOT MORE THAN 400	MEAN	5.5	4.3	4.7	3.5	4.5	5.2	2.1	4.3
	OBS	15.	13.	21.	21.	15.	15.	14.	18.
	S.DEV	1.60	1.49	1.98	1.81	2.03	1.74	1.69	1.67
	CLASS	AB	AB	A	B	B	AB	B	A
400 - 600	MEAN	5.1	4.7	4.5	5.0	5.1	5.3	3.7	4.6
	OBS	191.	156.	239.	235.	162.	168.	167.	203.
	S.DEV	1.81	1.72	1.91	1.82	1.80	1.79	1.85	1.99
	CLASS	AB	AB	A	A	AB	AB	A	A
600 - 800	MEAN	5.5	5.0	5.0	5.5	5.5	5.8	4.6	5.3
	OBS	177.	140.	209.	204.	146.	151.	146.	175.
	S.DEV	1.50	1.54	1.50	1.46	1.50	1.34	1.78	1.64
	CLASS	A	A	A	A	A	A	A	A
800 - 1000	MEAN	3.3	3.3	3.1	3.4	4.1	4.3	3.4	4.0
	OBS	12.	9.	14.	14.	10.	10.	10.	11.
	S.DEV	1.82	1.58	2.14	1.95	2.13	1.64	1.96	1.48
	CLASS	C	B	B	B	B	B	AB	A
1000 - 1200	MEAN	5.0	5.0	3.7	4.8	4.6	4.4	3.3	4.7
	OBS	5.	4.	7.	6.	5.	5.	4.	6.
	S.DEV	1.22	1.15	1.60	1.72	1.52	1.52	2.06	0.82
	CLASS	ABC	AB	AB	AB	AB	AB	AB	A
1200 - 1400	MEAN	4.4	3.8	4.3	4.9	4.2	5.0	4.3	4.5
	OBS	12.	10.	14.	14.	10.	9.	10.	12.
	S.DEV	1.00	0.63	1.20	0.92	1.32	0.71	1.49	1.45
	CLASS	BC	B	AB	A	B	AB	A	A
F, F95%		5.7 2.2	3.2 2.2	4.4 2.2	9.6 2.2	3.4 2.2	4.0 2.2	7.6 2.2	3.3 2.2

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Table: 4.1.12

CATEGORY MEANS ACROSS BASIC+SOCIAL SALARY

		1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
400 - 600	MEAN	4.9	4.7	4.4	4.7	4.8	5.0	3.1	4.4
	OBS	46.	38.	60.	60.	41.	44.	43.	52.
	S.DEV	1.61	1.77	1.94	2.01	1.99	1.83	2.10	1.96
	CLASS	A	...	A	B	ABC	AB	A	...
600 - 800	MEAN	5.3	4.9	4.8	5.2	5.4	5.6	4.1	4.9
	OBS	244.	197.	301.	293.	205.	212.	206.	253.
	S.DEV	1.72	1.72	1.77	1.72	1.69	1.61	1.83	1.89
	CLASS	A	...	A	A	A	A	A	...
800 - 1000	MEAN	5.4	4.8	4.7	5.3	5.2	5.5	4.3	5.0
	OBS	99.	79.	115.	114.	82.	83.	83.	96.
	S.DEV	1.55	1.35	1.58	1.49	1.47	1.46	1.86	1.64
	CLASS	A	...	A	A	AB	A	A	...
1000 - 1200	MEAN	3.3	4.0	3.2	3.6	3.9	4.0	3.8	4.4
	OBS	11.	8.	14.	13.	10.	10.	9.	12.
	S.DEV	2.00	2.00	2.33	2.36	2.18	1.76	2.22	1.44
	CLASS	B	...	B	B	C	B	A	...
1200 - 1400	MEAN	4.4	3.8	4.3	4.9	4.2	5.0	4.3	4.5
	OBS	12.	10.	14.	14.	10.	9.	10.	12.
	S.DEV	1.00	0.63	1.20	0.92	1.32	0.71	1.49	1.45
	CLASS	AB	...	AB	AB	BC	AB	A	...
F, F95%		5.5 2.4	1.5 2.4	3.1 2.4	4.1 2.4	3.6 2.4	3.5 2.4	3.3 2.4	1.2 2.4

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"KNSTF#OR:HACC   00/00/83 13:02:15"

Table: 4.1.13

CATEGORY MEANS ACROSS BASIC+SOCIAL +TECHN SALARY

		1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
400 - 600	MEAN	4.7	4.5	4.4	4.5	4.8	5.0	3.0	4.3
	OBS	41.	35.	55.	56.	39.	40.	39.	48.
	S.DEV	1.60	1.74	1.99	1.97	2.03	1.89	1.98	1.93
	CLASS	D	AB	AB	D	BC	ABC	D	A
600 - 800	MEAN	5.2	4.8	4.5	5.1	5.2	5.4	3.7	4.7
	OBS	172.	130.	214.	208.	145.	151.	147.	181.
	S.DEV	1.79	1.76	1.82	1.77	1.76	1.72	1.83	1.97
	CLASS	D	AB	AB	A	AB	AB	B	A
800 - 1000	MEAN	5.7	5.0	5.1	5.5	5.6	5.8	4.6	5.2
	OBS	155.	123.	179.	179.	128.	128.	126.	149.
	S.DEV	1.37	1.47	1.46	1.46	1.40	1.25	1.73	1.61
	CLASS	A	A	A	A	A	A	A	A
1000 - 1200	MEAN	4.7	4.7	4.0	4.8	4.8	4.9	4.1	5.1
	OBS	26.	22.	35.	30.	21.	25.	24.	29.
	S.DEV	1.96	1.52	1.85	1.84	1.78	1.82	2.06	1.60
	CLASS	B	AB	BC	AB	ABC	BC	AB	A
1200 - 1400	MEAN	4.4	3.8	4.3	4.9	4.2	5.0	4.3	4.5
	OBS	12.	10.	14.	14.	10.	9.	10.	12.
	S.DEV	1.00	0.63	1.20	0.92	1.32	0.71	1.49	1.45
	CLASS	C	D	ADC	AD	BC	ADC	AB	A
MORE THAN 1400	MEAN	1.8	3.0	2.7	2.6	3.2	3.6	4.2	4.2
	OBS	6.	4.	7.	7.	5.	5.	5.	6.
	S.DEV	1.17	2.31	2.93	2.44	2.68	2.07	2.49	1.94
	CLASS	C	B	C	C	C	C	AB	A
F, F95%		9.6 2.2	2.2 2.2	5.8 2.2	7.0 2.2	4.4 2.2	4.3 2.2	6.1 2.2	2.8 2.2

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"WESTERN:MACC   ON/UN/83 13:02:15"

Table: 4.1.14

CATEGORY MEANS ACROSS TOTAL SALARY

		1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
400 - 600	MEAN	4.7	4.5	4.4	4.5	4.8	5.0	3.0	4.3
	OBS	41.	35.	55.	56.	39.	40.	39.	48.
	S.DEV	1.60	1.74	1.99	1.97	2.03	1.89	1.98	1.93
	CLASS	B	---	BC	B	---	---	C	B
600 - 800	MEAN	5.2	4.7	4.5	5.1	5.1	5.4	3.6	4.6
	OBS	149.	121.	186.	180.	125.	131.	128.	157.
	S.DEV	1.76	1.71	1.81	1.76	1.79	1.73	1.81	1.98
	CLASS	AB	---	BC	A	---	---	C	B
800 - 1000	MEAN	5.4	4.9	4.9	5.4	5.5	5.7	4.1	4.9
	OBS	100.	80.	115.	117.	83.	83.	82.	98.
	S.DEV	1.59	1.49	1.53	1.62	1.30	1.38	1.69	1.62
	CLASS	A	---	AB	A	---	---	B	AB
1000 - 1200	MEAN	5.6	4.9	5.1	5.5	5.5	5.7	5.2	5.5
	OBS	64.	50.	78.	73.	53.	55.	53.	64.
	S.DEV	1.29	1.45	1.40	1.12	1.50	1.24	1.40	1.48
	CLASS	A	---	A	A	---	---	A	A
1200 - 1400	MEAN	5.2	4.8	4.7	5.3	5.2	5.5	4.6	5.0
	OBS	40.	32.	49.	47.	33.	34.	34.	40.
	S.DEV	1.57	1.79	1.92	1.70	1.69	1.56	1.92	1.83
	CLASS	AB	---	ABC	A	---	---	AB	AB
MORE THAN 1400	MEAN	3.7	4.4	3.8	4.0	4.6	4.7	4.6	5.3
	OBS	18.	14.	21.	21.	15.	15.	15.	18.
	S.DEV	2.45	1.82	2.36	2.44	2.32	2.12	2.26	1.84
	CLASS	C	---	C	B	---	---	AB	AB
F, F95%		5.1 2.2	0.7 2.2	3.2 2.2	4.7 2.2	1.8 2.2	1.9 2.2	10.2 2.2	3.2 2.2

"WKSTP#OR:MACC   08/08/83   13:02:15"

Table: 4.1.14

CATEGORY MEANS ACROSS TOTAL SALARY

	1 ORGANIZAT. CLARITY	2 DECISION MAKING STRUCTURE	3 ORGANIZAT. INTEGRATION	4 MANAGEMENT STYLE	5 PERFORMANCE ORIENTATION	6 ORGANIZAT. VITALITY	7 COMPENSATION	8 HUMAN RESOURCE DEVELOPEMENT
400 - 600								
MEAN	4.7	4.5	4.4	4.5	4.8	5.0	3.0	4.3
OBS	41.	35.	55.	56.	39.	40.	39.	48.
S.DEV	1.60	1.74	1.99	1.97	2.03	1.89	1.98	1.93
CLASS	B	...	BC	B	...	...	C	B
600 - 800								
MEAN	5.2	4.7	4.5	5.1	5.1	5.4	3.6	4.6
OBS	149.	121.	186.	180.	125.	131.	128.	157.
S.DEV	1.76	1.71	1.81	1.76	1.79	1.73	1.81	1.98
CLASS	AB	...	BC	A	...	...	C	B
800 - 1000								
MEAN	5.4	4.9	4.9	5.4	5.5	5.7	4.1	4.9
OBS	100.	80.	115.	117.	83.	83.	82.	98.
S.DEV	1.59	1.49	1.53	1.62	1.38	1.38	1.69	1.62
CLASS	A	...	AB	A	...	...	B	AB
1000 - 1200								
MEAN	5.6	4.9	5.1	5.5	5.5	5.7	5.2	5.5
OBS	64.	50.	78.	73.	53.	55.	53.	64.
S.DEV	1.29	1.45	1.40	1.12	1.50	1.24	1.40	1.48
CLASS	A	...	A	A	...	...	A	A
1200 - 1400								
MEAN	5.2	4.8	4.7	5.3	5.2	5.5	4.6	5.0
OBS	40.	32.	49.	47.	33.	34.	34.	40.
S.DEV	1.57	1.79	1.92	1.70	1.69	1.56	1.92	1.83
CLASS	AB	...	ABC	A	...	...	AB	AB
MORE THAN 1400								
MEAN	3.7	4.4	3.8	4.0	4.6	4.7	4.6	5.3
OBS	18.	14.	21.	21.	15.	15.	15.	18.
S.DEV	2.45	1.82	2.36	2.44	2.32	2.12	2.26	1.84
CLASS	C	...	C	B	...	...	AB	AB
F. F95%	5.1 2.2	0.7 2.2	3.2 2.2	4.7 2.2	1.8 2.2	1.9 2.2	10.2 2.2	3.2 2.2

Fig. 4.2.1.1

PROFESSION (PROF)
1 ORGANIZAT. CLARITY

M. DOCTOR		
1---------	18	(17.8 %)
PHARMACIST		
2---------	3	(3.0 %)
PARAMEDIC		
3---------	2	(2.0 %)
ADMINISTRATOR		
4---------	66	(65.3 %)
RESEARCHER		
5---------	2	(2.0 %)
ENGINEER		
6---------	3	(3.0 %)
OTHER		
7---------	7	(6.9 %)
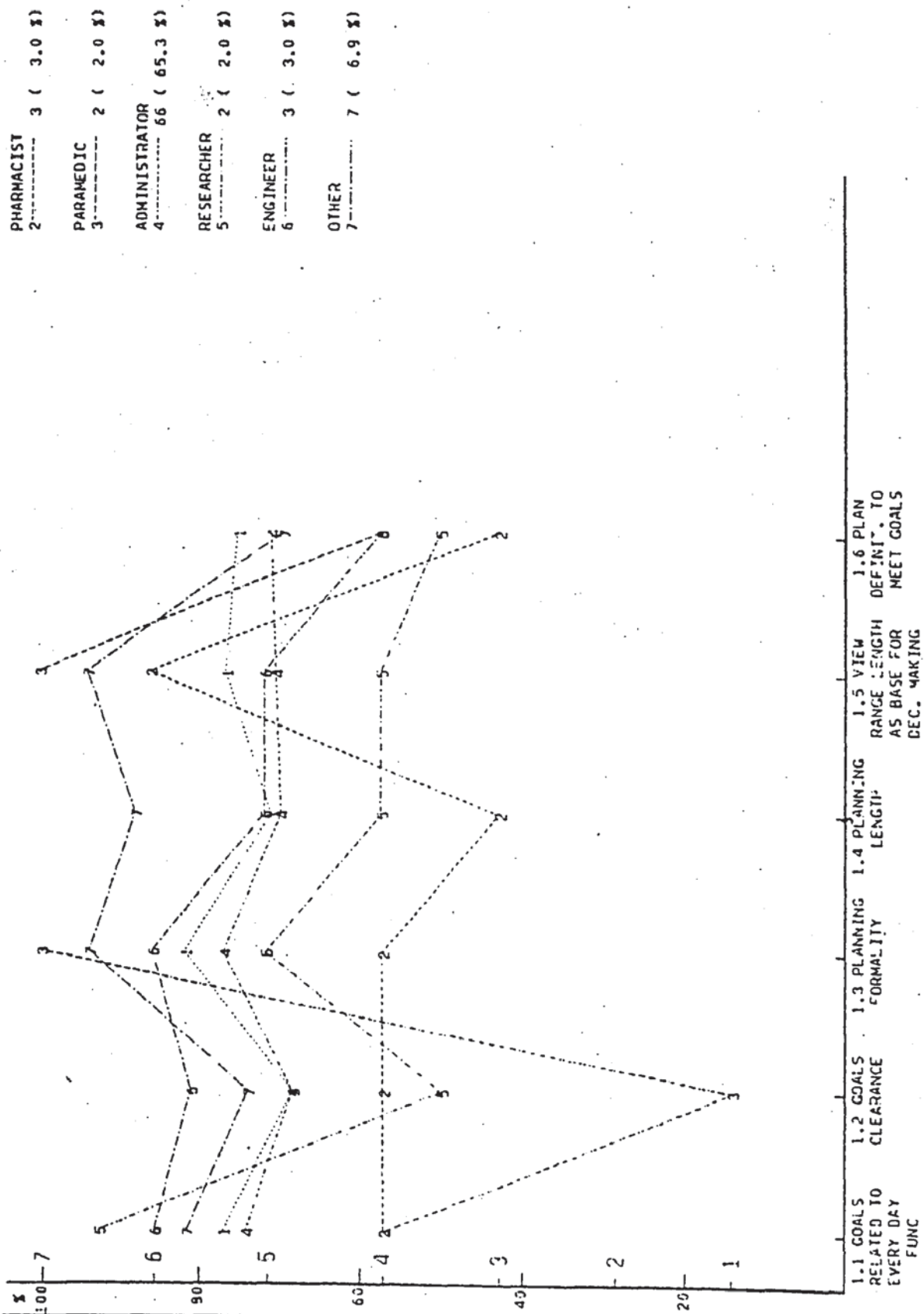
Fig. 4.2.1.2

PROFESSION (PROF)
2 DECISION MAKING STRUCTURE

M. DOCTOR
1········ 18 (17.8 %)

PHARMACIST
2········ 3 (3.0 %)

PARAMEDIC
3········ 2 (2.0 %)

ADMINISTRATOR
4········ 66 (65.3 %)

RESEARCHER
5········ 2 (2.0 %)

ENGINEER
6········ 3 (3.0 %)

OTHER
7········ 7 (6.9 %)

2.1 REPORT SY   2.2 REPORT SY   2.3 SYSTEM   2.4 IFORM   2.5 REPORT SY
EFFECT ON   EFFECT ON   PROVISION OF   ADEQUACY AS A   EFFECT ON
STRATEGY   GOAL   INFORM F.D.   BASE F.   COORDINAT.
IMPLEMENT.   IMPLEMENT   MAKING   DECISIONS

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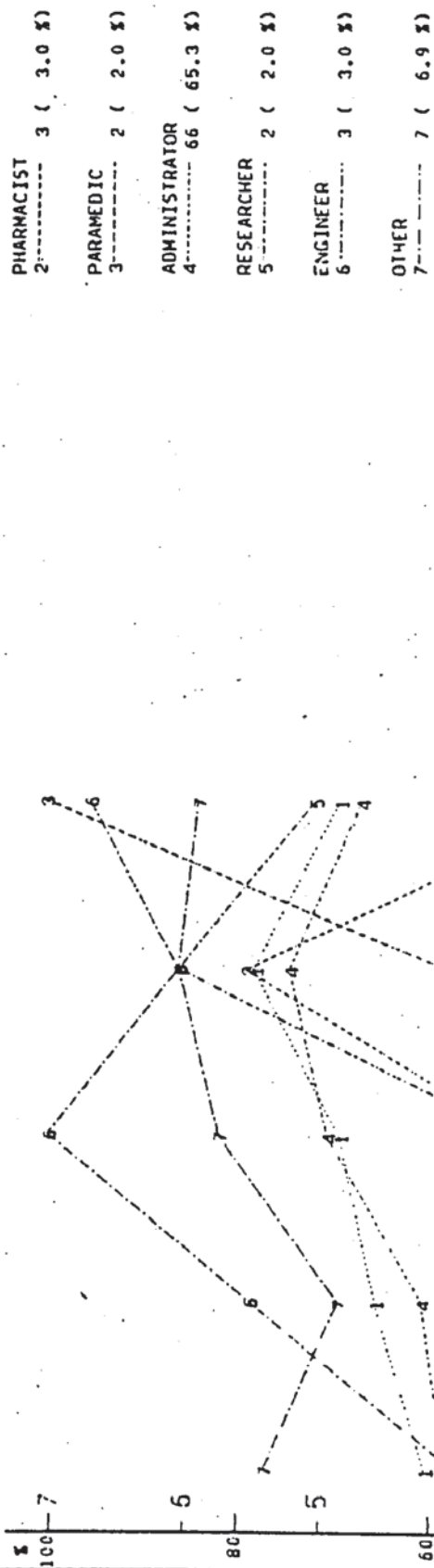
Fig. 4.2.1.3

PROFESSION (PROF)
3 ORGANIZAT. INTEGRATION

M. DOCTOR
1............. 18 (17.8 %)

PHARMACIST
2----------- 3 (3.0 %)

PARAMEDIC
3------- 2 (2.0 %)

ADMINISTRATOR
4--------- 66 (65.3 %)

RESEARCHER
5------- 2 (2.0 %)

ENGINEER
6------- 3 (3.0 %)

OTHER
7----------- 7 (6.9 %)

3.1 OTHER   3.2 QUALITY   3.3 QUALITY   3.4 MANAGERS   3.5 GOALS   3.6 COOPERAT.   3.7 AWARE OF
UNIT PROBLEM OF SAME LEVEL   OF TOTAL   CLEARANCE OF   UNDERSTAND.   TROUGH UNITS   HAPPENINGS IN
UNDERSTAND   COMUNICAT.   COMMUNICAT.   INTERR OTHERS   BETWEEN UNITS   ORG. EFFECT
                                              INTERR OTHERS   JCB   THERS.
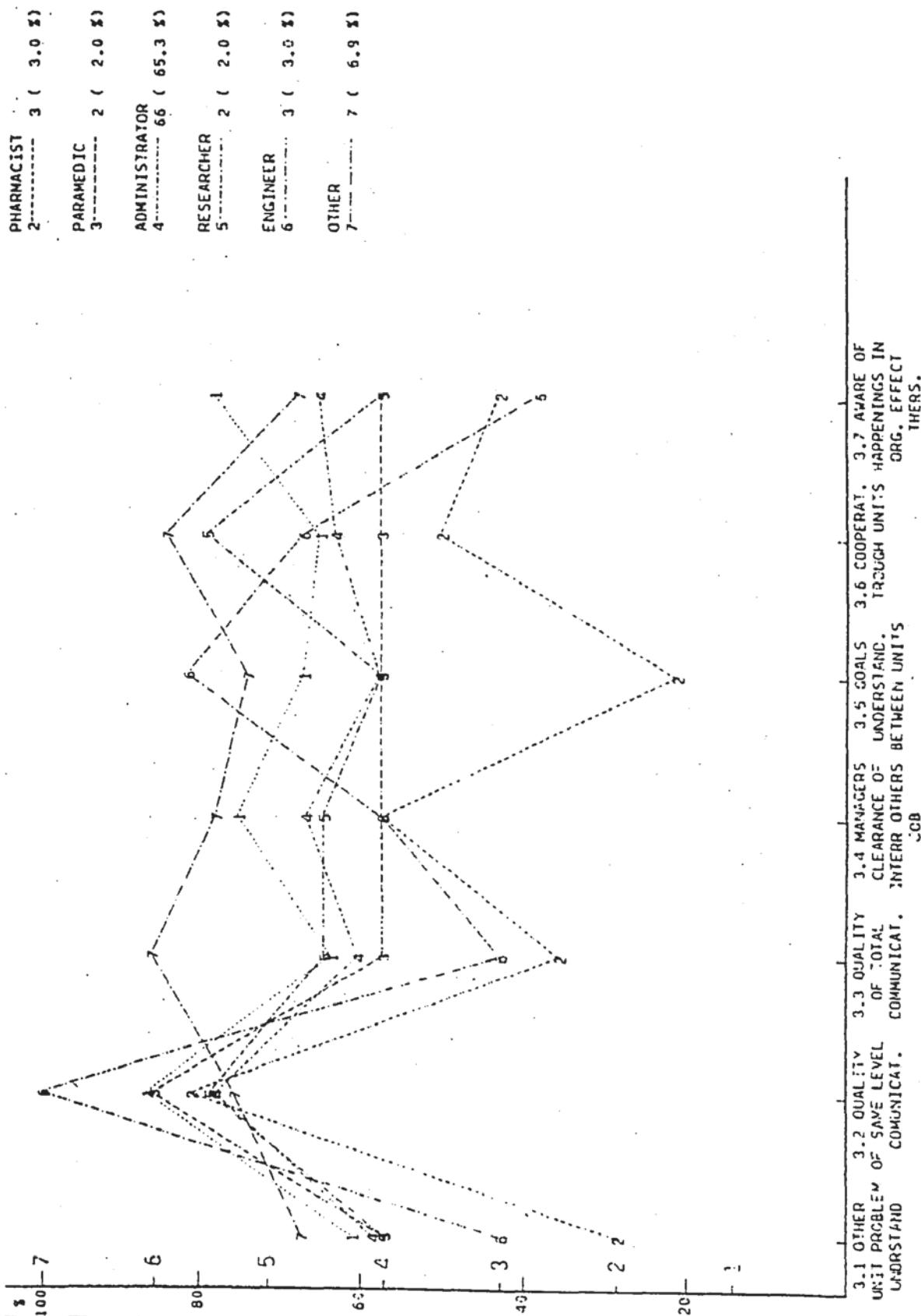
Fig. 4.2.1.4

PROFESSION (PROF)
4 MANAGEMENT STYLE

M. DOCTOR
1------- 18 (17.8 %)

PHARMACIST
2------- 3 (3.0 %)

PARAMEDIC
3------- 2 (2.0 %)

ADMINISTRATOR
4------- 66 (65.3 %)

RESEARCHER
5------- 2 (2.0 %)

ENGINEER
6------- 3 (3.0 %)

OTHER
7------- 7 (6.9 %)

4.1 INDEPEND.   4.2 RISK   4.3 OPEN   4.4 JOB   4.5 CONSTRUCT 4.6 COMMUNIC. 4.7 MANAGEM.
TO CARRY   INCURMENT FOR   DISCUSSION   INNOVAT.   CRITICISM   FROM ABOVE   SUPPORT FOR
RESPONSIBILIT EFFECTIVENESS   ENCOURAGEMENT   ENCOURAGEMENT   ENCURAGEMENT   MANAGERS

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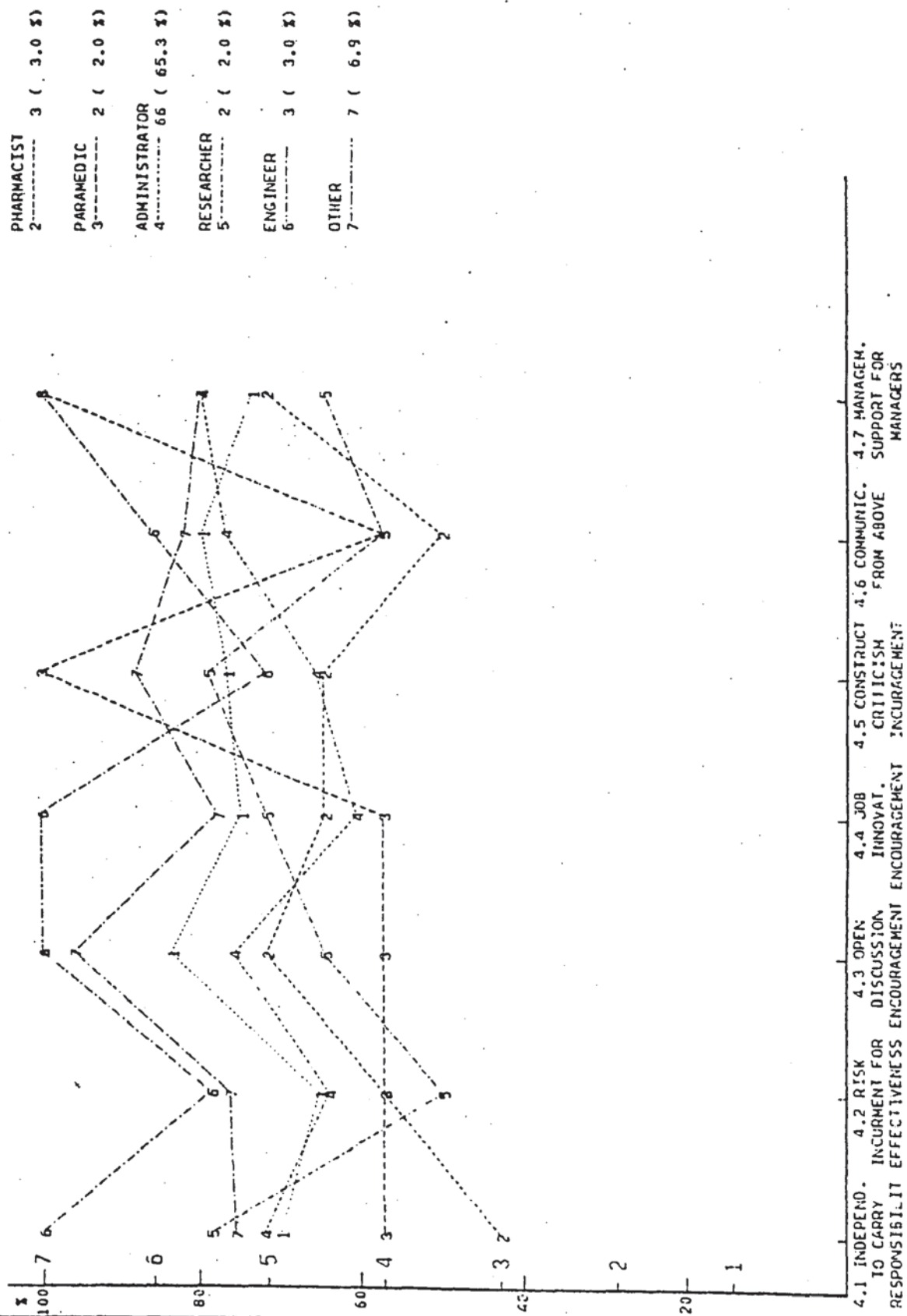
Fig. 4.2.1.5

PROFESSION (PROF)
5 PERFORMANCE ORIENTATION

M. DOCTOR
1:·············· 18 (17.8 %)

PHARMACIST
2:············ 3 (3.0 %)

PARAMEDIC
3:············ 2 (2.0 %)

ADMINISTRATOR
4:------ 66 (65.3 %)

RESEARCHER
5:------ 2 (2.0 %)

ENGINEER
6:----·- 3 (3.0 %)

OTHER
7:----·-- 7 (6.9 %)

| 5.1 PERSCNAL ACCOUNTABILIT | 5.2 CLEARANCE OF PERFORMANCE MEASURES | 5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS | 5.4 ORGANIZ. GOAL CHALLENGING | 5.5 MANAG CLEARANCE OF RESULTS NEEDED |

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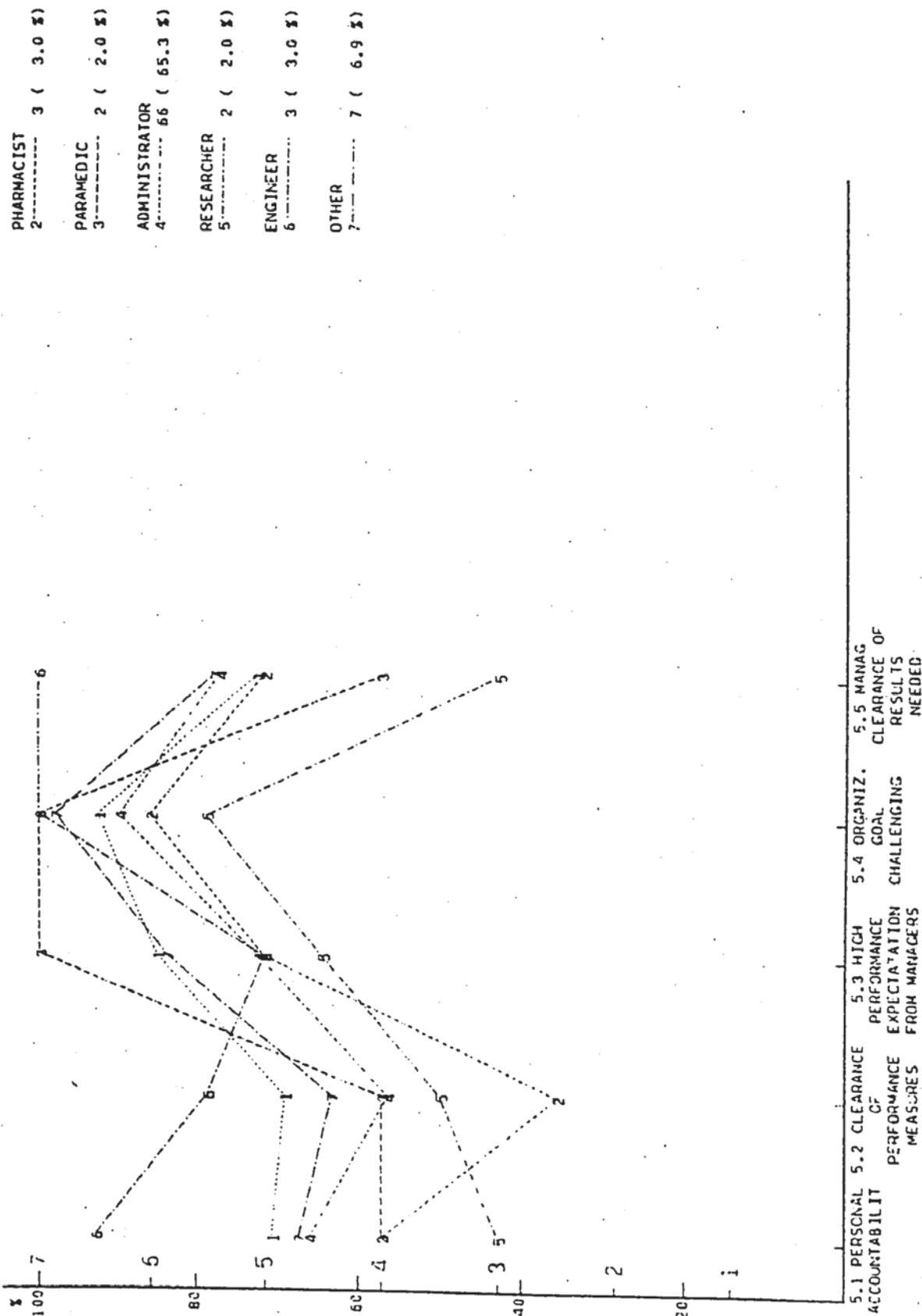
Fig. 4.2.1.6

PROFESSION (PROF)
6 ORGANIZAT. VITALITY

M. DOCTOR
1------- 18 (17.8 %)

PHARMACIST
2------- 3 (3.0 %)

PARAMEDIC
3------- 2 (2.0 %)

ADMINISTRATOR
4------- 66 (65.3 %)

RESEARCHER
5------- 2 (2.0 %)

ENGINEER
6------- 3 (3.0 %)

OTHER
7------- 7 (6.9 %)

6.1 RESPONSE   6.2 DECISION   6.3 DECISION   6.4 ORGANIZ.   6.5 URGENCY
TO CHANGES IN   MAKING   MAKING TIMING PACESETTING   RABIDITY
BUSINESS   INNOVATIVITY   RESPONSE
ENVIROMENT   VITALITY
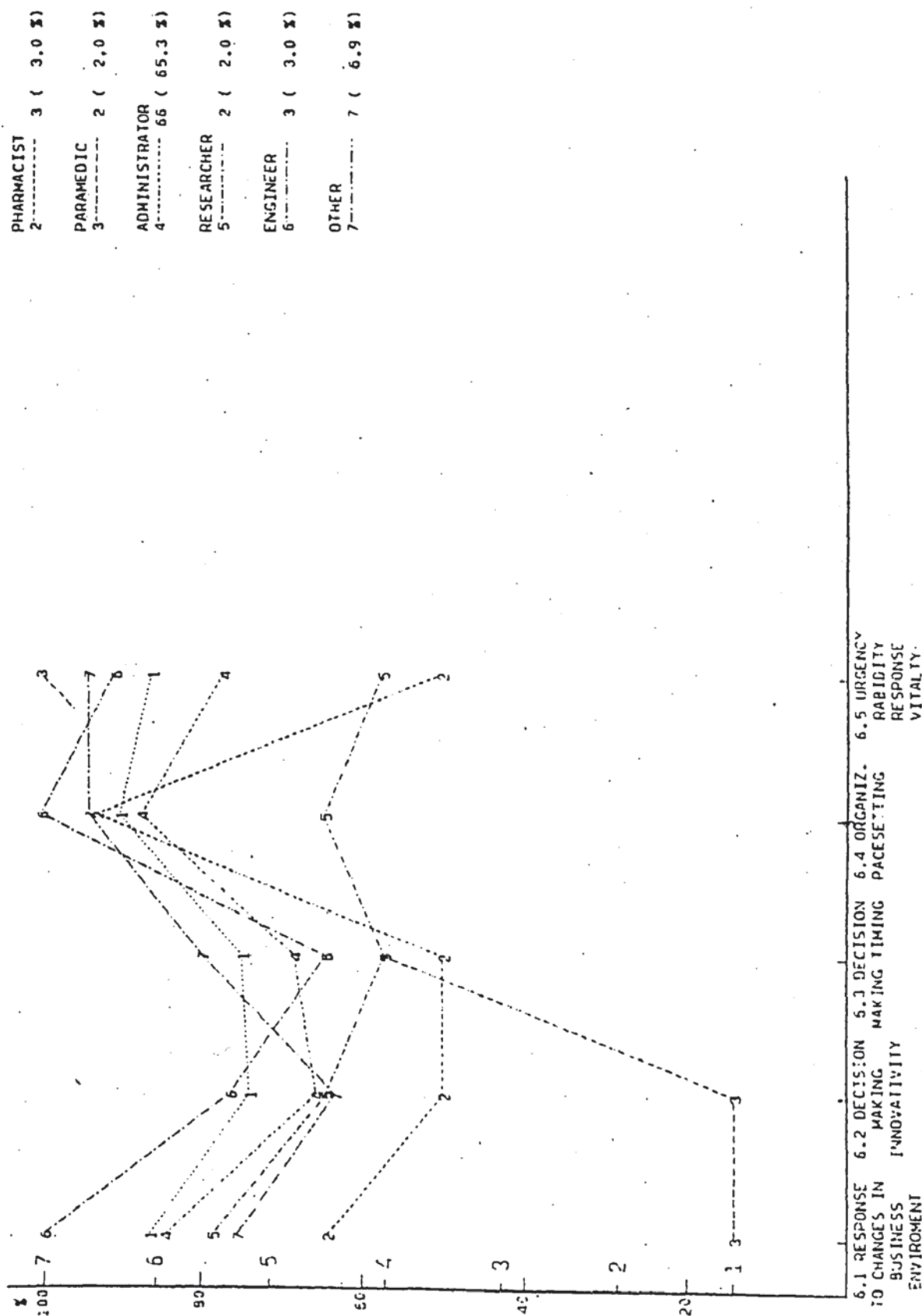
Fig. 4.2.1.7

PROFESSION (PROF)
7 COMPENSATION
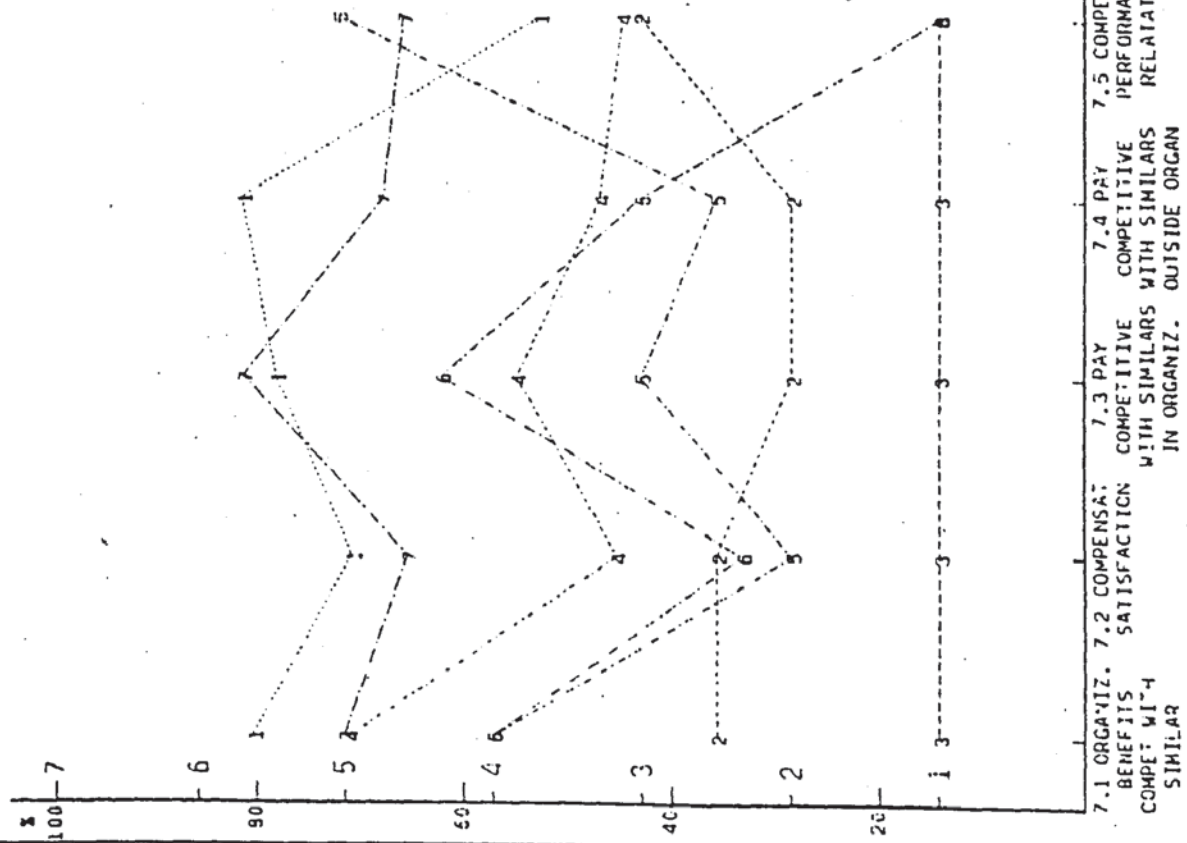
M. DOCTOR
1·········· 18 (17.8 %)

PHARMACIST
2------- 3 (3.0 %)

PARAMEDIC
3------- 2 (2.0 %)

ADMINISTRATOR
4-·-·- 66 (65.3 %)

RESEARCHER
5-··-··- 2 (2.0 %)

ENGINEER
6-·· 3 (3.0 %)

OTHER
7---- 7 (6.9 %)

7.1 ORGANIZ.	7.2 COMPENSA:	7.3 PAY	7.4 PAY	7.5 COMPENSA:
BENEFITS	SATISFACTION	COMPETITIVE	COMPETITIVE	PERFORMANCE
COMPET WI-4		WITH SIMILARS	WITH SIMILARS	RELATION
SIMILAR		IN ORGANIZ.	OUTSIDE ORGAN	

Fig. 4.2.1.8   PROFESSION (PROF)

8 HUMAN RESOURCE DEVELOPEMENT

M. DOCTOR
1········ 18 (17.8 %)

PHARMACIST
2········ 3 (3.0 %)

PARAMEDIC
3········ 2 (2.0 %)

ADMINISTRATOR
4········ 66 (65.3 %)

RESEARCHER
5········ 2 (2.0 %)

ENGINEER
6········ 3 (3.0 %)

OTHER
7········ 7 (6.9 %)

8.1 PROMOT.   8.2 QUALITY   8.3 SUCCESS   8.4 OPPORTUNIT   9.5 JOB   8.6 MATCH BET
OPPORTUNITY   OF SEARCH FOR   IN DEVELOP.   PROVISON &   CHALLENGING   MANAG. TALENT
               VACANCIES   PEOPLE FOR   INDIVIDUAL   & THEIR JOB
                               BIGGER JOBS   DEVLOPEMENT   DEMAND
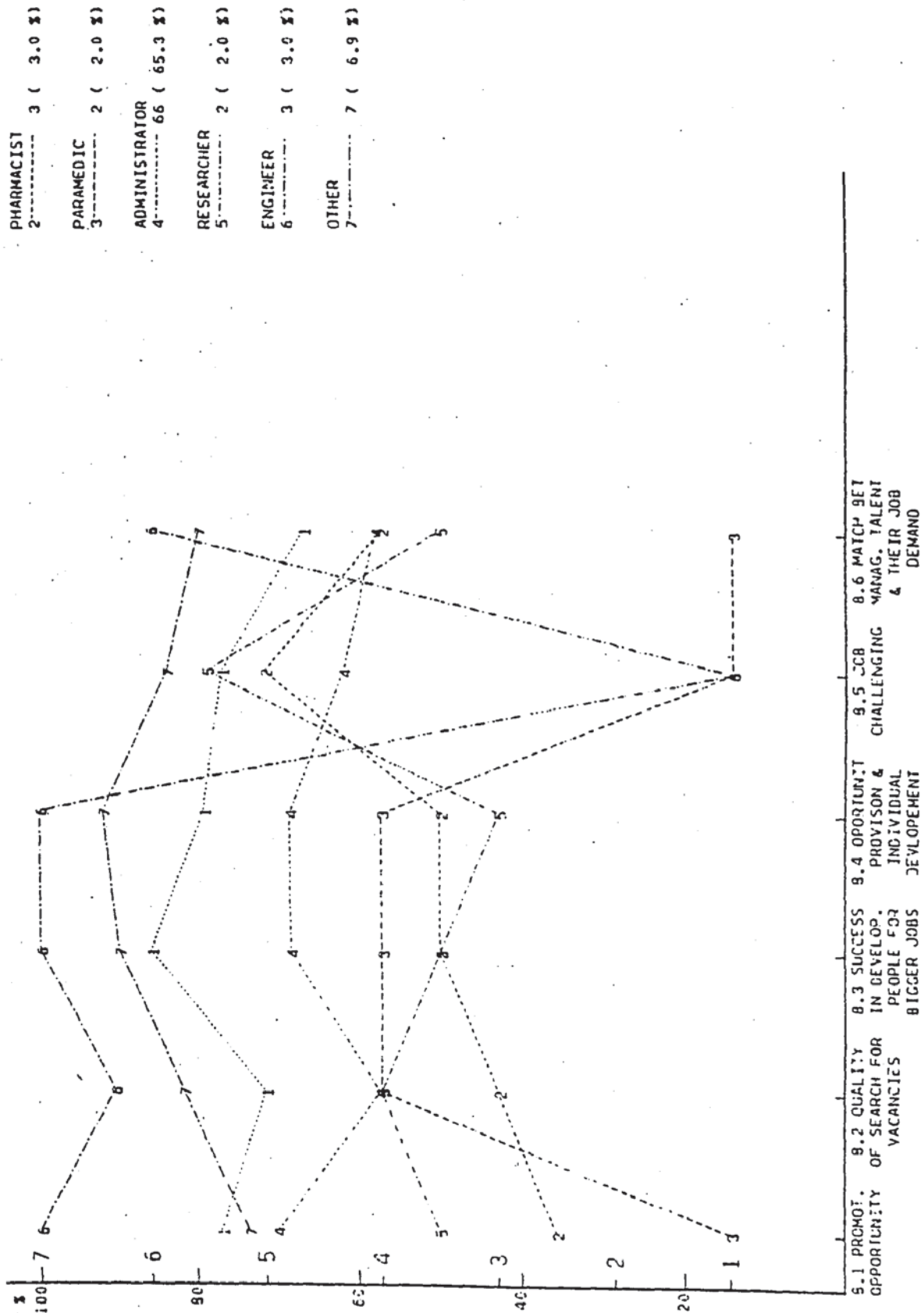
Fig. 4.2.2.1

EDUCATION (EDUC)
1 ORGANIZAT. CLARITY

LESS THAN H. SCHOOL D.
1-------- 14 (14.1 %)

H. SCHOOL D.
2-------- 10 (10.1 %)

INSTITUTE DIPLOMA
3-------- 9 (9.1 %)

UNIVERSITY D.
4-------- 43 (43.4 %)

MASTER D.
5-------- 20 (20.2 %)

DOCTORATE D.
6-------- 3 (3.0 %)

%
100
80
60
40
20

| 1.1 GOALS RELATED TO EVERY DAY FUNC | 1.2 GOALS CLEARANCE | 1.3 PLANNING FORMALITY | 1.4 PLANNING LENGTH | 1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING | 1.6 PLAN DEFINIT. TO MEET GOALS |
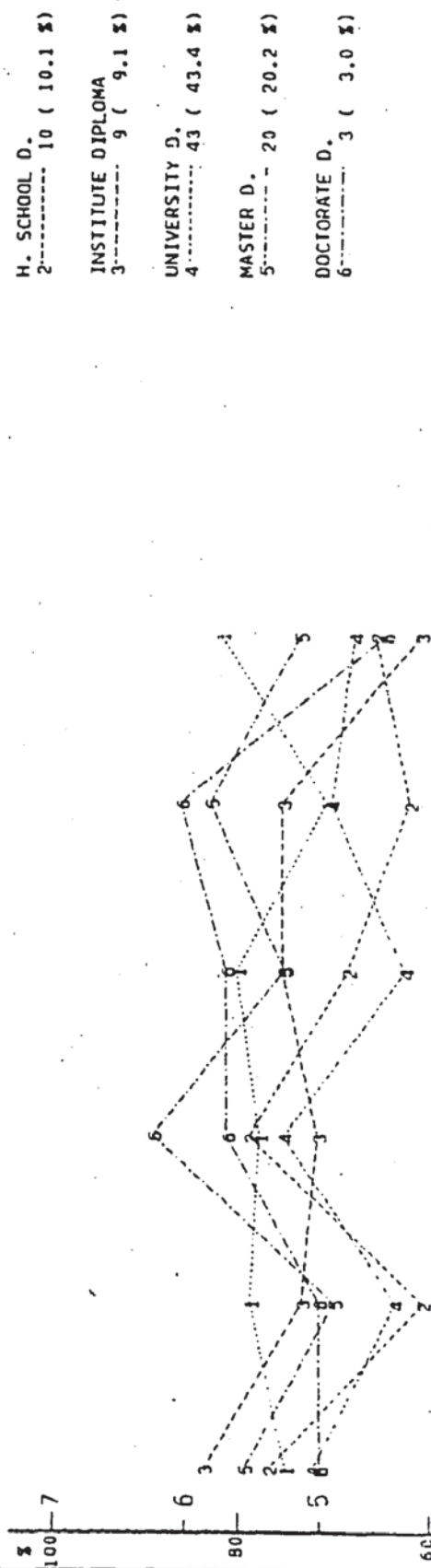
Fig. 4.2.2.2

EDUCATION (EDUC)

2 DECISION MAKING STRUCTURE
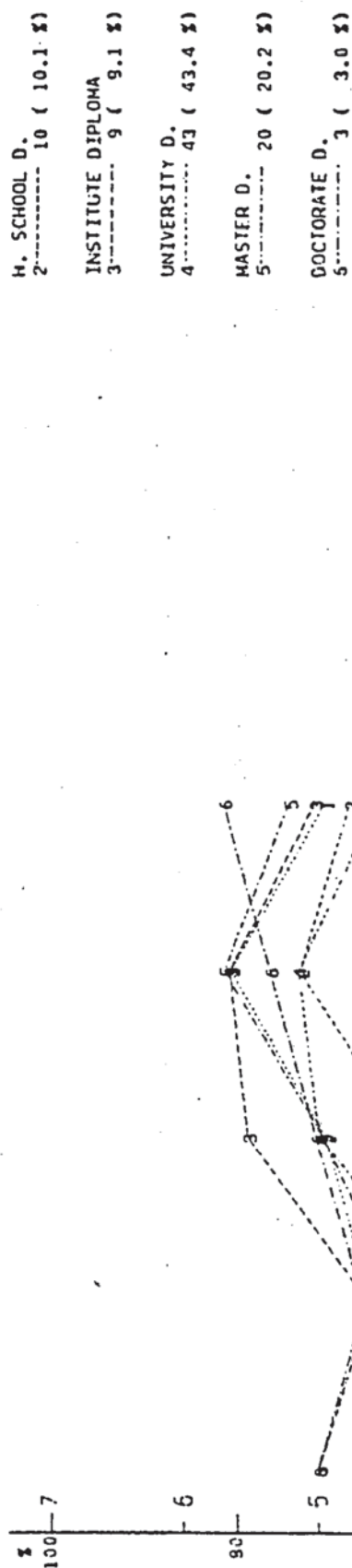
LESS THAN H. SCHOOL D.
1·········· 14 (14.1 %)

H. SCHOOL D.
2········· 10 (10.1 %)

INSTITUTE DIPLOMA
3········· 9 (9.1 %)

UNIVERSITY D.
4·········· 43 (43.4 %)

MASTER D.
5·········· 20 (20.2 %)

DOCTORATE D.
5········· 3 (3.0 %)

2.1 REPORT SY
EFFECT ON
STRATEGY
IMPLEMENT.

2.2 REPORT SY
EFFECT ON
GOAL
IMPLMENT

2.3 SYSTEM
PROVISION CF
INFORM F.D.
MAKING

2.4 IFORM
ADEQUACY AS A
BASE F.
DECISIONS

2.5 REPORT SY
EFFECT ON
COORDINAT.

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Fig. 4.2.2.3

EDUCATION (EDUC)
3 ORGANIZAT. INTEGRATION
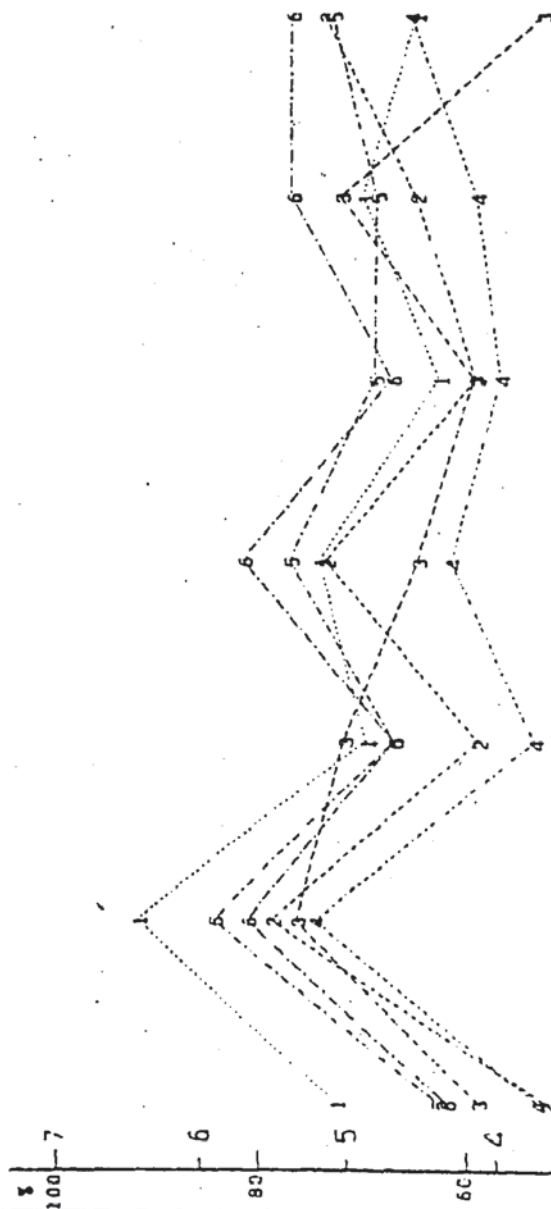
LESS THAN H. SCHOOL D.
1 .... 14 (14.1 %)

H. SCHOOL D.
2 ------- 10 (10.1 %)

INSTITUTE DIPLOMA
3 -------- 9 (9.1 %)

UNIVERSITY D.
4 -------- 43 (43.4 %)

MASTER D.
5 ------- 20 (20.2 %)

DOCTORATE D.
6 -------- 3 (3.0 %)

%
100 — 7
80 — 6
60 — 5
40 — 4
— 3
20 — 2
— 1

3.1 OTHER UNIT PROBLEM UNDERSTAND

3.2 QUALITY OF SAME LEVEL COMUNICAT.

3.3 QUALITY OF TOTAL COMMUNICAT.

3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB

3.5 GOALS UNDERSTAND. BETWEEN UNITS

3.6 COOPERAT. TROUGH UNITS

3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THERS.

Fig. 4.2.2.4

EDUCATION (EDUC)
4 MANAGEMENT STYLE

LESS THAN H. SCHOOL D.
1··········· 14 (14.1 %)

H. SCHOOL D.
2·········· 10 (10.1 %)

INSTITUTE DIPLOMA
3··········   9 (9.1 %)

UNIVERSITY D.
4·········· 43 (43.4 %)

MASTER D.
5·········· 20 (20.2 %)

DOCTORATE D.
6··········   3 (3.0 %)

4.1 INDEPEND.	4.2 RISK	4.3 OPEN	4.4 JOB	4.5 CONSTRUCT	4.6 COMMUNIC.	4.7 MANAGEM.
IC CARRY	INCURMENT FOR	DISCUSSION	INNOVAT.	CRITICISM	FROM ABOVE	SUPPORT FOR
RESPONSIBILIT	EFFECTIVENESS	ENCOURAGEMENT	ENCOURAGEMENT	INCOURAGEMENT		MANAGERS

297

Fig. 4.2.2.5

EDUCATION (EDUC)

5 PERFORMANCE ORIENTATION
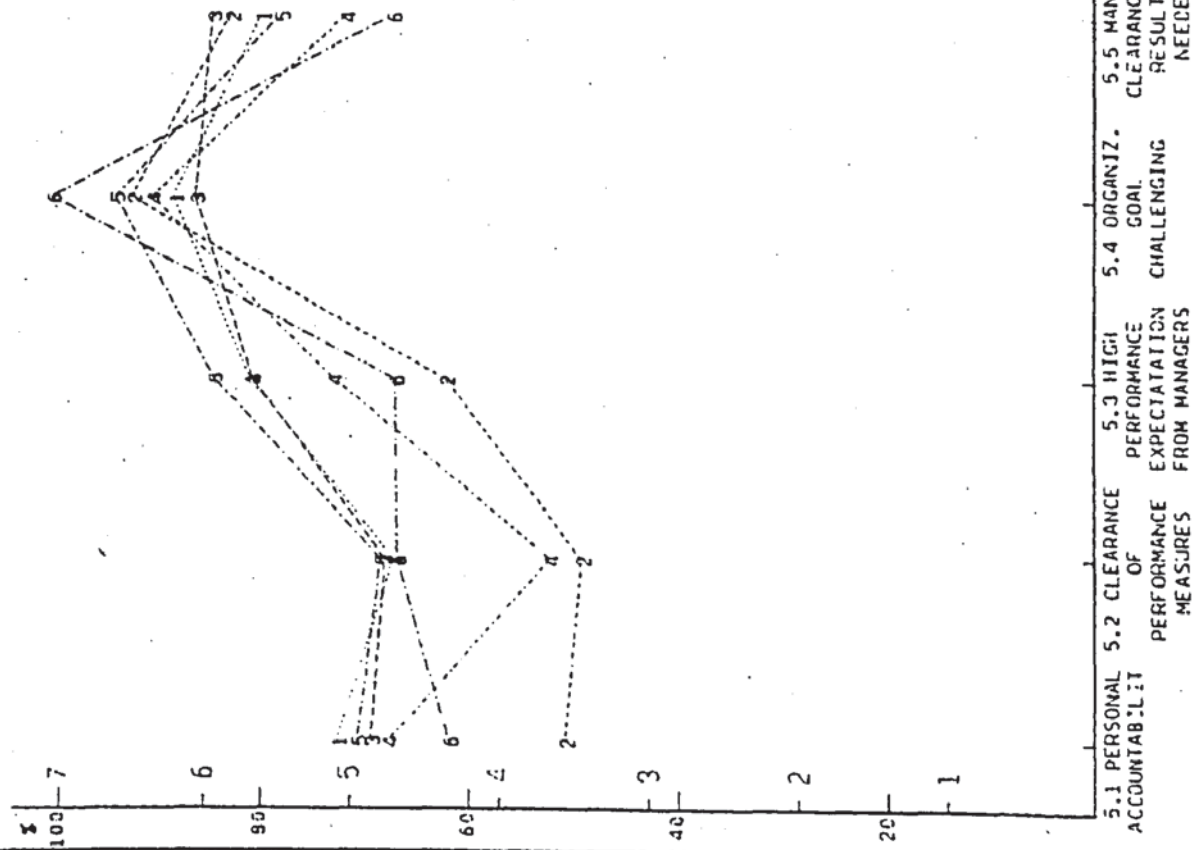
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2 -------- 10 (10.1 %)

INSTITUTE DIPLOMA
3 -------- 9 (9.1 %)

UNIVERSITY D.
4 -------- 43 (43.4 %)

MASTER D.
5 -------- 20 (20.2 %)

DOCTORATE D.
6 -------- 3 (3.0 %)

5.1 PERSONAL   5.2 CLEARANCE   5.3 HIGH   5.4 ORGANIZ.   5.5 MANAG
ACCOUNTABILIT   OF   PERFORMANCE   GOAL   CLEARANCE OF
                 PERFORMANCE   EXPECTATATION   CHALLENGING   RESULTS
                 MEASURES   FROM MANAGERS   NEEDED

Fig. 4.2.2.6   EDUCATION (EDUC)
6 ORGANIZAT. VITALITY
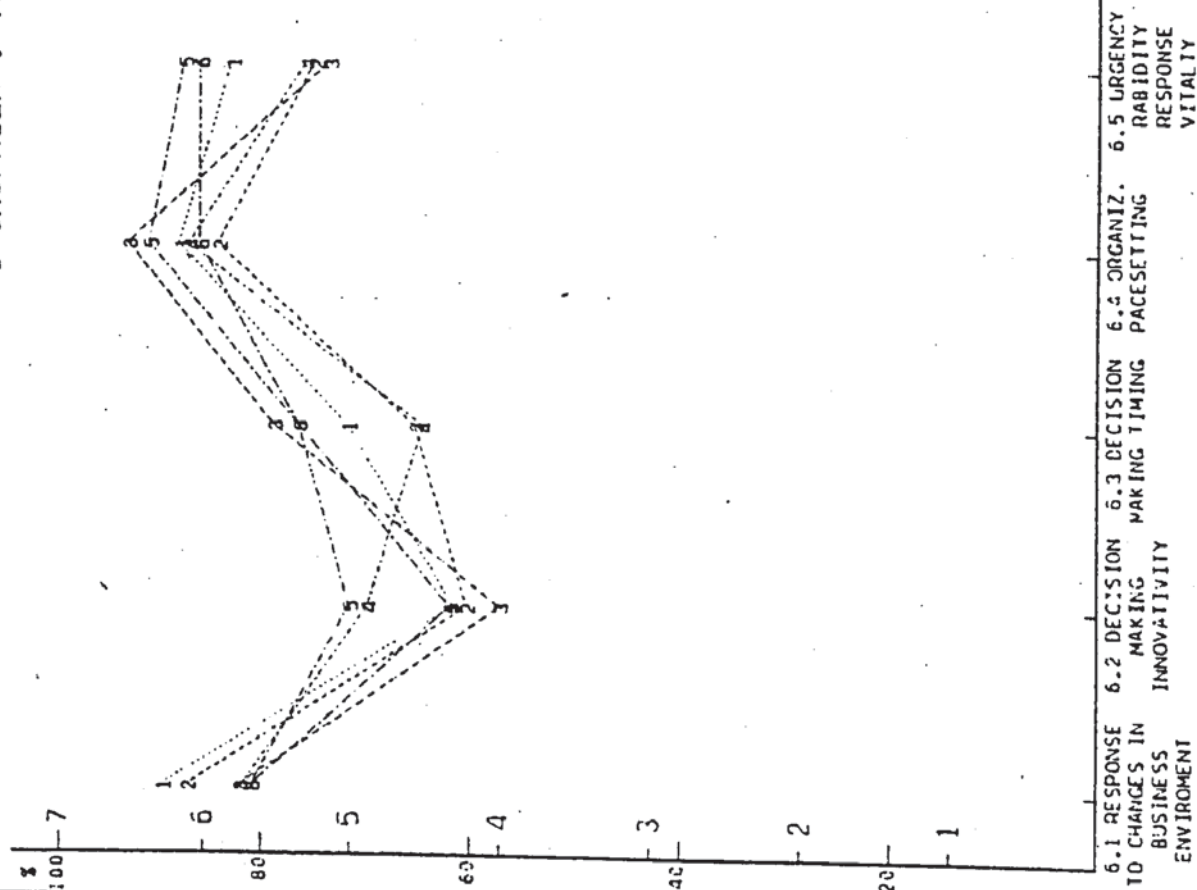
LESS THAN H. SCHOOL D.
1·········· 14 (14.1 %)

H. SCHOOL D.
2········· 10 (10.1 %)

INSTITUTE DIPLOMA
3········ 9 (9.1 %)

UNIVERSITY D.
4········· 43 (43.4 %)

MASTER D.
5········· 20 (20.2 %)

DOCTORATE D.
6········· 3 (3.0 %)

6.1 RESPONSE   6.2 DECISION   6.3 DECISION   6.4 ORGANIZ.   6.5 URGENCY
TO CHANGES IN   MAKING   MAKING TIMING   PACESETTING   RABIDITY
BUSINESS   INNOVATIVITY   RESPONSE
ENVIROMENT   VITALIY

299

Fig. 4.2.2.7

EDUCATION (EDUC)
7 COMPENSATION
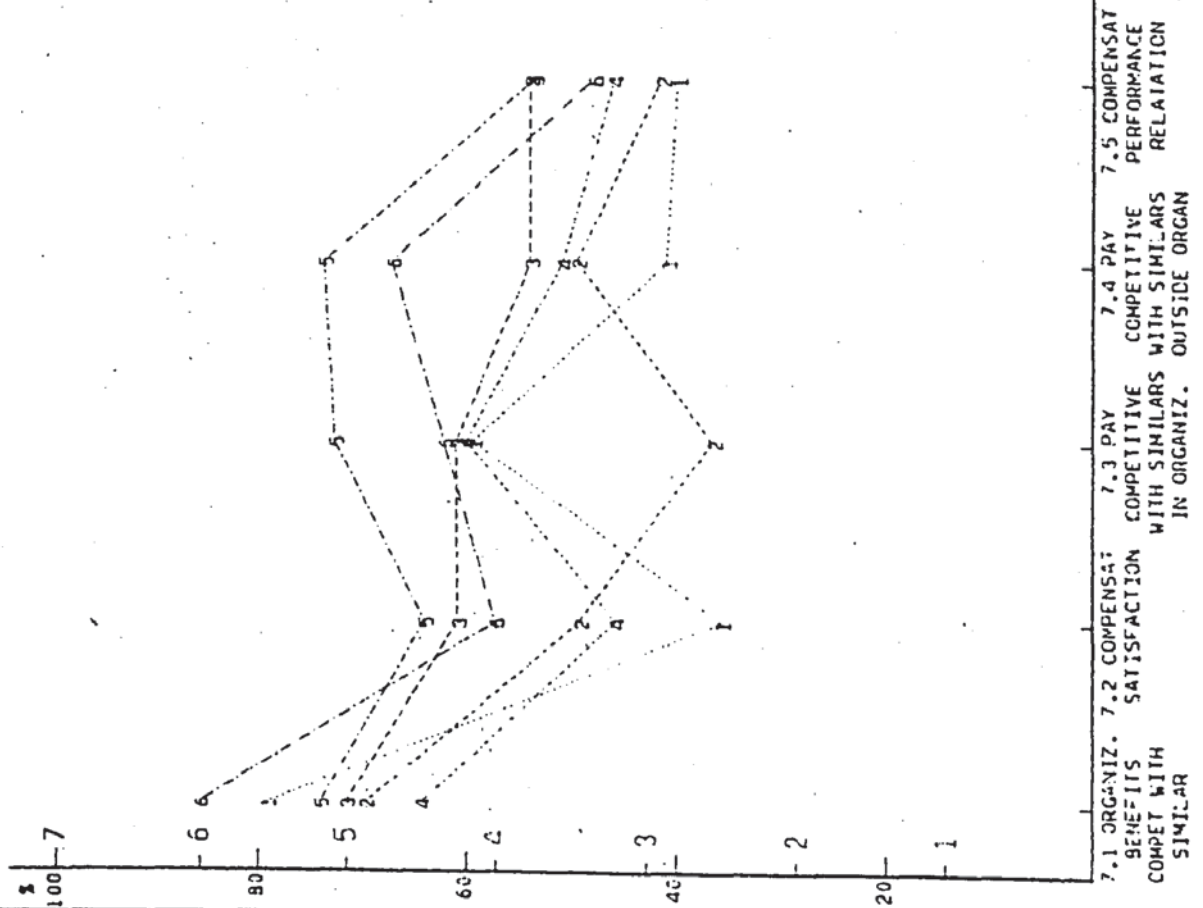
LESS THAN H. SCHOOL D.
1·········· 14 (14.1 %)

H. SCHOOL D.
2------- 10 (10.1 %)

INSTITUTE DIPLOMA
3------- 9 (9.1 %)

UNIVERSITY D.
4------- 43 (43.4 %)

MASTER D.
5------- 20 (20.2 %)

DOCTORATE D.
6------- 3 (3.0 %)

7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR

7.2 COMPENSAT SATISFACTION

7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.

7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN

7.5 COMPENSAT PERFORMANCE RELAIATICN

Fig. 4.2.2.8

EDUCATION (EDUC)

8 HUMAN RESOURCE DEVELOPEMENT
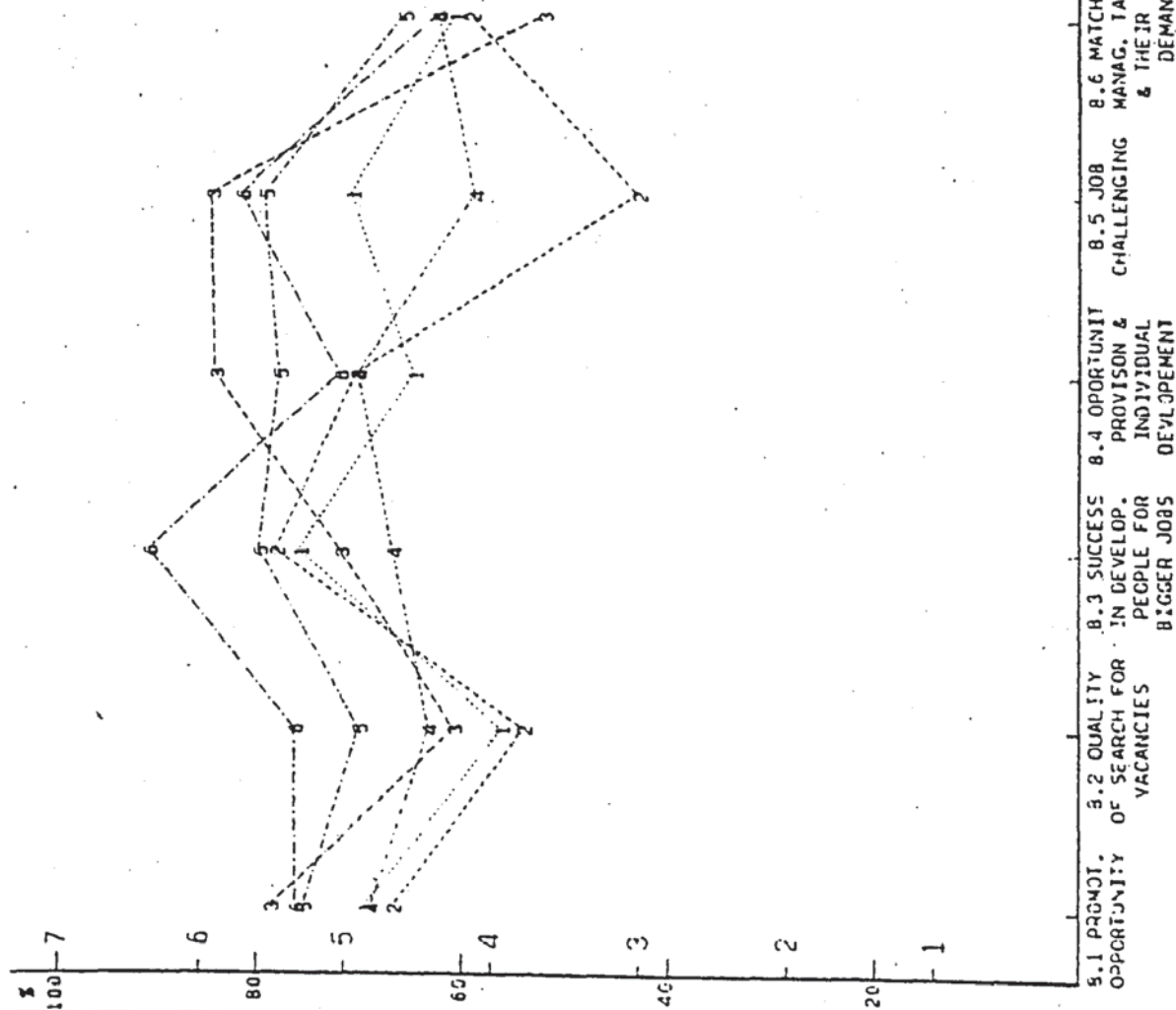
LESS THAN H. SCHOOL D.
1.......... 14 (14.1 %)

H. SCHOOL D.
2......... 10 (10.1 %)

INSTITUTE DIPLOMA
3......... 9 (9.1 %)

UNIVERSITY D.
4......... 43 (43.4 %)

MASTER D.
5......... 20 (20.2 %)

DOCTORATE D.
6......... 3 (3.0 %)

8.1 PROMOT. 8.2 QUALITY 8.3 SUCCESS 8.4 OPORTUNIT 8.5 JOB 8.6 MATCH BET
OPPORTUNITY OF SEARCH FOR IN DEVELOP. PROVISON & CHALLENGING MANAG. TALENT
VACANCIES PEOPLE FOR INDIVIDUAL & THEIR JOB
BIGGER JOBS DEVLOPEMENT DEMAND

301

Fig. 4.2.3.1

DEPARTMENTS (DEPT)
1 ORGANIZAT. CLARITY

FINANCIAL AFFAIRS
1........... 27 (31.4 %)

ORGANIZATION & CONTROL
2------- 5 (5.8 %)

SERVICE & TECH. STAFF
3------- 10 (11.6 %)

GENERAL JOBS
4........... 11 (12.8 %)

PUBLIC HEALTH & PLANNING
5------- 7 (8.1 %)

HOSPITALS
6------- 2 (2.3 %)

MEDICAL STORES
7------- 1 (1.2 %)

LEGAL AFFAIRS
8----- 4 (4.7 %)

DENTISTS & PARAMEDICS
9------- 4 (4.7 %)

SOCIAL HEALTH
Y----- 1 (1.2 %)

TREATMENT ABROAD
N------ 1 (1.2 %)

EXTERNAL MEDICAL SERV.
F------ 7 (8.1 %)

ENVIROMENT PROTECTION
M----- 5 (5.8 %)

TRANSPORTAT.
K------ 1 (1.2 %)

1.1 GOALS RELATED TO EVERY DAY FUNC

1.2 GOALS CLEARANCE

1.3 PLANNING FORMALITY

1.4 PLANNING LENGTH

1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING

1.6 PLAN DEFINIT. TO MEET GOALS

302

DEPARTMENTS (DEPT)

Fig. 4.2.3.2

2 DECISION MAKING STRUCTURE

FINANCIAL AFFAIRS
1·········· 27 (31.4 %)

ORGANIZATION & CONTROL
2········· 5 (5.8 %)

SERVICE & TECH. STAFF
3········· 10 (11.6 %)

GENERAL JOBS
4········· 11 (12.8 %)

PUBLIC HEALTH & PLANNING
5········· 7 (8.1 %)

HOSPITALS
6········· 2 (2.3 %)

MEDICAL STORES
7········· 1 (1.2 %)

LEGAL AFFAIRS
8········· 4 (4.7 %)

DENTIS'S & PARAMEDICS
9········· 4 (4.7 %)

SOCIAL HEALTH
Y········· 1 (1.2 %)

TREATMENT ABROAD
N········· 1 (1.2 %)

EXTERNAL MEDICAL SERV.
F········· 7 (8.1 %)

ENVIROMENT PROTECTION
M········· 5 (5.8 %)

TRANSPORTAT.
K········· 1 (1.2 %)

2.1 REPORT SY 2.2 REPORT SY 2.3 SYSTEM   2.4 IFORM   2.5 REPORT SY
EFFECT ON   EFFECT ON   PROVISION OF   ADEQUACY AS A EFFECT ON
STRATEGY   GOAL   INFORM F.O.   BASE F.   COORDINAT.
IMPLEMENT.   IMPLEMENT   MAKING   DECISIONS

303

Fig. 4.2.3.3

DEPARTMENTS (DEPT)

3 ORGANIZAT. INTEGRATION

FINANCIAL AFFAIRS
1........... 27 (31.4 %)

ORGANIZATION & CONTROL
2........... 5 (5.8 %)

SERVICE & TECH. STAFF
3--------- 10 (11.6 %)

GENERAL JOBS
4--------- 11 (12.8 %)

PUBLIC HEALTH & PLANNING
5--------- 7 (8.1 %)

HOSPITALS
6--------- 2 (2.3 %)

MEDICAL STORES
7--------- 1 (1.2 %)

LEGAL AFFAIRS
8-------- 4 (4.7 %)

DENTISTS & PARAMEDICS
9-------- 4 (4.7 %)

SOCIAL HEALTH
Y-------- 1 (1.2 %)

TREATMENT ABROAD
N-------- 1 (1.2 %)

EXTERNAL MEDICAL SERV.
F-------- 7 (8.1 %)

ENVIROMENT PROTECTION
W-------- 5 (5.8 %)

TRANSPORTAT.
K-------- 1 (1.2 %)

3.1 OTHER   3.2 QUALITY   3.3 QUALITY   3.4 MANAGERS   3.5 GOALS   3.6 COOPERAT.   3.7 AWARE OF
UNIT PROBLEM OF   OF SAME LEVEL   OF TOTAL   CLEARANCE OF   UNDERSTAND.   TROUGH UNITS   HAPPENINGS IN
UNDRSTAND   COMUNICAT.   COMMUNICA.   INTERR OTHERS   BETWEEN UNITS   ORG. EFFECT
                                                     JOB   THERS.

Fig. 4.2.3.4

DEPARTMENTS (DEPT)

4 MANAGEMENT STYLE

FINANCIAL AFFAIRS
1.......... 27 (31.4 %)

ORGANIZATION & CONTROL
2-------- 5 (5.8 %)

SERVICE & TECH. STAFF
3----- 10 (11.6 %)

GENERAL JOBS
4--------- 11 (12.8 %)

PUBLIC HEALTH & PLANNING
5---- 7 (8.1 %)

HOSPITALS
6------- 2 (2.3 %)

MEDICAL STORES
7--------- 1 (1.2 %)

LEGAL AFFAIRS
8---- 4 (4.7 %)

DENTISTS & PARAMEDICS
9--------- 4 (4.7 %)

SOCIAL HEALTH
Y------- 1 (1.2 %)

TREATMENT ABROAD
N------- 1 (1.2 %)

EXTERNAL MEDICAL SERV.
F------- 7 (8.1 %)

ENVIROMENT PROTECTION
M------- 5 (5.8 %)

TRANSPORTAT.
K------- 1 (1.2 %)

4.1 INDEPEND.   4.2 RISK   4.3 OPEN   4.4 JOB   4.5 CONSTRUCT 4.6 COMMUNIC. 4.7 MANAGEM.
TO CARRY   INCURMENT FOR   DISCUSSION   INNOVAT.   CRITICISM   FROM ABOVE   SUPPORT FOR
RESPONSIBILIT EFFECTIVENESS ENCOURAGEMENT ENCOURAGEMENT INCURAGEMENT   MANAGERS

Fig. 4.2.3.5

DEPARTMENTS (DEPT)
5 PERFORMANCE ORIENTATION

FINANCIAL AFFAIRS
1 .... 27 (31.4 %)

ORGANIZATION & CONTROL
2 ------ 5 (5.8 %)

SERVICE & TECH. STAFF
3 ------ 10 (11.6 %)

GENERAL JOBS
4 ------ 11 (12.8 %)

PUBLIC HEALTH & PLANNING
5 ------ 7 (8.1 %)

HOSPITALS
6 ------ 2 (2.3 %)

MEDICAL STORES
7 ------ 1 (1.2 %)

LEGAL AFFAIRS
8 ----- 4 (4.7 %)

DENTISTS & PARAMEDICS
9 ----- 4 (4.7 %)

SOCIAL HEALTH
Y ------ 1 (1.2 %)

TREATMENT ABROAD
N ------ 1 (1.2 %)

EXTERNAL MEDICAL SERV.
F ------ 7 (9.1 %)

ENVIROMENT PROTECTION
W ------ 5 (5.8 %)

TRANSPORTAT.
X ------ 1 (1.2 %)

5.1 PERSONAL ACCOUNTABILIT   5.2 CLEARANCE OF PERFORMANCE MEASURES   5.3 HIGH PERFORMANCE EXPECTATATION FROM MANAGERS   5.4 ORGANIZ. GOAL CHALLENGING   5.5 MANAG CLEARANCE CF RESULTS NEEDED

Fig. 4.2.3.6

DEPARTMENTS (DEPT)
6 ORGANIZAT. VITALITY

FINANCIAL AFFAIRS
1--------- 27 (31.4 %)

ORGANIZATION & CONTROL
2--------- 5 (5.8 %)

SERVICE & TECH. STAFF
3--------- 10 (11.6 %)

GENERAL JOBS
4--------- 11 (12.8 %)

PUBLIC HEALTH & PLANNING
5--------- 7 (8.1 %)

HOSPITALS
6--------- 2 (2.3 %)

MEDICAL STORES
7--------- 1 (1.2 %)

LEGAL AFFAIRS
8--------- 4 (4.7 %)

DENTISTS & PARAMEDICS
9--------- 4 (4.7 %)

SOCIAL HEALTH
Y--------- 1 (1.2 %)

TREATMENT ABROAD
N--------- 1 (1.2 %)

EXTERNAL MEDICAL SERV.
F--------- 7 (8.1 %)

ENVIROMENT PROTECTION
M--------- 5 (5.8 %)

TRANSPORTAT.
K--------- 1 (1.2 %)

6.1 RESPONSE   6.2 DECISION   5.3 DECISION   6.4 ORGANIZ.   6.5 URGENCY
TO CHANGES IN MAKING   MAKING TIMING PACESETTING   RAPIDITY
BUSINESS   INNOVATIVITY   RESPONSE
ENVIROMENT   VITALTY

307

Fig. 4.2.3.7   DEPARTMENTS (DEPT)
                7 COMPENSATION

FINANCIAL AFFAIRS
1------- 27 (31.4 %)

ORGANIZATION & CONTROL
2------- 5 (5.8 %)

SERVICE & TECH. STAFF
3------- 10 (11.6 %)

GENERAL JOBS
4------- 11 (12.8 %)

PUBLIC HEALTH & PLANNING
5------- 7 (8.1 %)

HOSPITALS
6------- 2 (2.3 %)

MEDICAL STORES
7------- 1 (1.2 %)

LEGAL AFFAIRS
8------- 4 (4.7 %)

DENTISTS & PARAMEDICS
9------- 4 (4.7 %)

SOCIAL HEALTH
Y------- 1 (1.2 %)

TREATMENT ABROAD
N------- 1 (1.2 %)

EXTERNAL MEDICAL SERV.
F------- 7 (8.1 %)

ENVIROMENT PROTECTION
M------- 5 (5.8 %)

TRANSPORTAT.
K------- 1 (1.2 %)

7.1 ORGANIZ.   7.2 COMPENSA⁷   7.3 PAY   7.4 PAY   7.5 COMPENSAT
BENEFITS   SATISFACTION   COMPETITIVE   COMPETITIVE   PERFORMANCE
COMPET WITH   WITH SIMILARS WITH SIMILARS   RELATION
SIMILAR   IN ORGANIZ.   OUTSIDE ORGAN

Fig. 4.2.3.8

DEPARTMENTS (DEPT)

8 HUMAN RESOURCE DEVELOPEMENT

FINANCIAL AFFAIRS
1·········· 27 (31.4 %)

ORGANIZATION & CONTROL
2········· 5 (5.8 %)

SERVICE & TECH. STAFF
3········· 10 (11.6 %)

GENERAL JOBS
4·········· 11 (12.8 %)

PUBLIC HEALTH & PLANNING
5········· 7 (8.1 %)

HOSPITALS
6········· 2 (2.3 %)

MEDICAL STORES
7········· 1 (1.2 %)

LEGAL AFFAIRS
8········· 4 (4.7 %)

DENTISTS & PARAMEDICS
9········· 4 (4.7 %)

SOCIAL HEALTH
Y········· 1 (1.2 %)

TREATMENT ABROAD
N········· 1 (1.2 %)

EXTERNAL MEDICAL SERV.
F········· 7 (8.1 %)

ENVIROMENT PROTECTION
M········· 5 (5.8 %)

TRANSPORTAT.
K········· 1 (1.2 %)

8.1 PROMOT. OPPORTUNITY | 8.2 QUALITY OF SEARCH FOR VACANCIES | 8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS | 8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVELOPEMENT | 8.5 JOB CHALLENGING | 8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND

Fig. 4.2.4.1

LEVEL (LVL)
1 ORGANIZAT. CLARITY
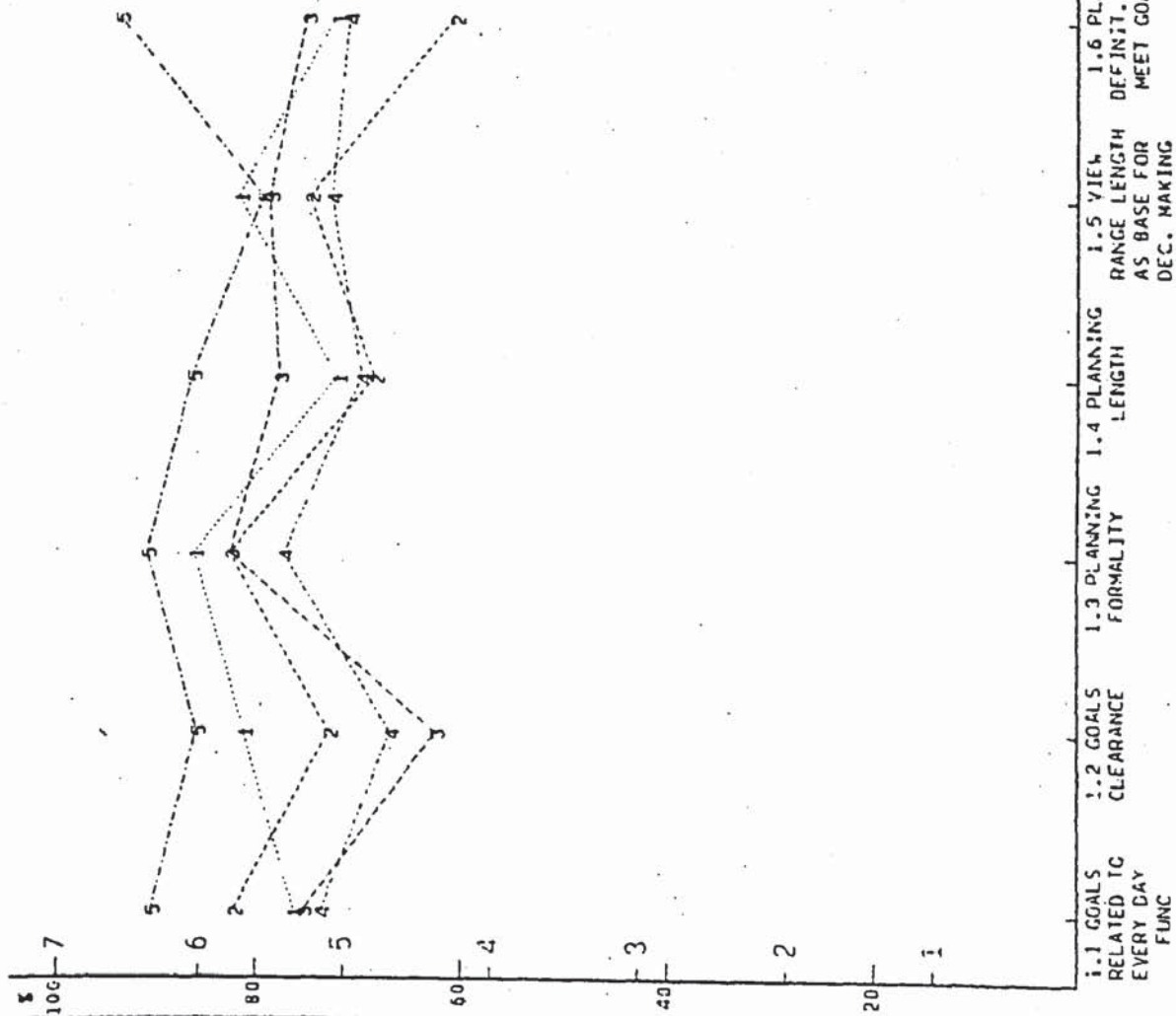
ASSIST. UNDER SECRETARY
1·········· 3 (3.0 %)

DEPARTMENT HEAD
2·········· 12 (11.9 %)

CONTROLLER
3·········· 12 (11.9 %)

SECTION HEAD
4·········· 71 (70.3 %)

SUB-SECTION HEAD
5·········· 3 (3.0 %)

1.1 GOALS
RELATED TC
EVERY DAY
FUNC

1.2 GOALS
CLEARANCE

1.3 PLANNING
FORMALITY

1.4 PLANNING
LENGTH

1.5 VIEW
RANGE LENGTH
AS BASE FOR
DEC. MAKING

1.6 PLAN
DEFINIT. TO
MEET GOALS

Fig. 4.2.4.2

LEVEL (LVL)

2 DECISION MAKING STRUCTURE
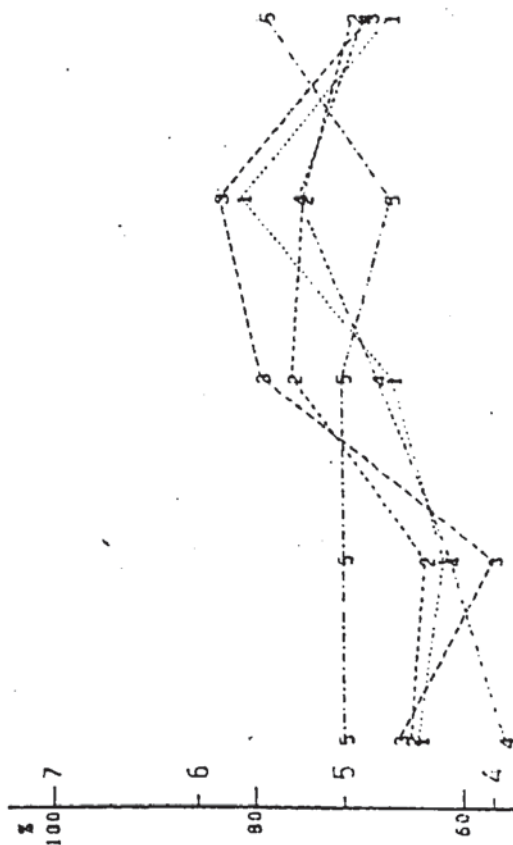
ASSIST. UNDER SECRETARY
1............ 3 (3.0 %)

DEPARTMENT HEAD
2---------- 12 (11.9 %)

CONTROLLER
3--------- 12 (11.9 %)

SECTION HEAD
4--------- 71 (70.3 %)

SUB-SECTION HEAD
5--------- 3 (3.0 %)

2.1 REPORT SY   2.2 REPORT SY   2.3 SYSTEM   2.4 IFORM   2.5 REPORT SY
EFFECT ON   EFFECT ON   PROVISION OF   ADEQUACY AS A   EFFECT ON
STRATEGY   GOAL   INFORM F.D.   BASE F.   COORDINAT.
IMPLEMENT.   IMPLMENT   MAKING   DECISIONS

311

Fig. 4.2.4.3

LEVEL (LVL)

3 ORGANIZAT. INTEGRATION
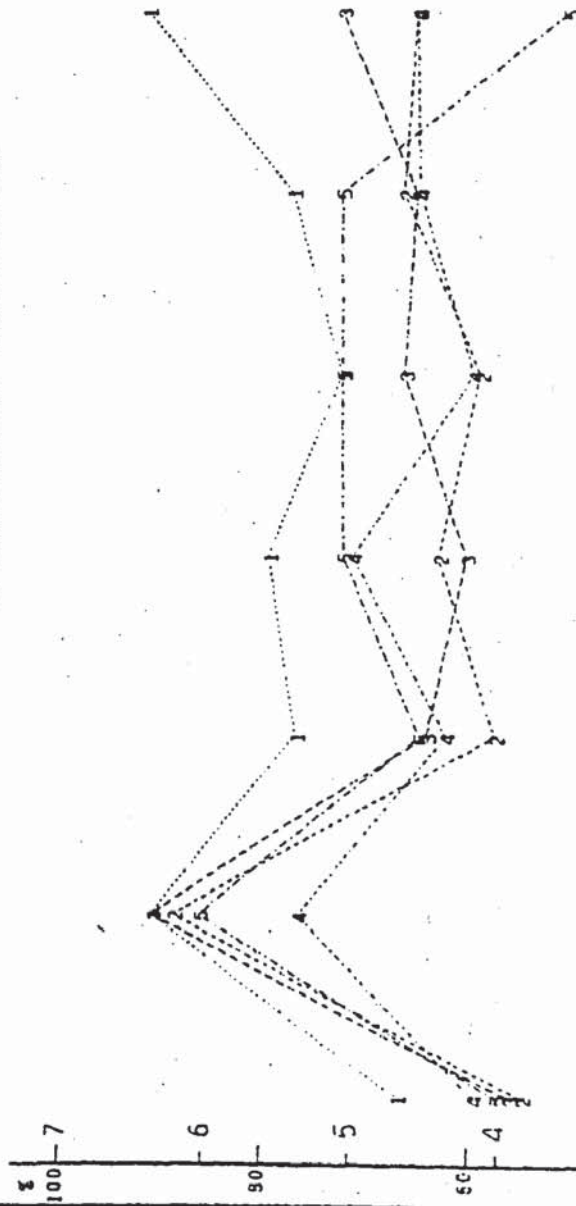
ASSIST. UNDER SECRETARY
1········· 3 (3.0 %)

DEPARTMENT HEAD
2·------- 12 (11.9 %)

CONTROLLER
3·------- 12 (11.9 %)

SECTION HEAD
4·-------- 71 (70.3 %)

SUB-SECTION HEAD
5·-·-·-·- 3 (3.0 %)

3.1 OTHER   3.2 QUALITY   3.3 QUALITY   3.4 MANAGERS   3.5 GOALS   3.6 COOPERAT.   3.7 AWARE OF
UNIT PROBLEM   OF SAME LEVEL OF TOTAL   CLEARANCE OF   UNDERSTAND.   TROUGH UNITS   HAPPENINGS IN
UNDERSTAND   COMMUNICAT.   COMMUNICAT.   INTERR OTHERS BETWEEN UNITS   ORG. EFFECT
                                          JOB   OTHERS.

Fig. 4.2.4.4

LEVEL (LVL)

4 MANAGEMENT STYLE
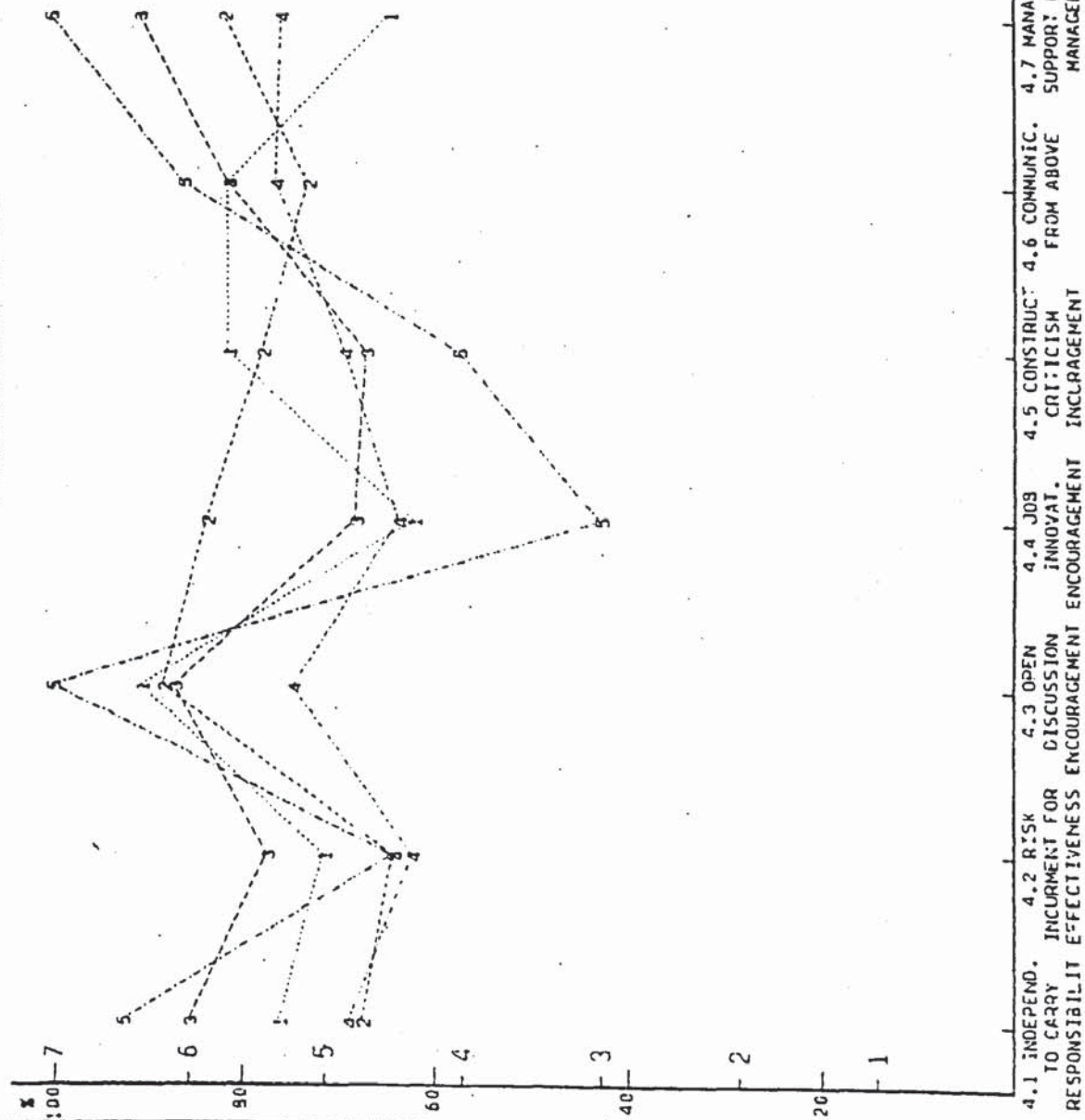
ASSIST. UNDER SECRETARY
1·········· 3 (3.0 %)

DEPARTMENT HEAD
2·········· 12 (11.9 %)

CONTROLLER
3·········· 12 (11.9 %)

SECTION HEAD
4·········· 71 (70.3 %)

SUB-SECTION HEAD
5·········· 3 (3.0 %)

4.1 INDEPEND. 4.2 RISK 4.3 OPEN 4.4 JOB 4.5 CONSTRUCT 4.6 COMMUNIC. 4.7 MANAGEM.
TO CARRY INCURMENT FOR DISCUSSION INNOVAT. CRITICISM FROM ABOVE SUPPORT FOR
RESPONSIBILIT EFFECTIVENESS ENCOURAGEMENT ENCOURAGEMENT INCOURAGEMENT INCLRAGEMENT MANAGERS

Fig. 4.2.4.5

LEVEL (LVL)

5 PERFORMANCE ORIENTATION
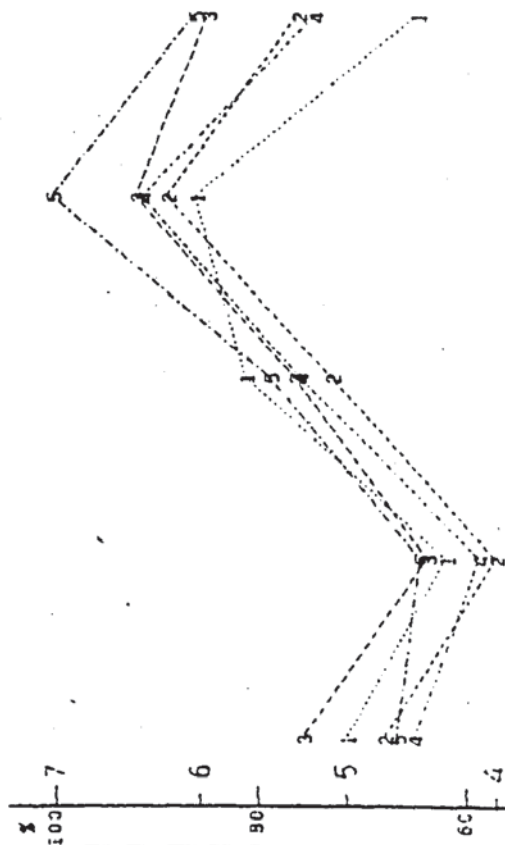
ASSIST. UNDER SECRETARY
1·········· 3 (3.0 %)

DEPARTMENT HEAD
2········· 12 (11.9 %)

CONTROLLER
3········· 12 (11.9 %)

SECTION HEAD
4········· 71 (70.3 %)

SUB-SECTION HEAD
5········· 3 (3.0 %)

5.1 PERSONAL   5.2 CLEARANCE   5.3 HIGH   5.4 ORGANIZ.   5.5 MANAG
ACCOUNTABILIT   OF   PERFORMANCE   GOAL   CLEARANCE OF
               PERFORMANCE   EXPECTATATION   CHALLENGING   RESULTS
                MEASURES   FROM MANAGERS   NEEDED

314

Fig. 4.2.4.6

LEVEL (LVL)
6 ORGANIZAT. VITALITY
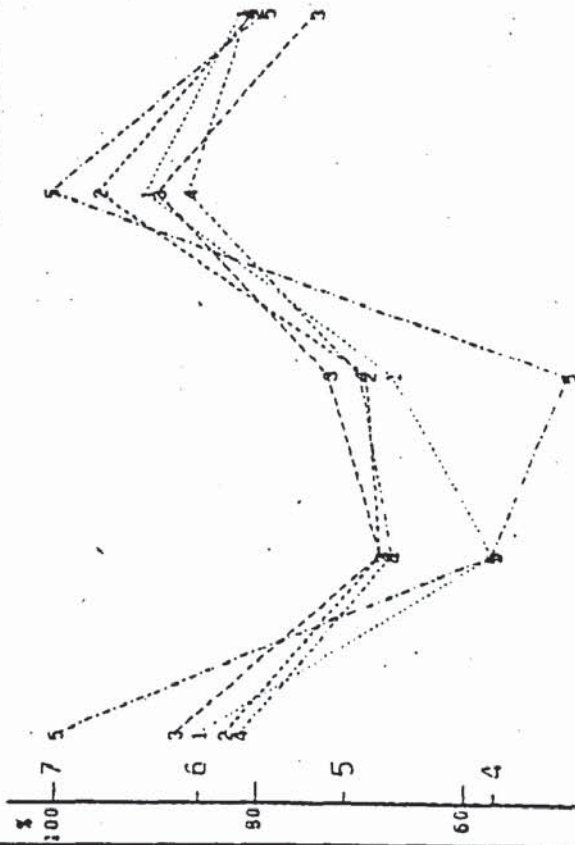
ASSIST. UNDER SECRETARY
1········· 3 (3.0 %)

DEPARTMENT HEAD
2········· 12 (11.9 %)

CONTROLLER
3········· 12 (11.9 %)

SECTION HEAD
4········· 71 (70.3 %)

SUB-SECTION HEAD
5········· 3 (3.0 %)

6.1 RESPONSE	6.2 DECISION	6.3 DECISION	6.4 ORGANIZ.	6.5 URGENCY
TO CHANGES IN	MAKING	MAKING TIMING	PACESETTING	RABICITY
BUSINESS	INNOVATIVITY			RESPONSE
ENVIROMENT				VITALITY

315

Fig. 4.2.4.7

LEVEL (LVL)

7 COMPENSATION
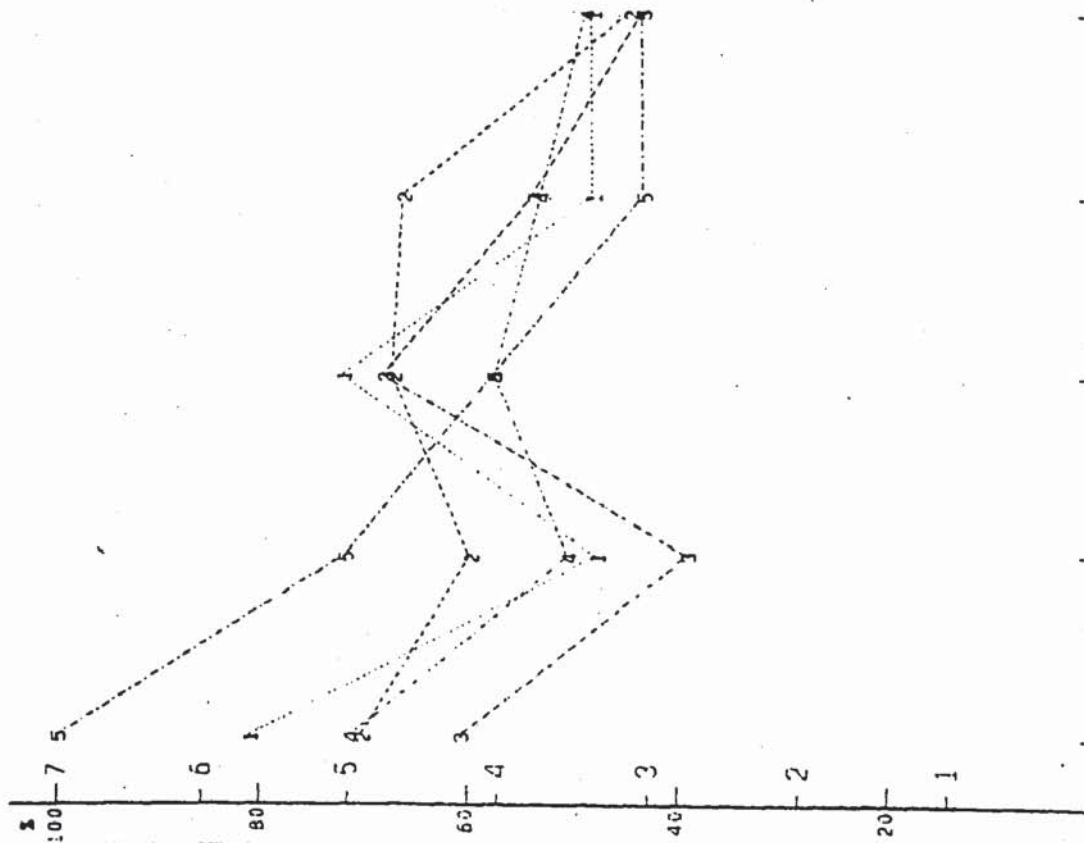
ASSIST. UNDER SECRETARY
1---------- 3 (3.0 %)

DEPARTMENT HEAD
2--------- 12 (11.9 %)

CONTROLLER
3--------- 12 (11.9 %)

SECTION HEAD
4--------- 71 (70.3 %)

SUB-SECTION HEAD
5---------- 3 (3.0 %)

7.1 ORGANIZ.	7.2 COMPENSAT	7.3 PAY	7.4 PAY	7.5 COMPENSAT
BENEFITS	SATISFACTION	COMPETITIVE	COMPETITIVE	PERFORMANCE
COMPET WITH		WITH SIMILARS	WITH SIMILARS	RELATATION
SIMILAR		IN ORGANIZ.	OUTSIDE ORGAN	

Fig. 4.2.4.8

LEVEL (LVL)

8 HUMAN RESOURCE DEVELOPEMENT
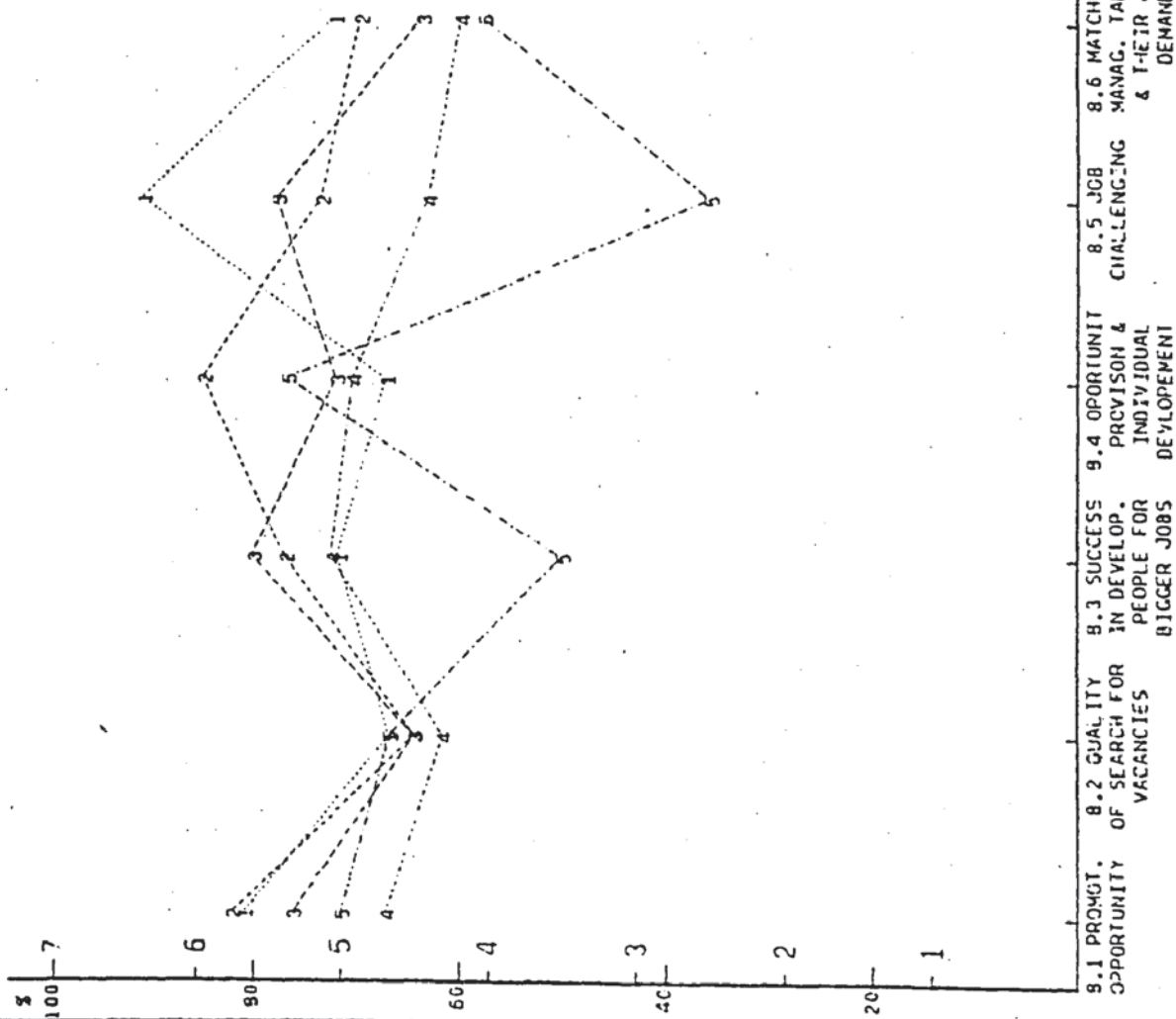
ASSIST. UNDER SECRETARY
1·············· 3 (3.0 %)

DEPARTMENT HEAD
2············ 12 (11.9 %)

CONTROLLER
3············ 12 (11.9 %)

SECTION HEAD
4············ 71 (70.3 %)

SUB-SECTION HEAD
5············ 3 (3.0 %)

%
100—7

80—6

60—5

—4

40—3

—2

20—1

8.1 PROMOT.
OPPORTUNITY

8.2 QUALITY
OF SEARCH FOR
VACANCIES

8.3 SUCCESS
IN DEVELOP.
PEOPLE FOR
BIGGER JOBS

8.4 OPORTUNIT
PROVISON &
INDIVIDUAL
DEVYLOPEMENI

8.5 JOB
CHALLENGING

8.6 MATCH BET
MANAG. TALEN:
& THEIR JOB
DEMAND

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Fig. 4.2.5.1

AGE (AGE)

1 ORGANIZAT. CLARITY
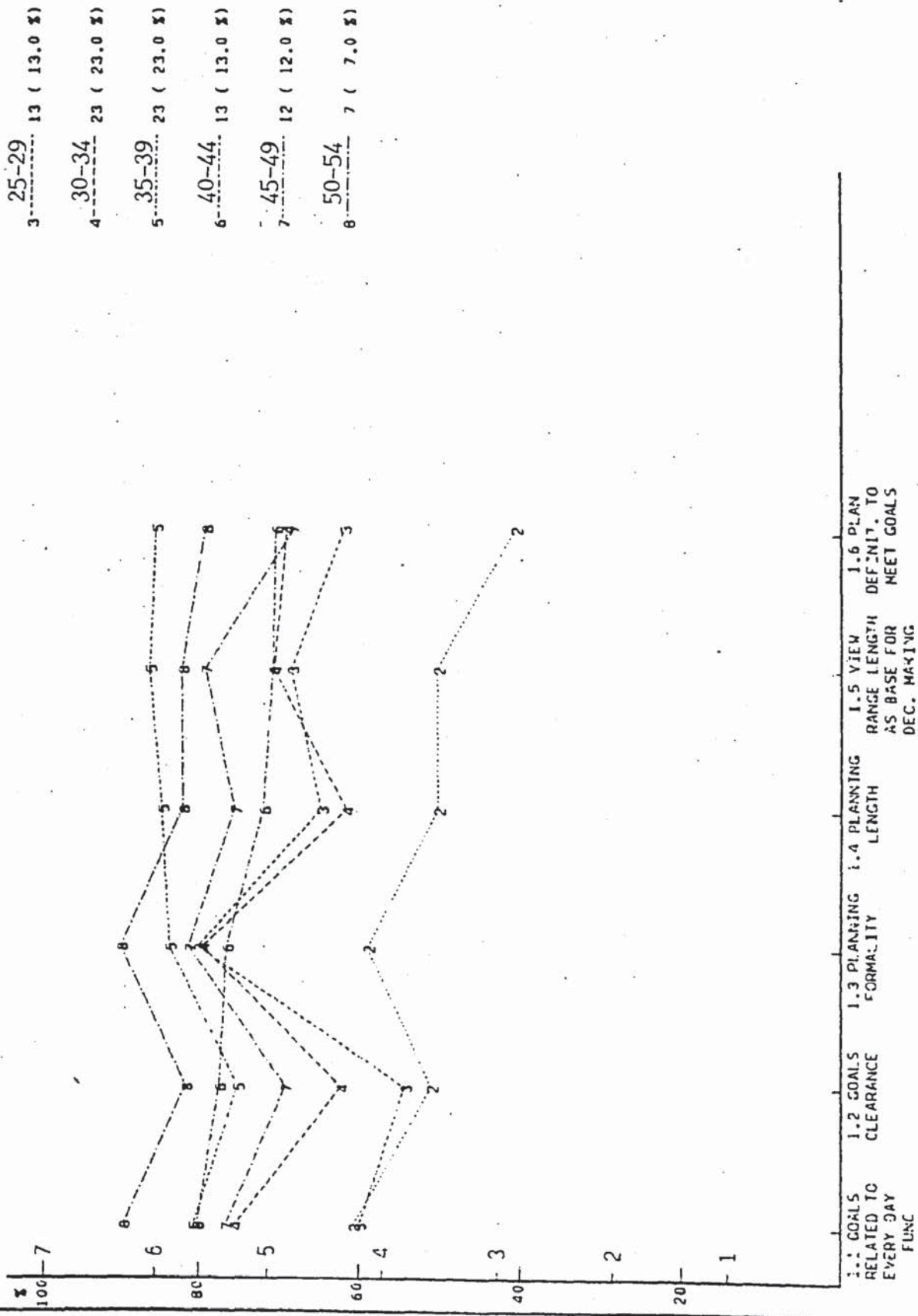
Fig. 4.2.5.2

AGE (AGE)

2 DECISION MAKING STRUCTURE
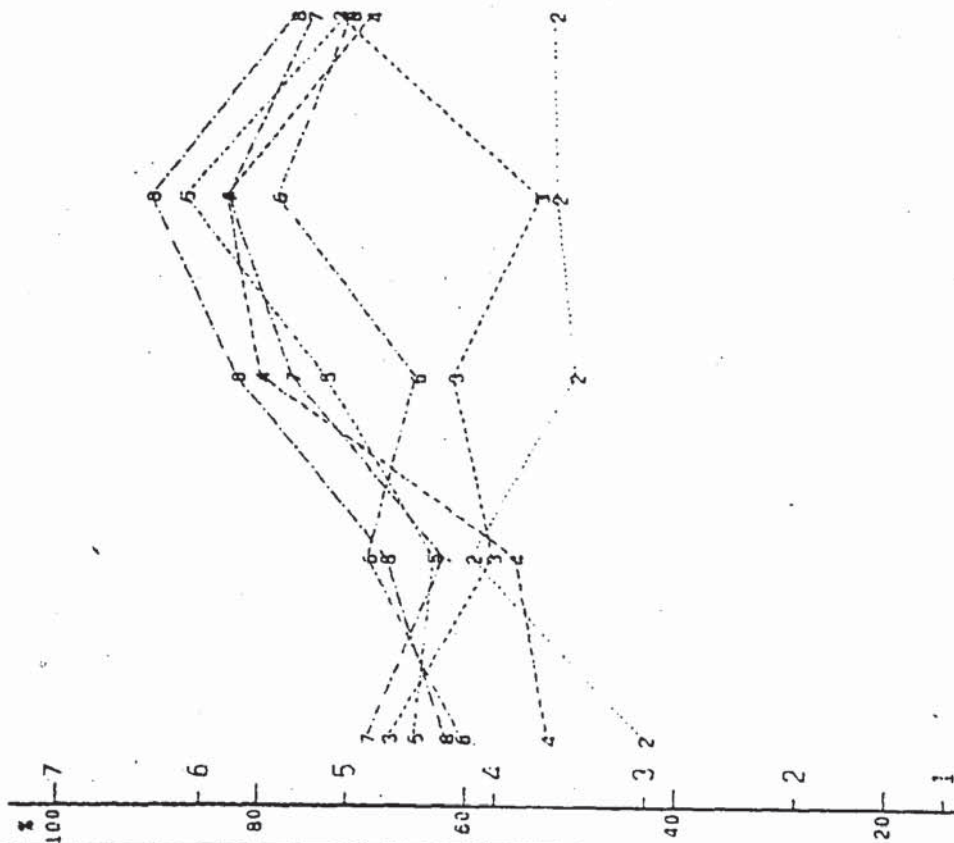
20-24 .... 9 (9.0 %)
2

25-29 ----- 13 (13.0 %)
3

30-34 --- 23 (23.0 %)
4

35-39 ..... 23 (23.0 %)
5

40-44 ... 13 (13.0 %)
6

45-49 -.-.- 12 (12.0 %)
7

50-54 --- 7 (7.0 %)
8

2.1 REPORT SY   2.2 REPORT SY   2.3 SYSTEM   2.4 IFORM   2.5 REPORT SY
EFFECT ON   EFFECT ON   PROVISION OF   ADEQUACY AS A   EFFECT ON
STRATEGY   GOAL   INFORM F.D.   BASE F.   COORDINAT.
IMPLEMENT.   IMPLMENT   MAKING   DECISIONS

Fig. 4.2.5.3

AGE (AGE)

3 ORGANIZAT. INTEGRATION

2 — 20-24   9 (9.0 %)

3 — 25-29   13 (13.0 %)

4 — 30-34   23 (23.0 %)

5 — 35-39   23 (23.0 %)

6 — 40-44   13 (13.0 %)

7 — 45-49   12 (12.0 %)

8 — 50-54   7 (7.0 %)

| 3.1 OTHER UNIT PROBLEM UNDRSTAND | 3.2 QUALITY OF SAME LEVEL COMUNICAT. | 3.3 QUALITY OF TOTAL COMMUNICAT. | 3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB | 3.5 GOALS UNDERSTAND. BETWEEN UNITS | 3.6 COOPERAT. TROUGH UNITS | 3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THERS. |

320

Fig. 4.2.5.4

AGE (AGE)

4 MANAGEMENT STYLE

AGE

20-24 .... 2 (9 (9.0 %)

25-29 ———— 3 13 (13.0 %)

30-34 —·—·— 4 23 (23.0 %)

35-39 —··—··— 5 23 (23.0 %)

40-44 —·—·— 6 13 (13.0 %)

45-49 ——— 7 12 (12.0 %)

50-54 ——— 8 7 (7.0 %)

| 4.1 INDEPEND. RESPONSIBILIT | 4.2 RISK INCURMENT FOR CARRY EFFECTIVENESS | 4.3 OPEN DISCUSSION ENCOURAGEMENT | 4.4 JOB INNOVAT. ENCOURAGEMENT | 4.5 CONSTRUCT CRITICISM ENCOURAGEMENT | 4.6 COMMUNIC. FROM ABOVE INCURAGEMENT | 4.7 MANAGEM. SUPPORT FOR MANAGERS |

% 100 — 7
80 — 6
60 — 5
40 — 4
— 3
20 — 2
— 1

Fig. 4.2.5.5

AGE (AGE)

5 PERFORMANCE ORIENTATION

2 20-24   9 (9.0 %)

3 ------ 25-29   13 (13.0 %)

4 --·-- 30-34   23 (23.0 %)

5 ---·-- 35-39   23 (23.0 %)

6 --·-- 40-44   13 (13.0 %)

7 -·-·- 45-49   12 (12.0 %)

8 ——— 50-54   7 (7.0 %)

5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
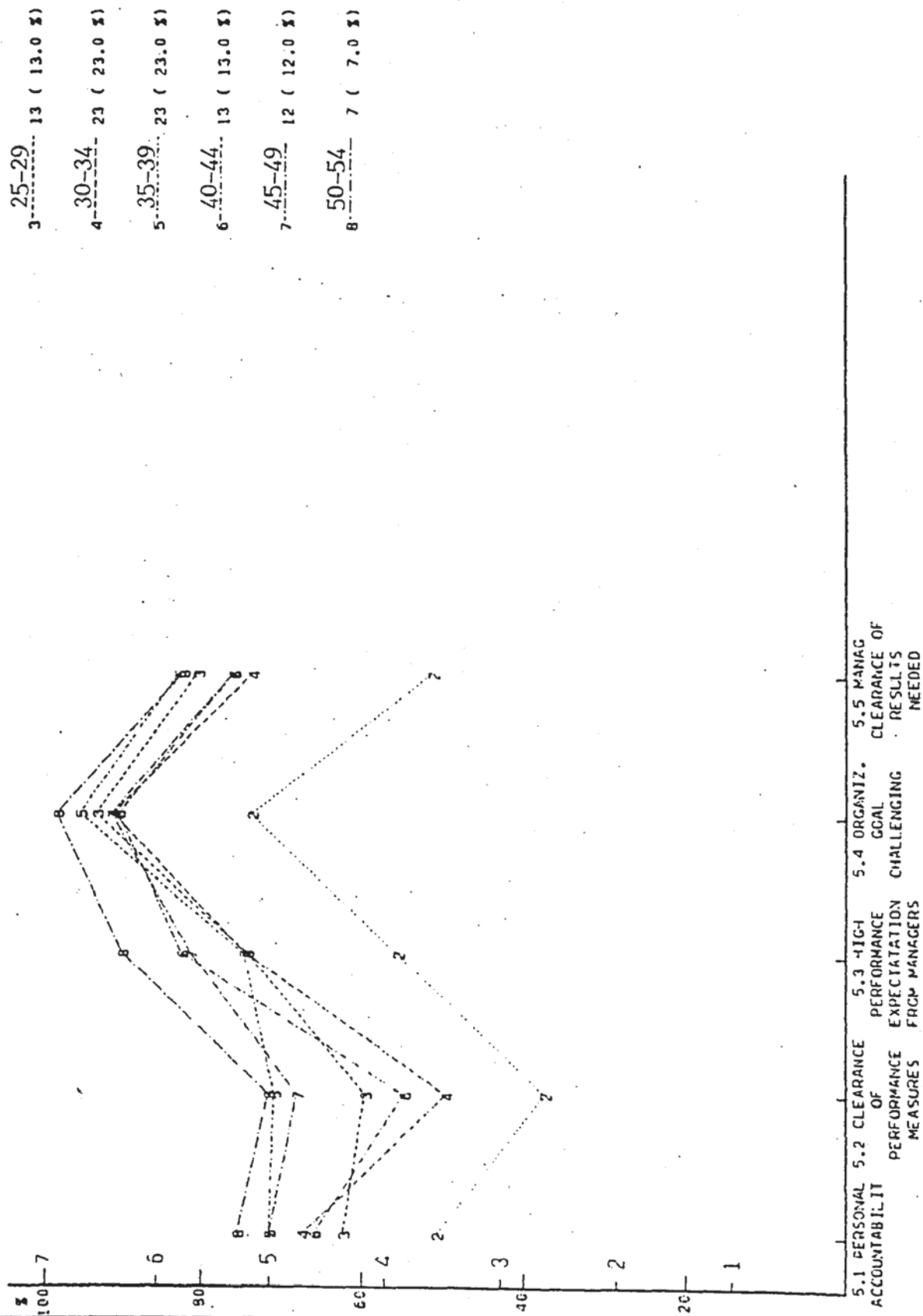
Fig. 4.2.5.6

AGE (AGE)
6 ORGANIZAT. VITALITY

6.1 RESPONSE TO CHANGES IN BUSINESS ENVIROMENT

6.2 DECISION MAKING INNOVATIVITY

6.3 DECISION MAKING TIMING

6.4 ORGANIZ. PACESETTING

6.5 URGENCY RABIDITY RESPONSE VITALITY

323
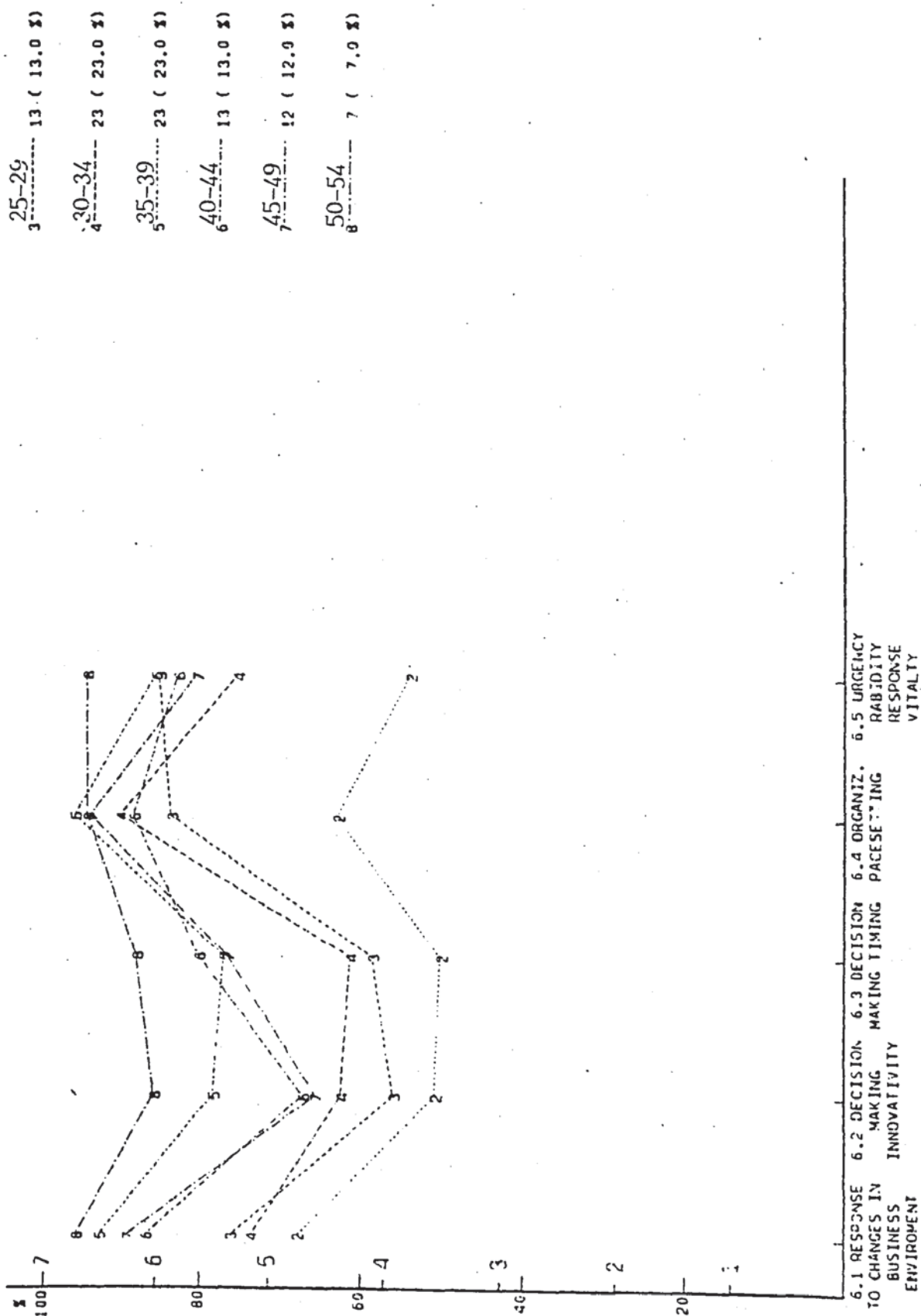
Fig. 4.2.5.7

AGE (AGE)

7 COMPENSATION
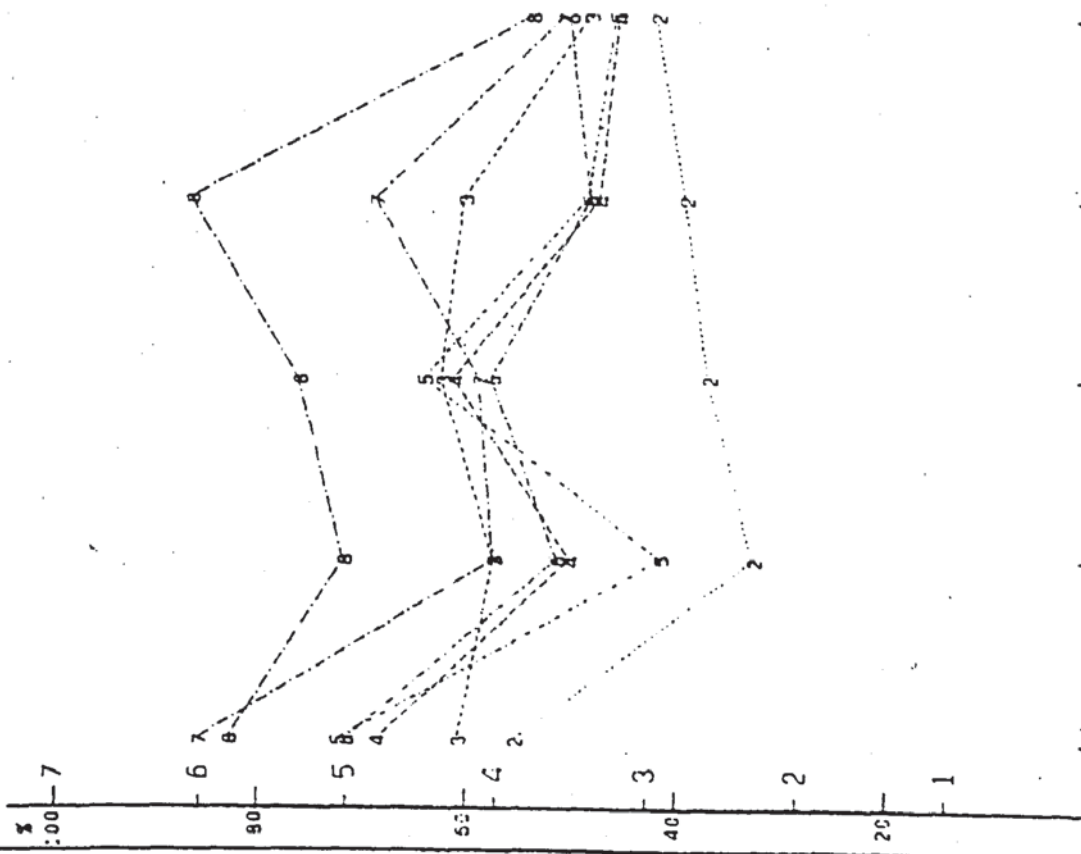
20-24   2········· 9 (9.0 %)

25-29   3-·-·- 13 (13.0 %)

30-34   4-·-·- 23 (23.0 %)

35-39   5----- 23 (23.0 %)

40-44   6-··-·· 13 (13.0 %)

45-49   7-··-·· 12 (12.0 %)

50-54   8-·-·- 7 (7.0 %)

| 7.1 ORGANIZ. COMPET WITH SIMILAR | 7.2 COMPENSAT BENEFITS SATISFACTION | 7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ. | 7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN. | 7.5 COMPENSAT PERFORMANCE RELATATION |

Fig. 4.2.5.8

AGE (AGE)

8 HUMAN RESOURCE DEVELOPEMENT

AGE (AGE)

20-24	9 (9.0 %)	2
25-29	13 (13.0 %)	3
30-34	23 (23.0 %)	4
35-39	23 (23.0 %)	5
40-44	13 (13.0 %)	6
45-49	12 (12.0 %)	7
50-54	7 (7.0 %)	8

8.1 PROMCT. OPPORTUNITY

8.2 QUALITY OF SEARCH FOR VACANCIES

8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS

8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVELOPEMENT

8.5 JOB CHALLENGING

8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND

325

Fig. 4.2.6.1

SEX (SEX)

1 ORGANIZAT. CLARITY

FEMALE
F·········· 5 (5.0 %)
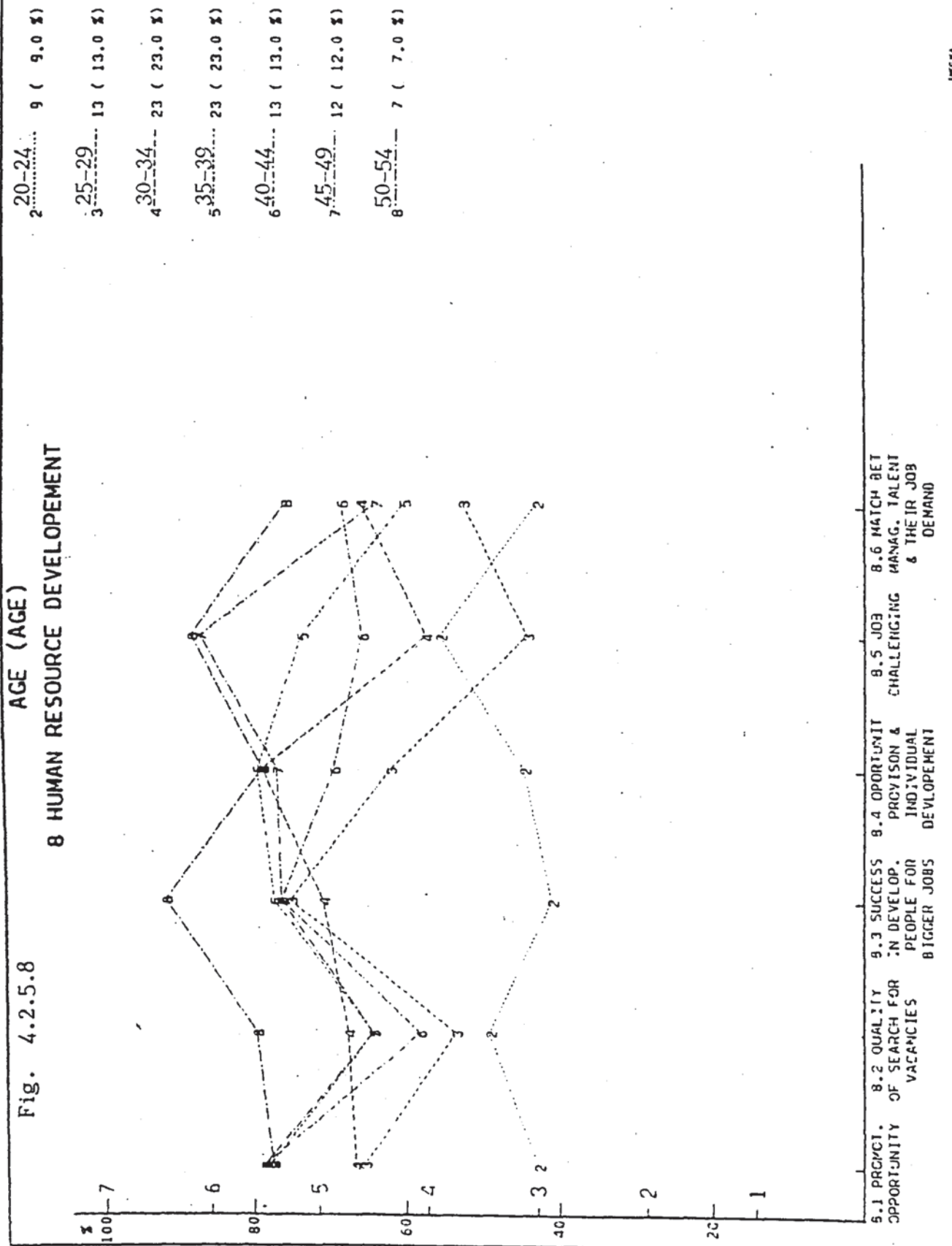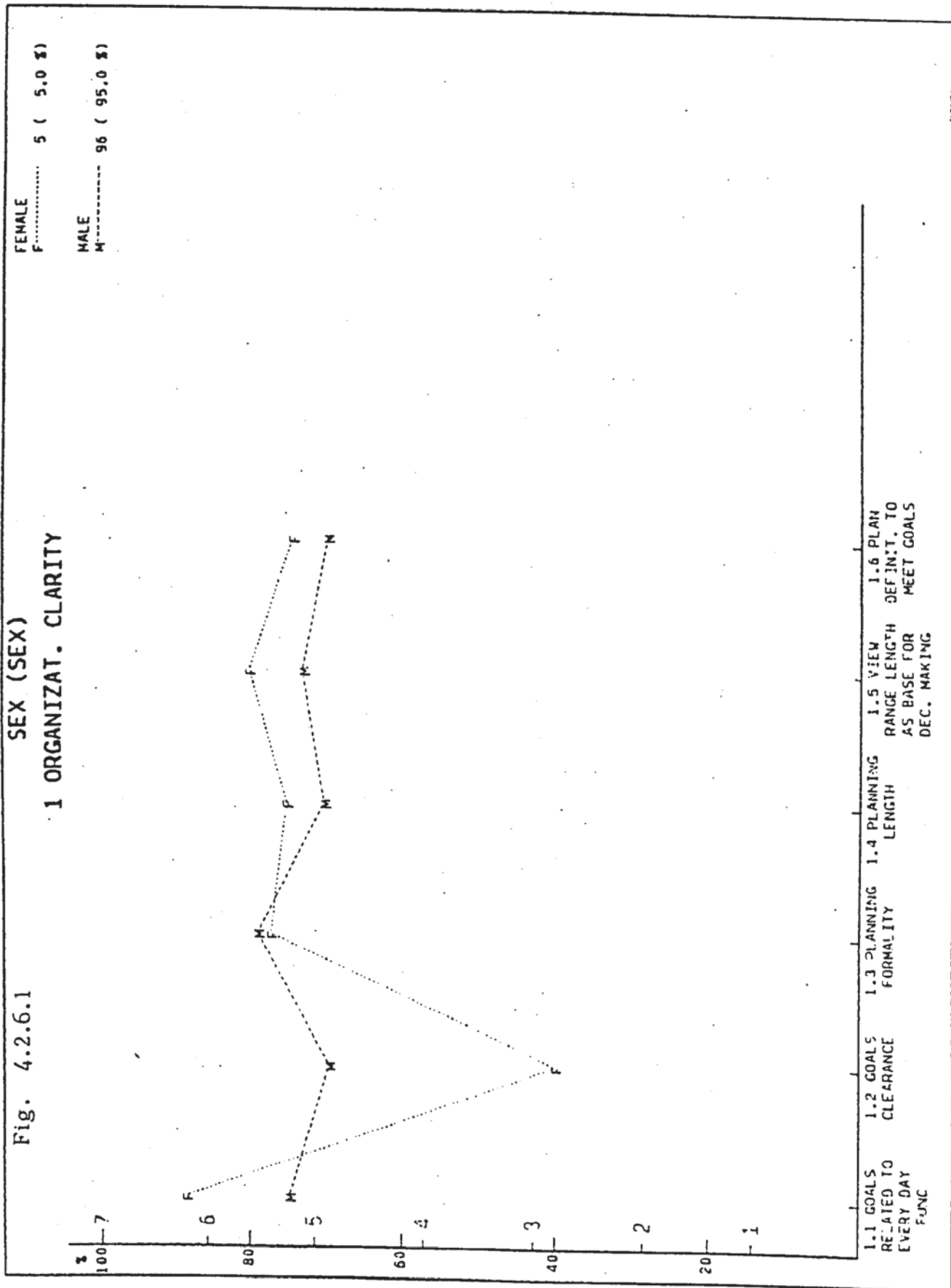
MALE
M----- 96 (95.0 %)

Fig. 4.2.6.2

SEX (SEX)

2 DECISION MAKING STRUCTURE

Fig. 4.2.6.3

SEX (SEX)

3 ORGANIZAT. INTEGRATION
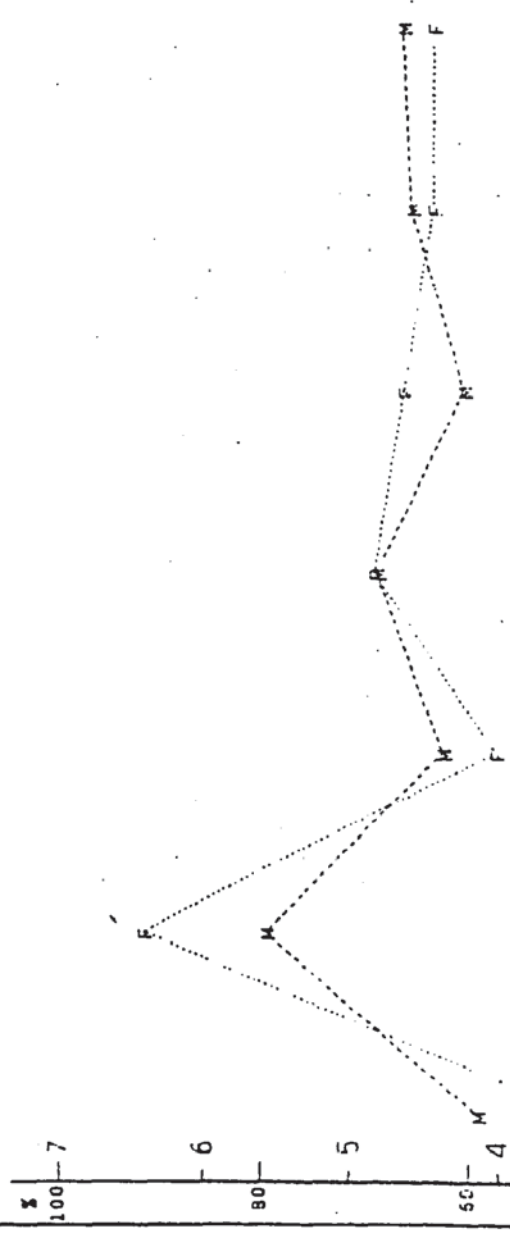
FEMALE
F·············· 5 (5.0 %)

MALE
M--------- 96 (95.0 %)

3.1 OTHER   3.2 QUALITY   3.3 QUALITY   3.4 MANAGERS   3.5 GOALS   3.6 COOPERAT.   3.7 AWARE OF
UNIT PROBLEM OF SAME LEVEL   OF TOTAL   CLEARANCE OF   UNDERSTAND.   TROUGH UNITS   HAPPENINGS IN
UNDERSTAND   COMUNICAT.   COMMUNICAT.   INTERR OTHERS BETWEEN UNITS   ORG. EFFECT
                                         JOB   THERS.

Fig. 4.2.6.4

SEX (SEX)

4 MANAGEMENT STYLE

FEMALE
F············· 5 (5.0 %)

MALE
M------------ 96 (95.0 %)

Fig. 4.2.6.5

SEX (SEX)

5 PERFORMANCE ORIENTATION

FEMALE
F............ 5 (5.0 %)

MALE
M----------- 96 (95.0 %)

5.1 PERSONAL	5.2 CLEARANCE	5.3 HIGH	5.4 ORGANIZ.	5.5 MANAG
ACCOUNTABILIT	OF	PERFORMANCE	GOAL	CLEARANCE OF
	PERFORMANCE	EXPECTATATION	CHALLENGING	RESULTS
	MEASURES	FROM MANAGERS		NEEDED
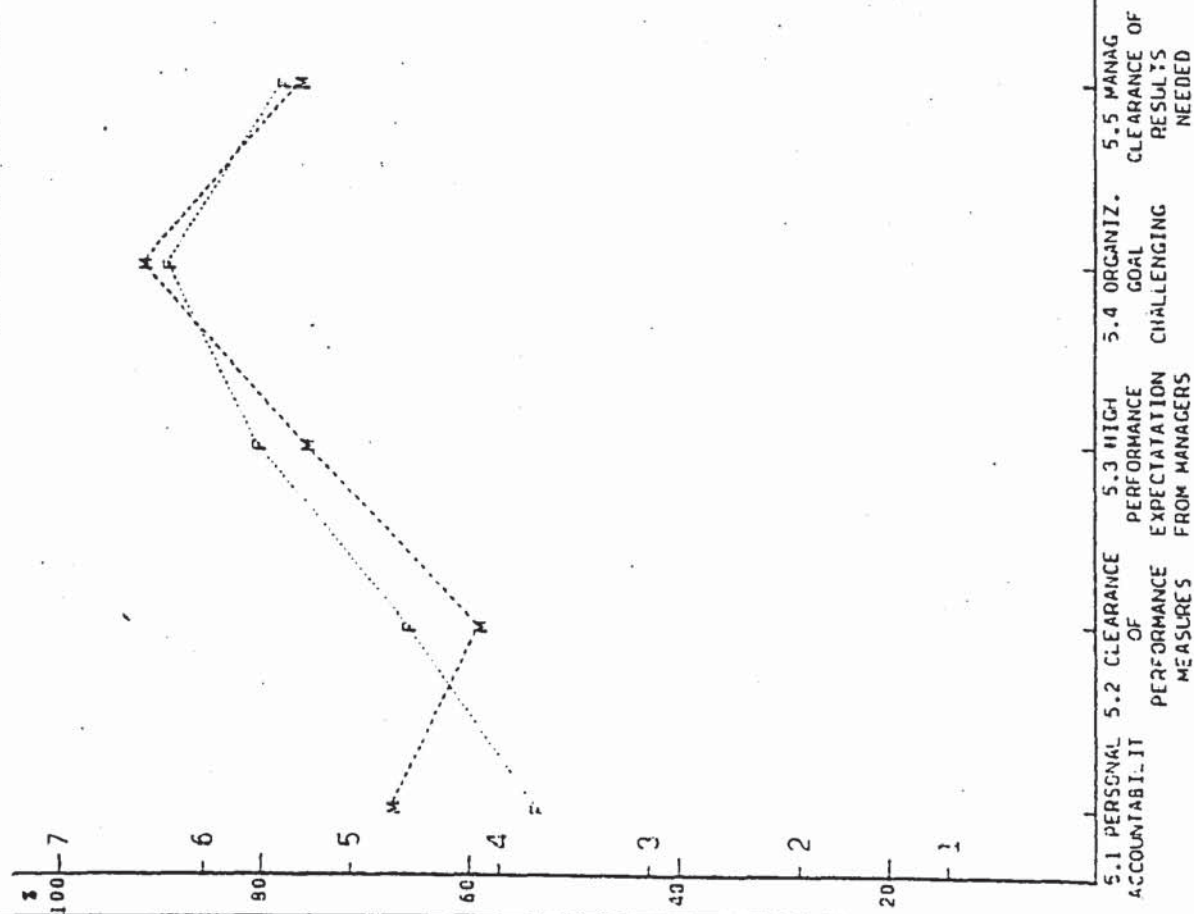
Fig. 4.2.6.6

SEX (SEX)
6 ORGANIZAT. VITALITY

FEMALE
F········· 5 (5.0 %)

MALE
M········· 96 (95.0 %)

6.1 RESPONSE   6.2 DECISION   6.3 DECISION   6.4 ORGANIZ.   6.5 URGENCY
TO CHANGES IN   MAKING   MAKING TIMING   PACESETTING   RAPIDITY
BUSINESS   INNOVATIVITY   RESPONSE
ENVIROMENT   VITALTY
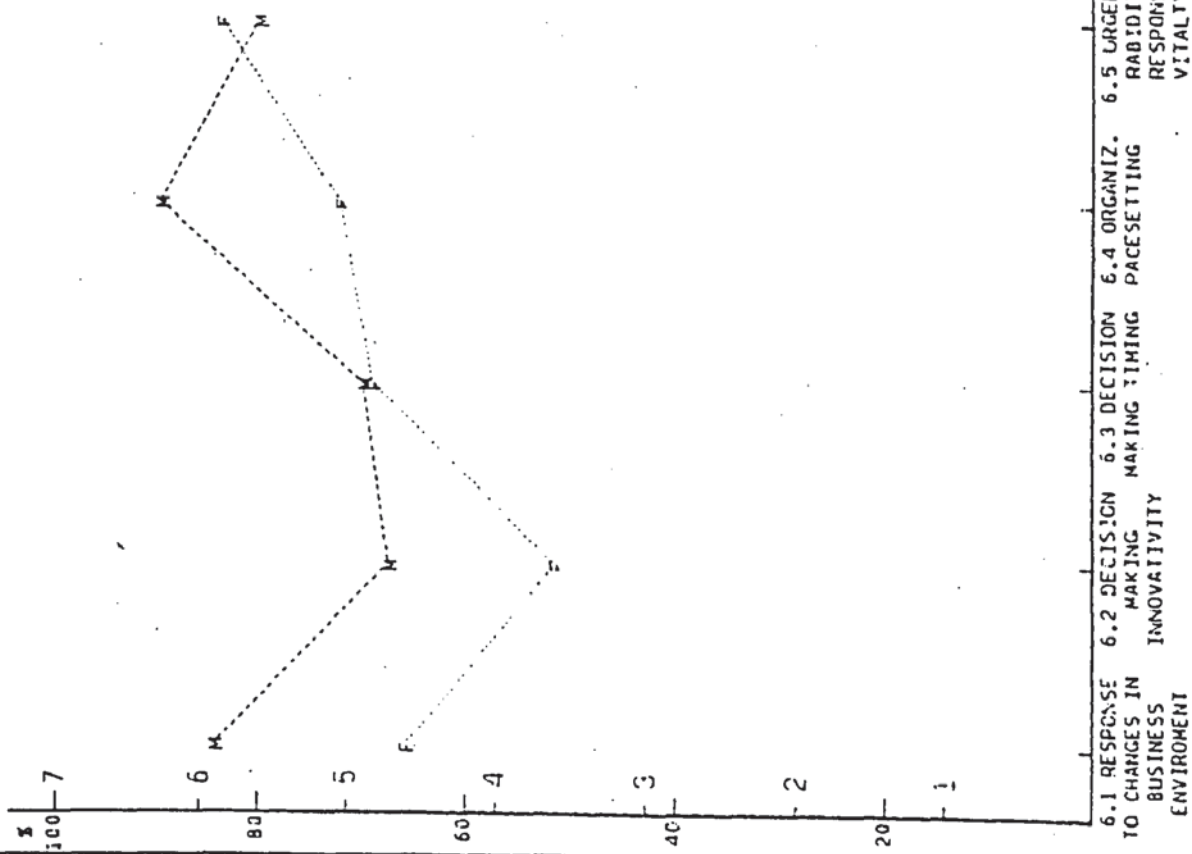
Fig. 4.2.6.7

SEX (SEX)

7 COMPENSATION

FEMALE
F·········· 5 (5.0 %)

MALE
M--------- 96 (95.0 %)

7.1 ORGANIZ. 7.2 COMPENSAT 7.3 PAY 7.4 PAY 7.5 COMPENSAT
BENEFITS SATISFACTION COMPETITIVE COMPETITIVE PERFORMANCE
COMPET WITH WITH SIMILARS WITH SIMILARS RELATATION
SIMILAR IN ORGANIZ. OUTSIDE ORGAN

332
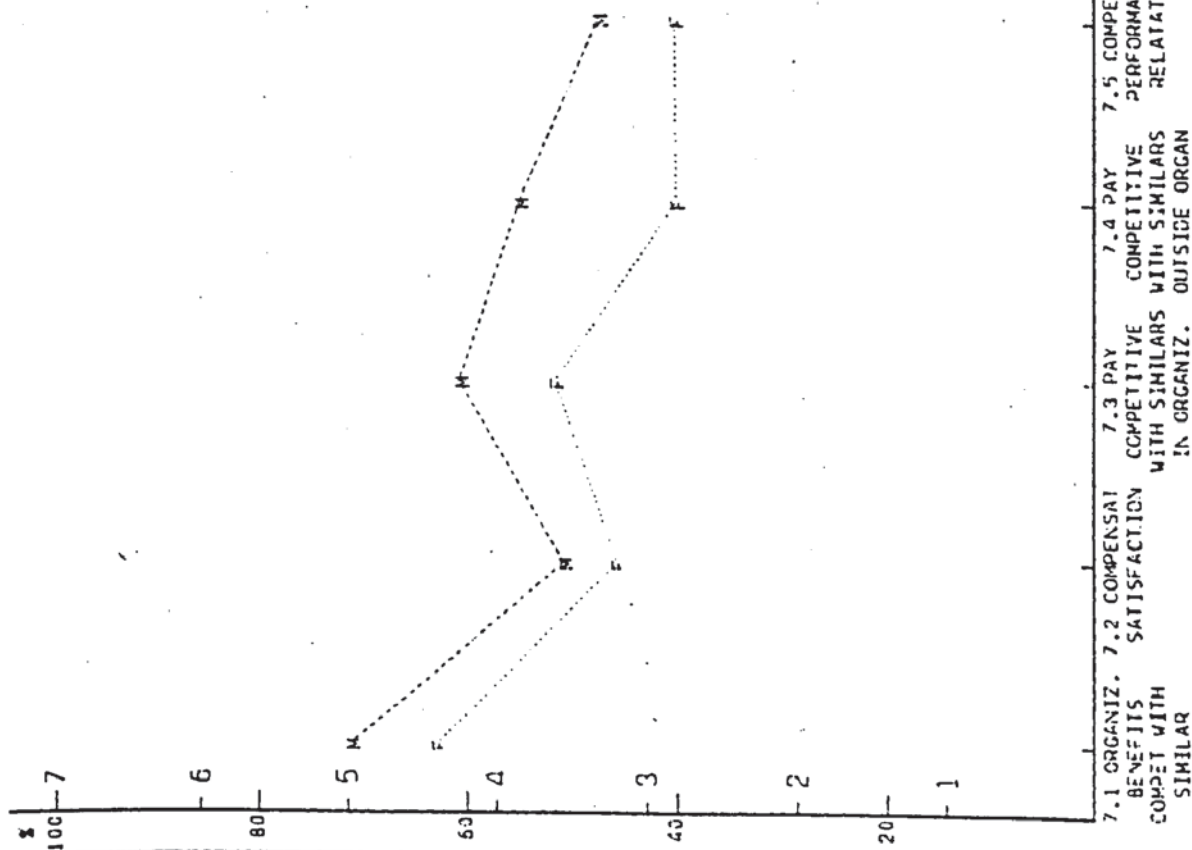
Fig. 4.2.6.8

SEX (SEX)

8 HUMAN RESOURCE DEVELOPEMENT

FEMALE
F········· 5 (5.0 %)

MALE
M---------- 96 (95.0 %)

8.1 PROMOT. OPPORTUNITY | 8.2 QUALITY OF SEARCH FOR VACANCIES | 8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS | 8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVLOPEMENT | 8.5 JOB CHALLENGING | 8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
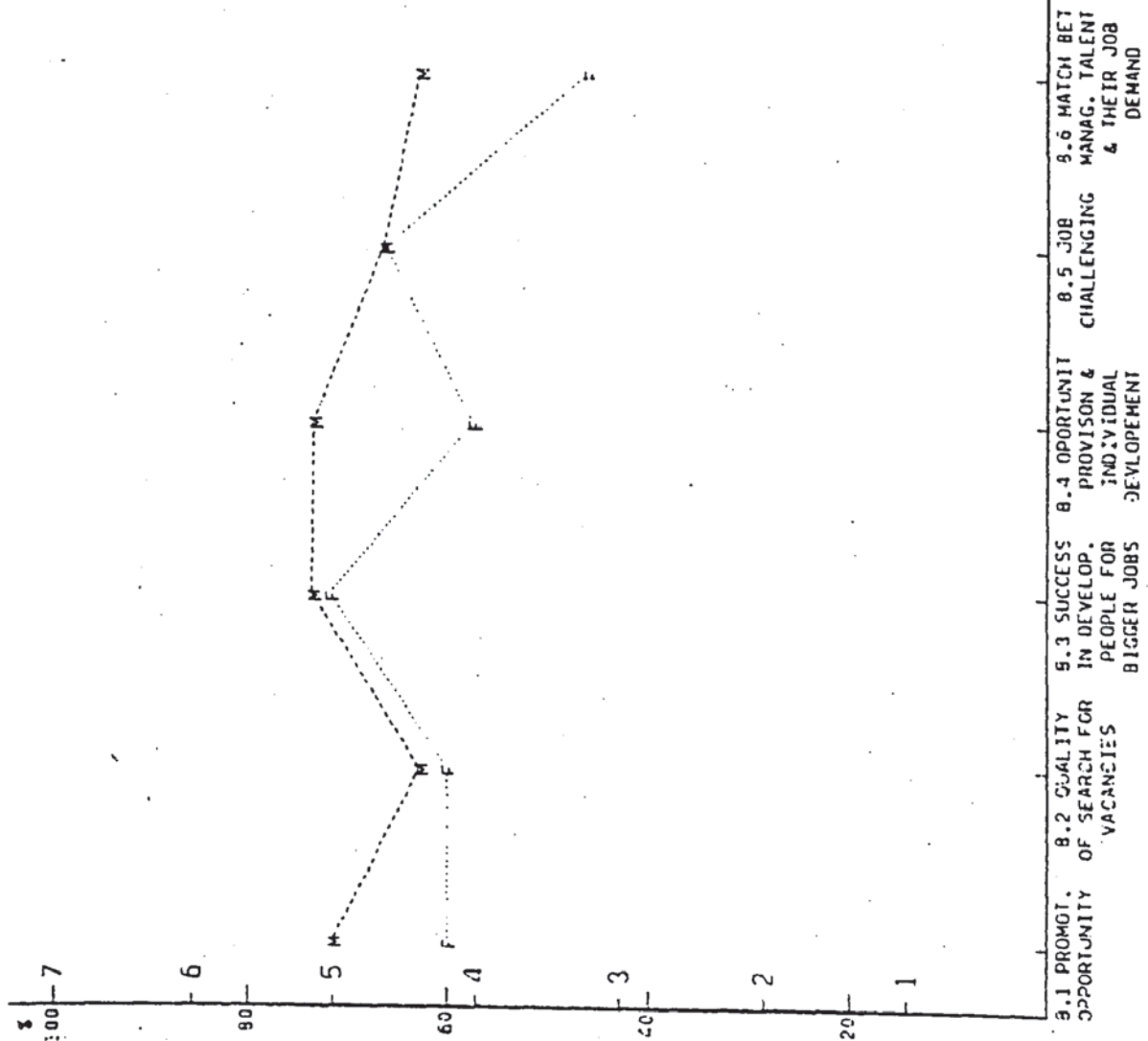
Fig. 4.2.7.1   YEARS IN SERVICE IN MPH (SERV)
1 ORGANIZAT. CLARITY

3 - 5
3————— 14 (13.9 %)

6 - 10
4————— 21 (20.8 %)

11 - 15
5————— 15 (14.9 %)

16 - 20
6————— 10 (9.9 %)

MORE THAN 20
7————— 41 (40.6 %)

1.1 GOALS   1.2 GOALS   1.3 PLANNING   1.4 PLANNING   1.5 VIEW   1.6 PLAN
RELATED TO   CLEARANCE   FORMALITY   LENGTH   RANGE LENGTH   DEFINIT. TO
EVERY DAY   AS BASE FOR   MEET GOALS
FUNC   DEC. MAKING

334
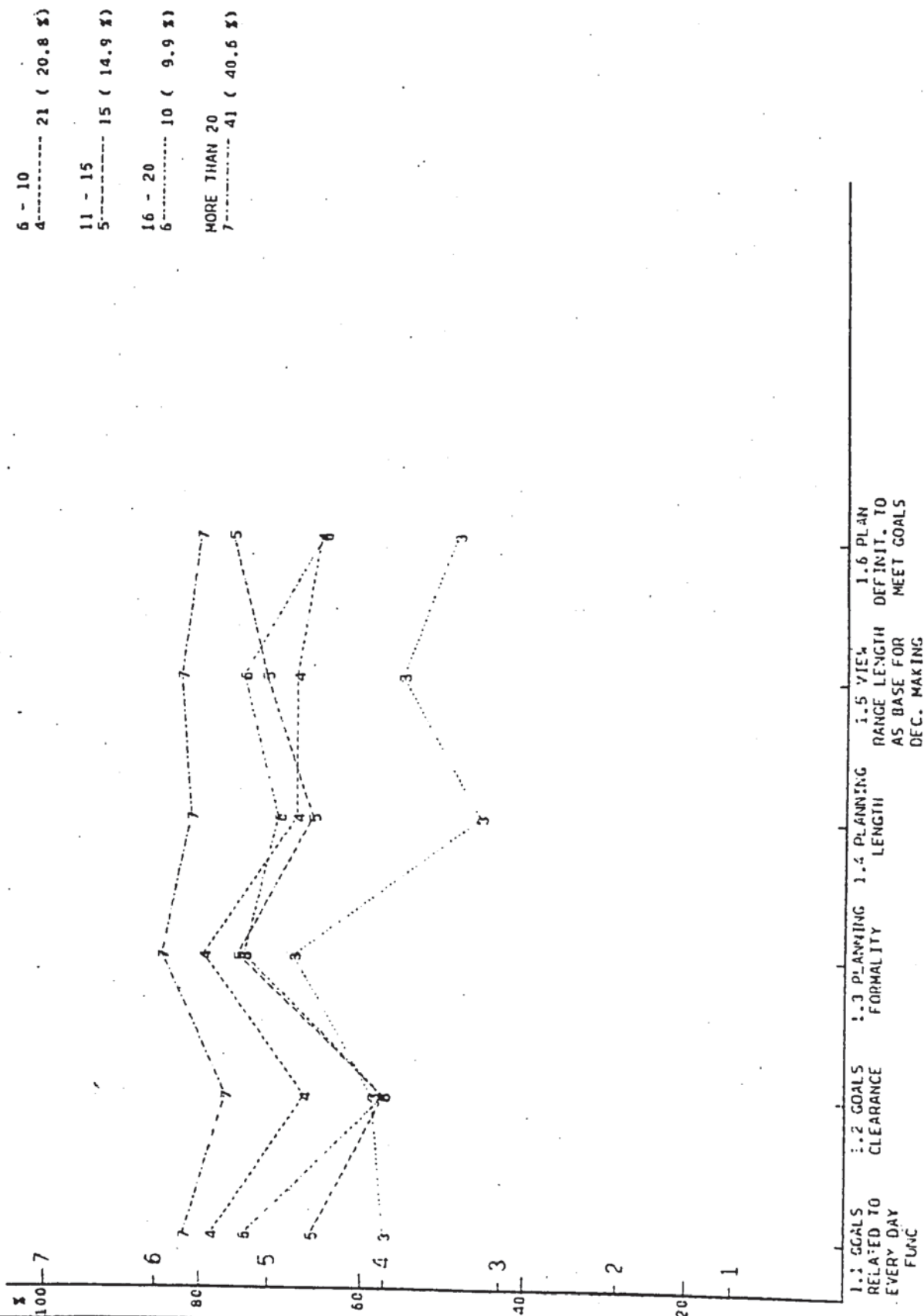
Fig. 4.2.7.2   YEARS IN SERVICE IN MPH (SERV)

2 DECISION MAKING STRUCTURE

3 - 5
3 ·········· 14 (13.9 %)

6 - 10
4 ------- 21 (20.8 %)

11 - 15
5 ------- 15 (14.9 %)

16 - 20
6 ------- 10 (9.9 %)

MORE THAN 20
7 ------- 41 (40.6 %)
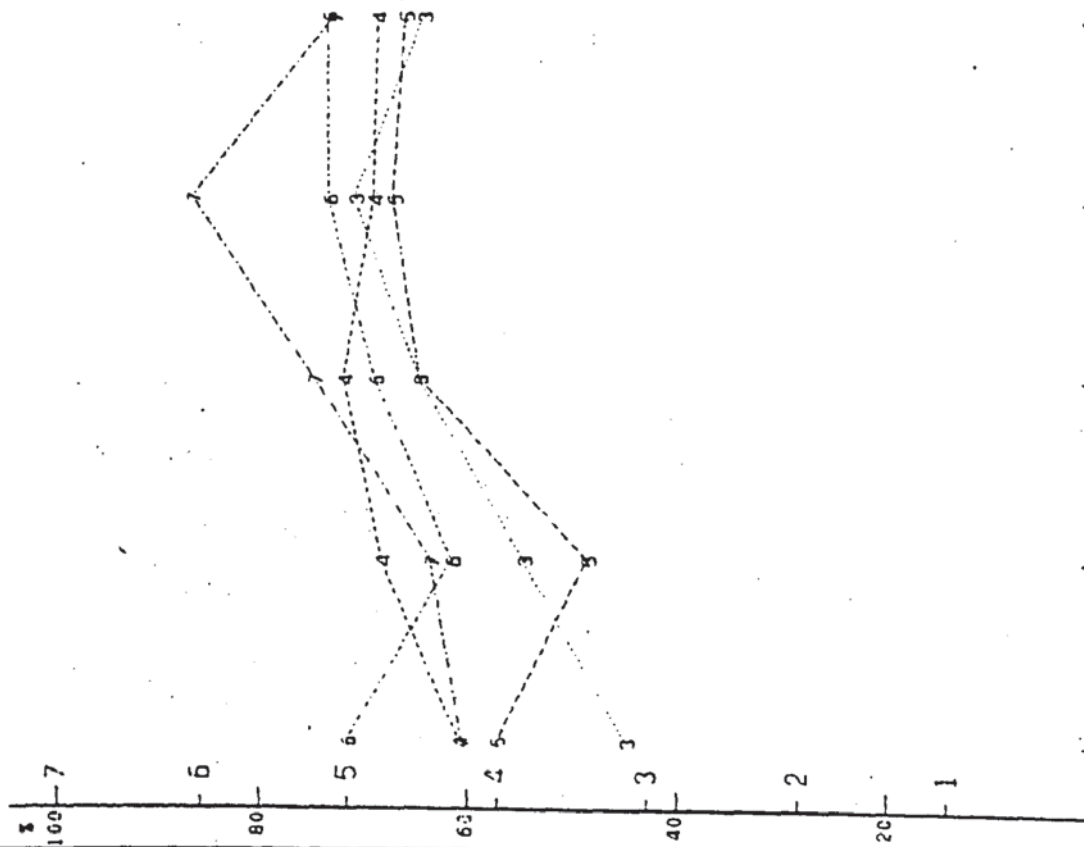
2.1 REPORT SY   2.2 REPORT SY   2.3 SYSTEM   2.4 'FORM   2.5 REPORT SY
EFFECT ON   EFFECT ON   PROVISION OF   ADEQUACY AS A EFFECT ON
STRATEGY   GOAL   INFORM F.D.   BASE F.   COORDINAT.
IMPLEMENT.   IMPLEMENT   MAKING   DECISIONS

%
100
80
60
40
20

Fig. 4.2.7.3   YEARS IN SERVICE IN MPH (SERV)
3 ORGANIZAT. INTEGRATION

3 - 5
3 ·········· 14 (13.9 %)

6 - 10
4 ------- 21 (20.8 %)

11 - 15
5 ------- 15 (14.9 %)

16 - 20
6 ------- 10 (9.9 %)

MORE THAN 20
7 ------- 41 (40.6 %)

3.1 OTHER   3.2 QUALITY   3.3 QUALITY   3.4 MANAGERS   3.5 GOALS   3.6 COOPERAT.   3.7 AWARE OF
UNIT PROBLEM OF SAME LEVEL   OF TOTAL   CLEARANCE OF   UNDERSTAND.   TROUGH UNITS   HAPPENINGS IN
UNDERSTAND   COMUNICAT.   COMMUNICAT.   INTERR OTHERS BETWEEN UNITS   ORG. EFFECT
                                         INTERR OTHERS   JOB   THERS.
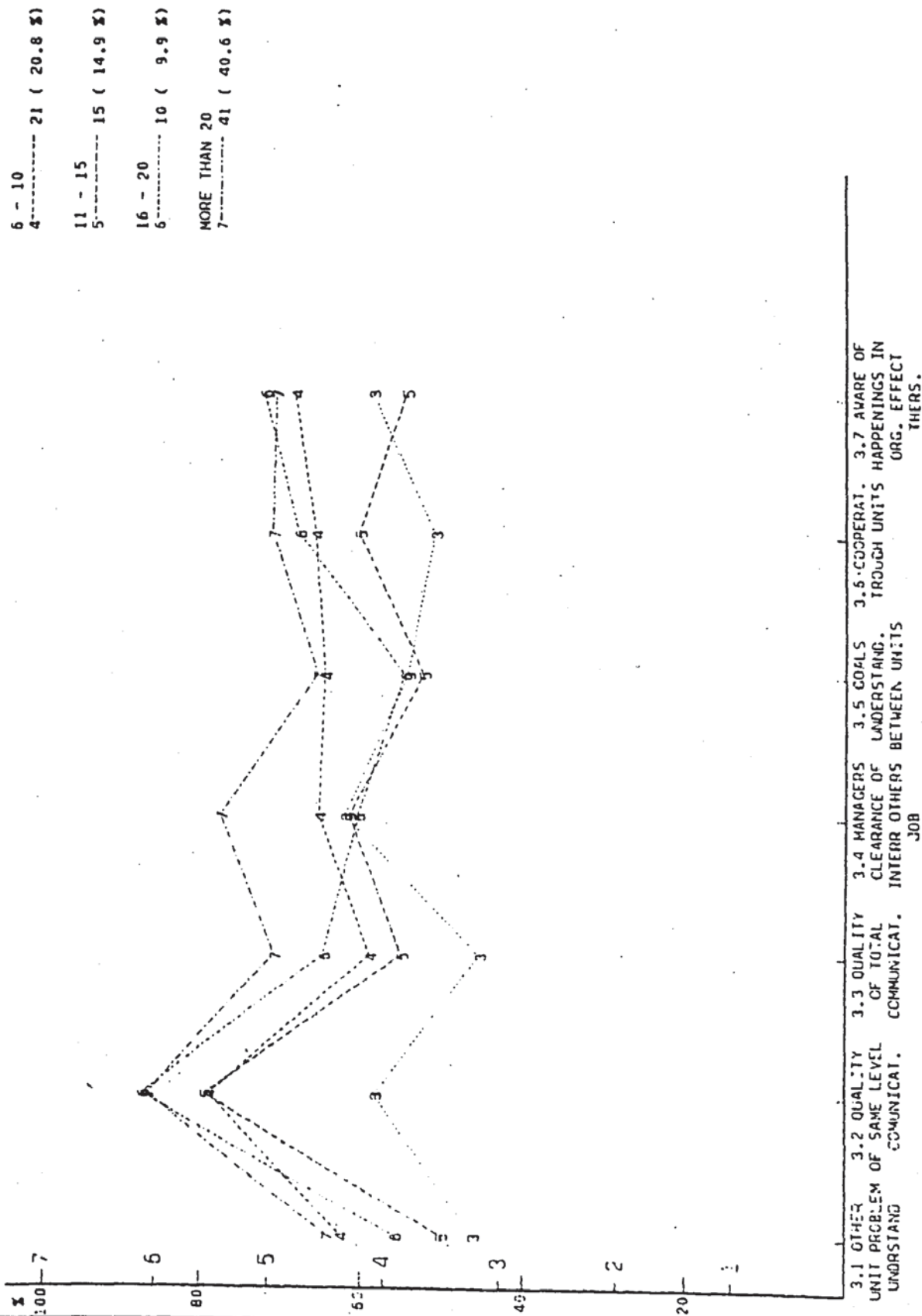
Fig. 4.2.7.4   YEARS IN SERVICE IN MPH (SERV)

4 MANAGEMENT STYLE

3 - 5
3 ·········· 14 (13.9 %)

6 - 10
4 --------- 21 (20.8 %)

11 - 15
5 --------- 15 (14.9 %)

16 - 20
6 --------- 10 (9.9 %)

MORE THAN 20
7 --------- 41 (40.6 %)

4.1 INDEPEND.   4.2 RISK   4.3 OPEN   4.4 JOB   4.5 CONSTRUCT   4.6 COMMUNIC.   4.7 MANAGEM.
TC CARRY   INCURMENT FOR   DISCUSSION   INNOVAT.   CRITICISM   FROM ABOVE   SUPPORT FOR
RESPONSIBILIT   EFFECTIVENESS   ENCOURAGEMENT   ENCOURAGEMENT   INCOURAGEMENT   MANAGERS
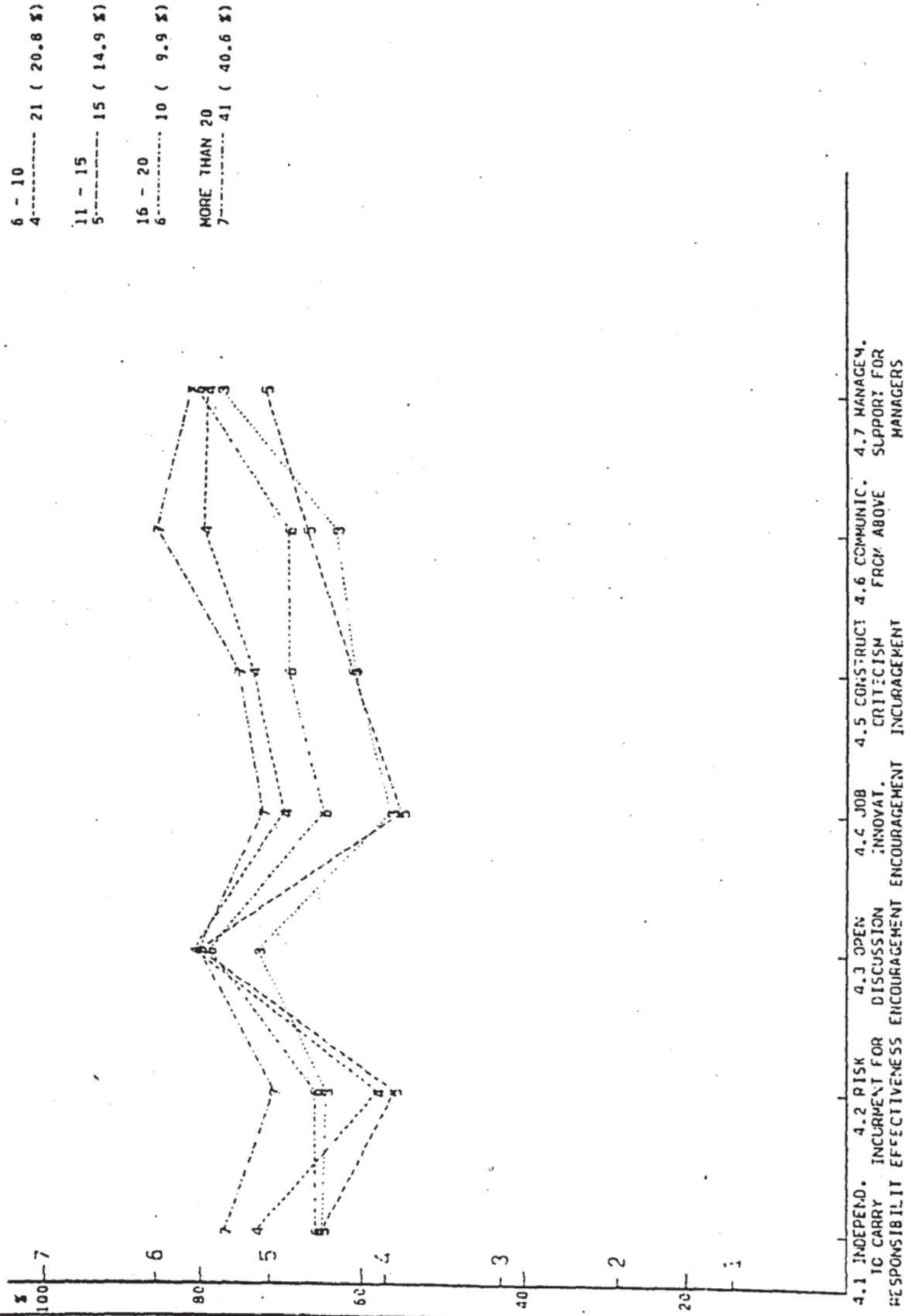
Fig. 4.2.7.5   YEARS IN SERVICE IN MPH (SERV)
5 PERFORMANCE ORIENTATION
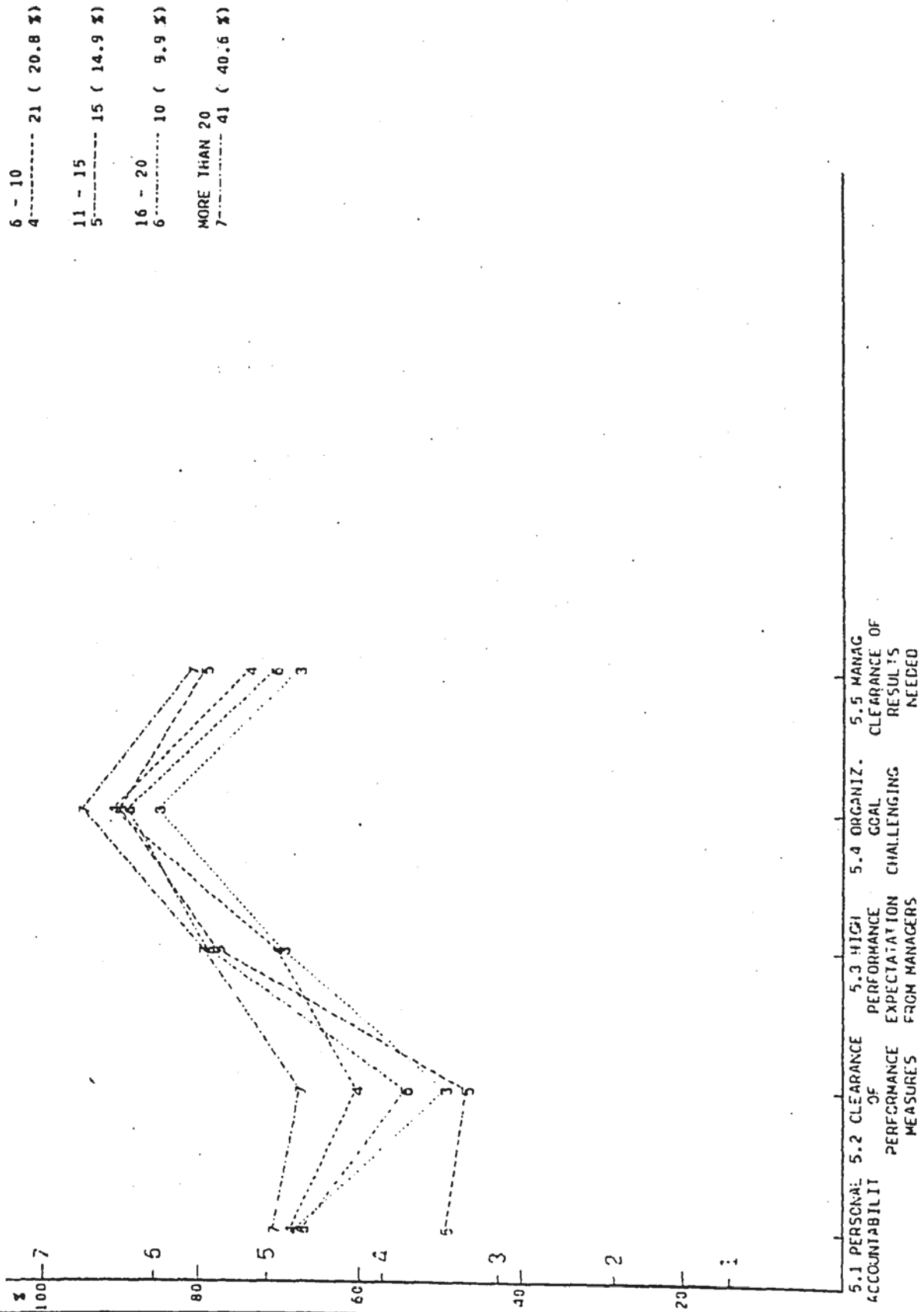
Fig. 4.2.7.6   YEARS IN SERVICE IN MPH (SERV)
6 ORGANIZAT. VITALITY

YEARS IN SERVICE
3 - 5
3............ 14 (13.9 %)

6 - 10
4---------- 21 (20.8 %)

11 - 15
5---------- 15 (14.9 %)

16 - 20
6---------- 10 (9.9 %)

MORE THAN 20
7---------- 41 (40.6 %)

6.1 RESPONSE   6.2 DECISION   6.3 DECISION   6.4 ORGANIZ.   6.5 URGENCY
TO CHANGES IN   MAKING   MAKING TIMING   PACESETTING   RAPIDITY
BUSINESS   INNOVATIVITY   RESPONSE
ENVIROMENT   VITIALTY
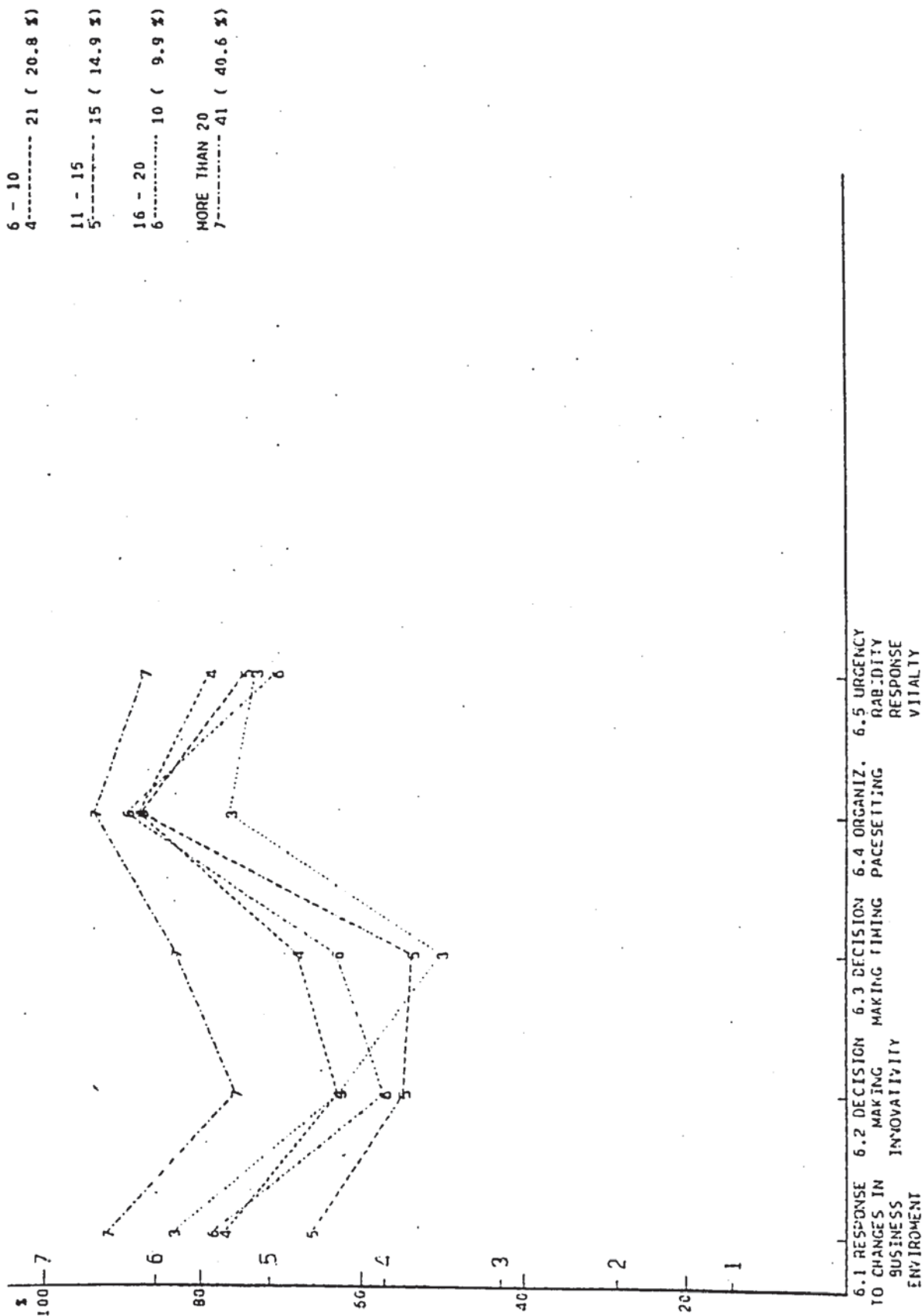
Fig. 4.2.7.7   YEARS IN SERVICE IN MPH (SERV)

7 COMPENSATION

3 - 5
3·········· 14 (13.9 %)

6 - 10
4·------- 21 (20.8 %)

11 - 15
5·------- 15 (14.9 %)

16 - 20
6·------- 10 (9.9 %)

MORE THAN 20
7·------- 41 (40.6 %)

7.1 ORGANIZ.   7.2 COMPENSAT   7.3 PAY   7.4 PAY   7.5 COMPENSAT
BENEFITS   SATISFACTION   COMPETITIVE   COMPETITIVE   PERFORMANCE
COMPET WITH   WITH SIMILARS   WITH SIMILARS   RELATATION
SIMILAR   IN ORGANIZ.   OUTSIDE ORGAN

340
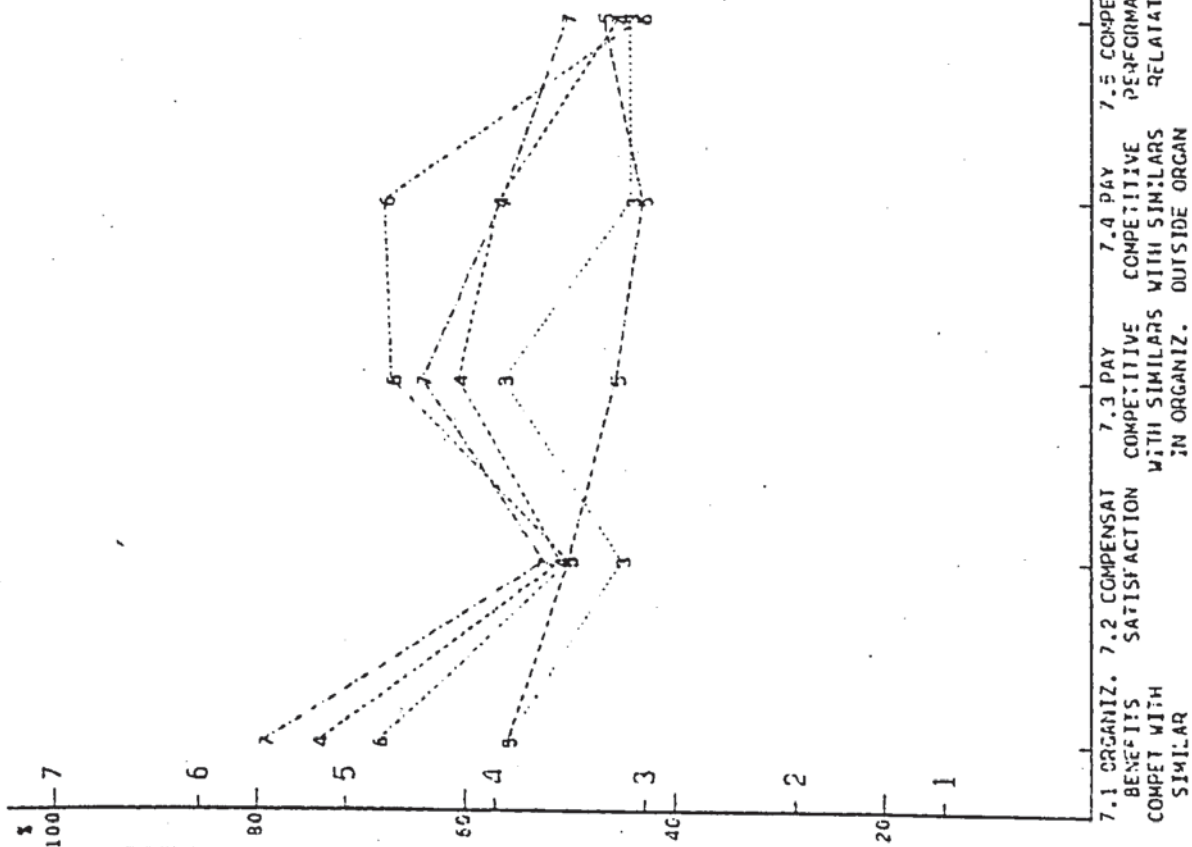
Fig. 4.2.7.8   YEARS IN SERVICE IN MPH (SERV)
8 HUMAN RESOURCE DEVELOPEMENT

3 - 5
3 ············ 14 (13.9 %)

6 - 10
4 ---------- 21 (20.8 %)

11 - 15
5 ---------- 15 (14.9 %)

16 - 20
6 ---------- 10 (9.9 %)

MORE THAN 20
7 ---------- 41 (40.6 %)
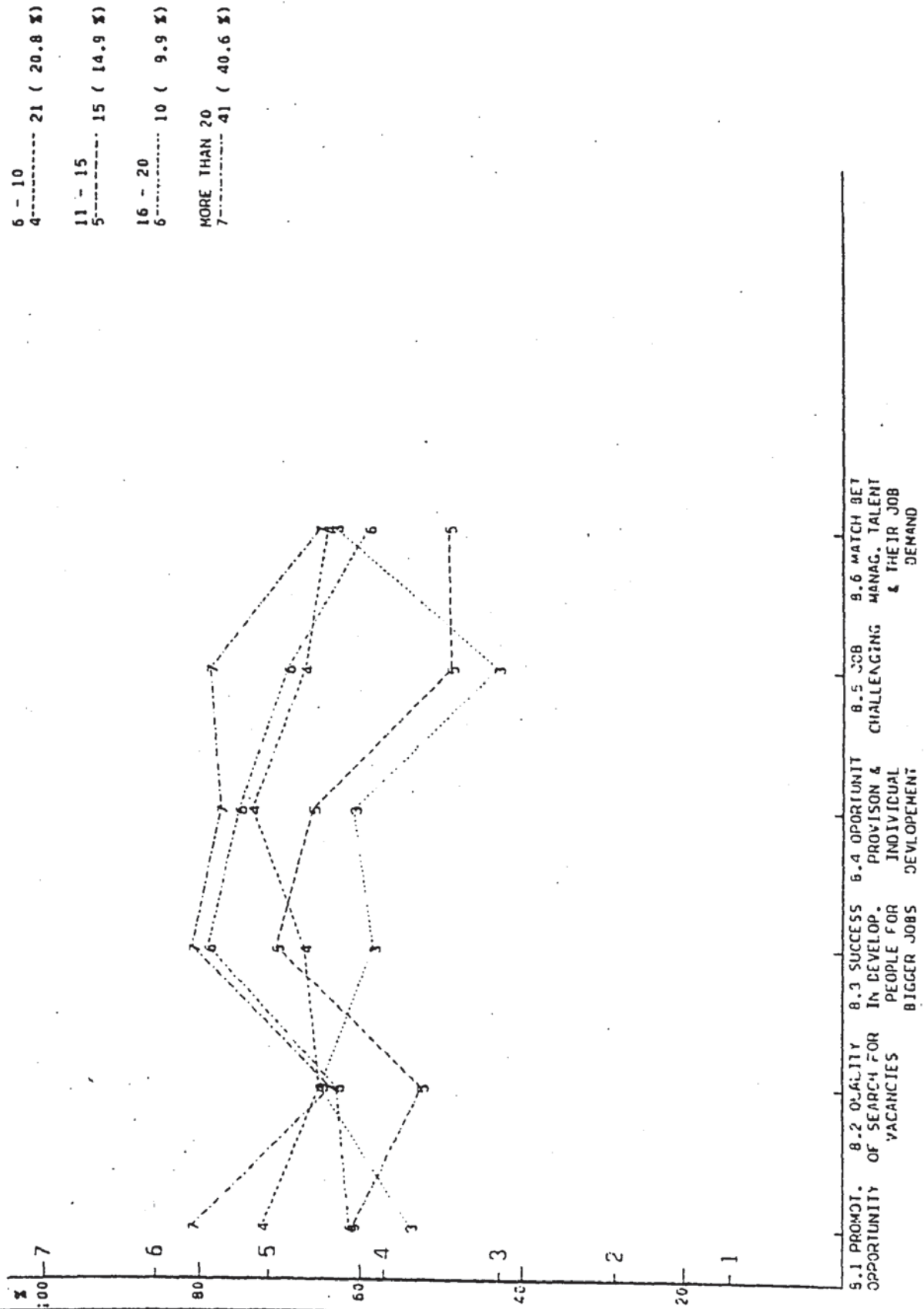
Fig. 4.2.8.1 YEARS IN POSITION (POS)
1 ORGANIZAT. CLARITY

LESS THAN 1 YEAR
1·········· 6 (5.9 %)

1 - 2
2 ———— 31 (30.7 %)

3 - 5
3 ———— 29 (28.7 %)

6 - 10
4 ——·— 21 (20.8 %)

MORE THAN 15
6 ——— 14 (13.9 %)

1.1 GOALS   1.2 GOALS   1.3 PLANNING   1.4 PLANNING   1.5 VIEW   1.6 PLAN
RELATED TO   CLEARANCE   FORMALITY   LENGTH   RANGE LENGTH   DEFINIT. TO
EVERY DAY   AS BASE FOR   MEET GOALS
FUNC   DEC. MAKING
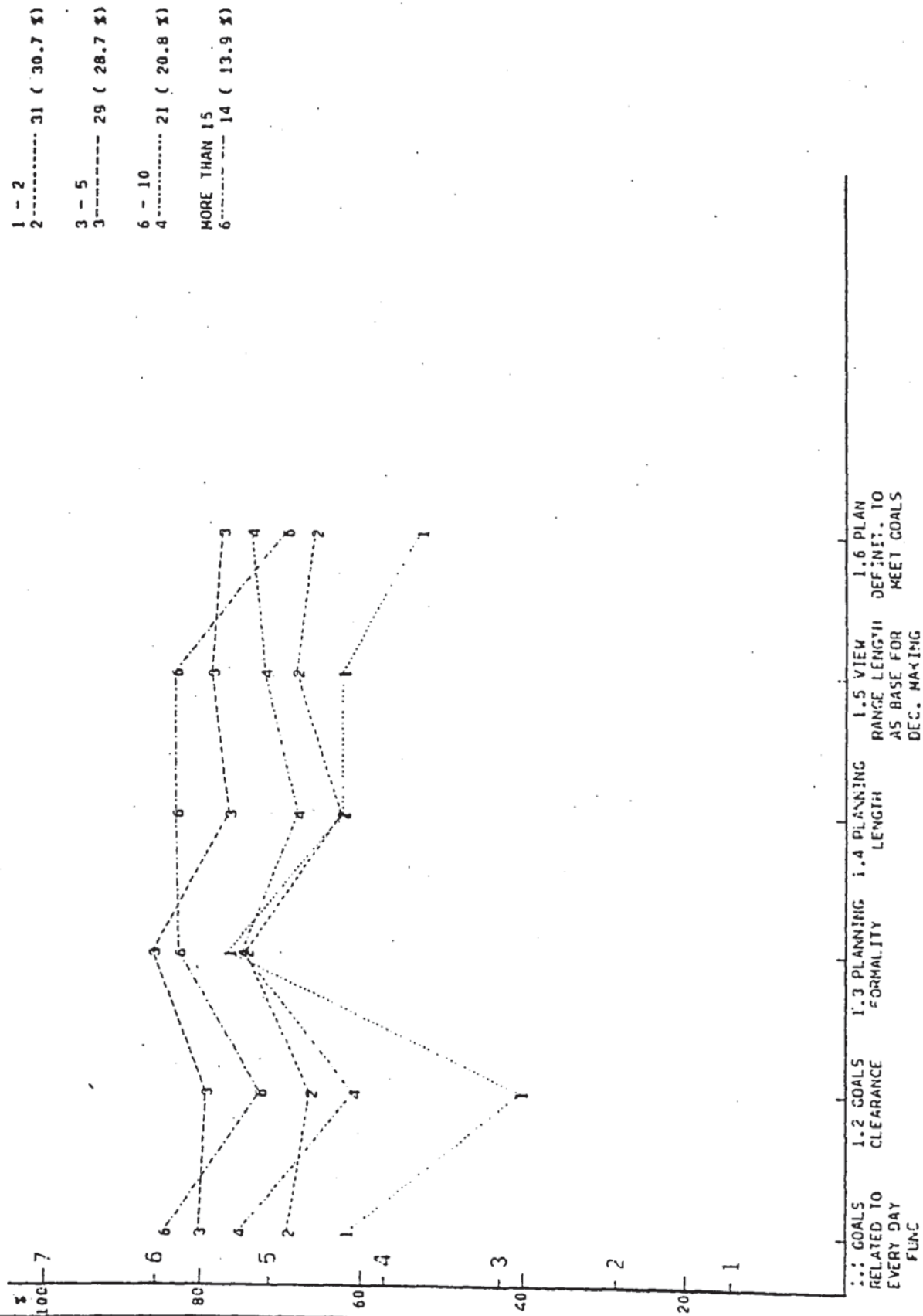
Fig. 4.2.8.2

YEARS IN POSITION (POS)

2 DECISION MAKING STRUCTURE
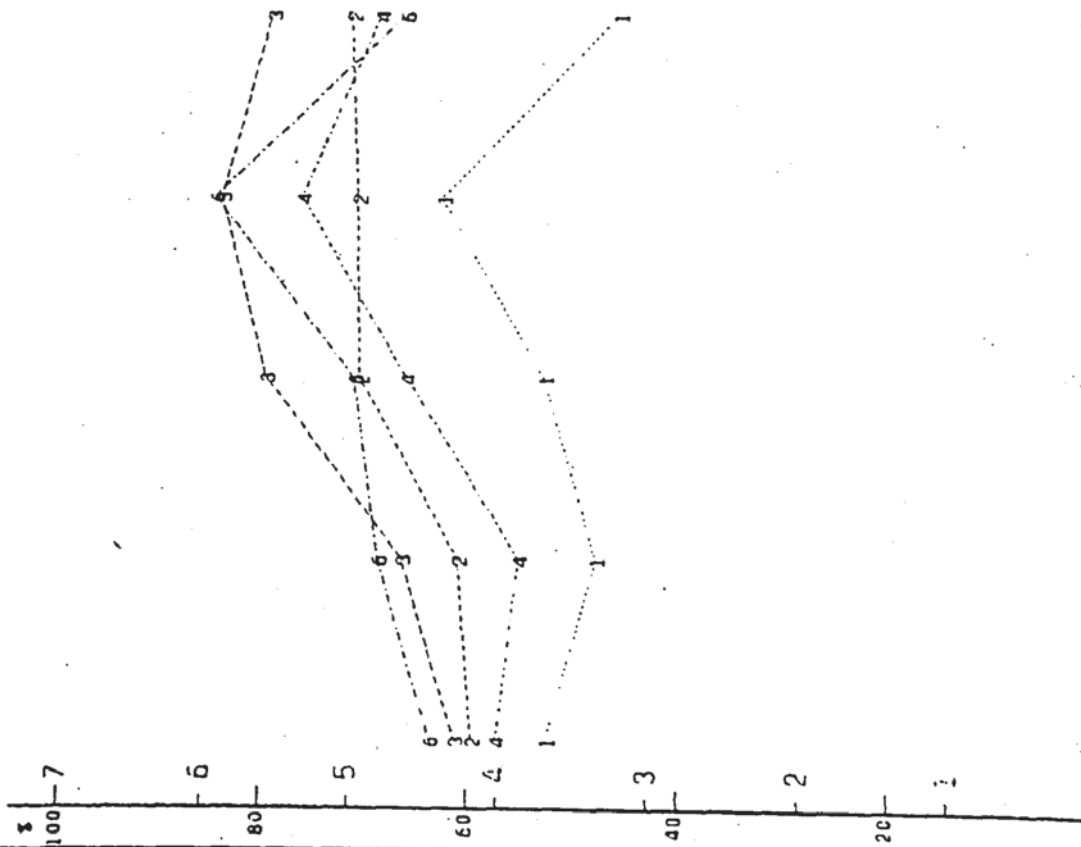
LESS THAN 1 YEAR
1·············· 6 (5.9 %)

1 - 2
2·----------- 31 (30.7 %)

3 - 5
3·----------- 29 (28.7 %)

6 - 10
4·----------- 21 (20.8 %)

MORE THAN 15
6·----------- 14 (13.9 %)

343

Fig. 4.2.8.3

YEARS IN POSITION (POS)

3 ORGANIZAT. INTEGRATION

LESS THAN 1 YEAR
1·········· 6 (5.9 %)

1 - 2
2-------- 31 (30.7 %)

3 - 5
3------- 29 (28.7 %)

6 - 10
4------ 21 (20.8 %)

MORE THAN 15
6 ------ 14 (13.9 %)

3.1 OTHER   3.2 QUALITY   3.3 QUALITY   3.4 MANAGERS   3.5 GOALS   3.6 COOPERAT.   3.7 AWARE OF
UNIT PROBLEM OF SAME LEVEL OF TOTAL   CLEARANCE OF   UNDERSTAND.   TROUGH UNITS   HAPPENINGS IN
UNDRSTAND   COMUNICAT.   COMMUNICAT.   INTERR OTHERS BETWEEN UNITS ORG. EFFECT   HERS.
                                            JOB
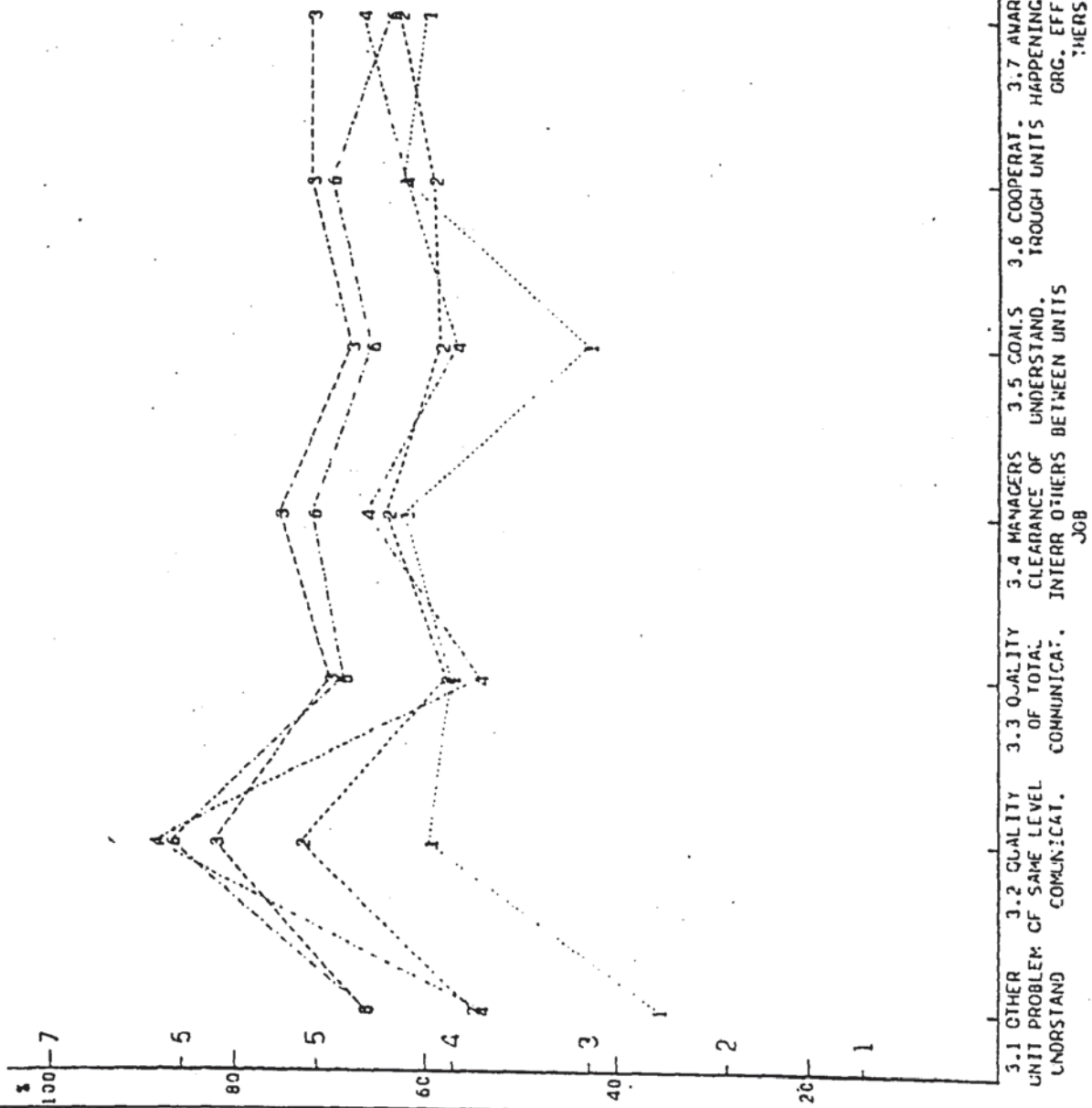
Fig. 4.2.8.4   YEARS IN POSITION (POS)
4 MANAGEMENT STYLE

LESS THAN 1 YEAR
1··········   6 (5.9 %)

1 - 2
2 --------- 31 (30.7 %)

3 - 5
3 --·---- 29 (28.7 %)

6 - 10
4 ------- 21 (20.8 %)

MORE THAN 15
6 ------- 14 (13.9 %)

4.1 INDEPEND.   4.2 RISK   4.3 OPEN   4.4 JOB   4.5 CONSTRUCT 4.6 COMMUNIC. 4.7 MANAGEM.
TO CARRY   INCURMENT FOR DISCUSSION   INNOVAT.   CRITICISM   FROM ABOVE   SUPPORT FOR
RESPONSIBILIT   EFFECTIVENESS ENCOURAGEMENT   ENCOURAGEMENT   INCURAGEMENT   MANAGERS
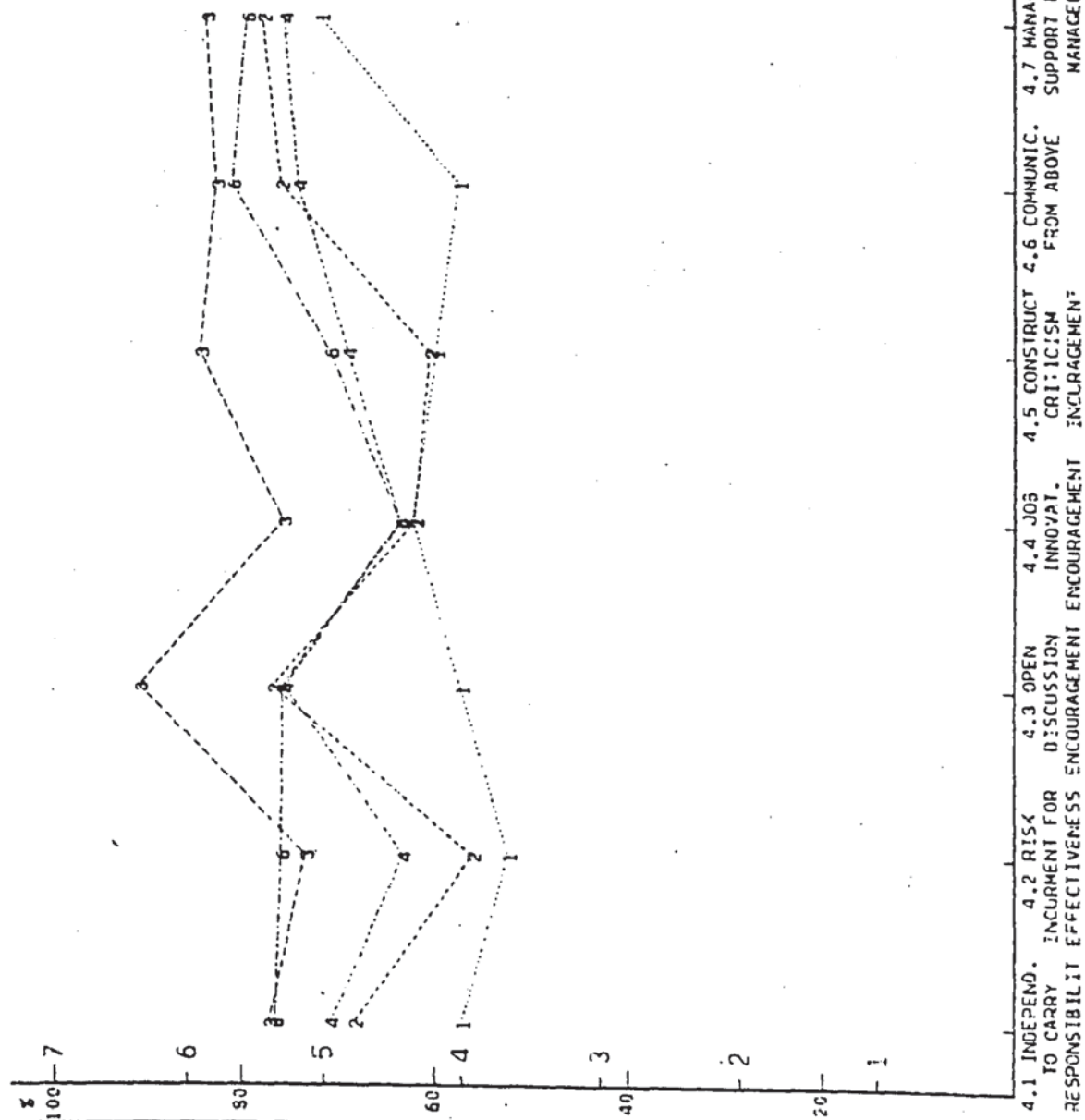
Fig. 4.2.8.5

YEARS IN POSITION (POS)

5 PERFORMANCE ORIENTATION

LESS THAN 1 YEAR
1·········· 6 (5.9 %)

1 - 2
2--------- 31 (30.7 %)

3 - 5
3---- 29 (28.7 %)

6 - 10
4 ···· 21 (20.8 %)

MORE THAN 15
5 ·----- 14 (13.9 %)

5.1 PERSONAL   5.2 CLEARANCE   5.3 HIGH   5.4 ORGANIZ.   5.5 MANAG
ACCOUNTABILIT OF   PERFORMANCE   GOAL   CLEARANCE OF
               PERFORMANCE   EXPECTATION   CHALLENGING   RESULTS
               MEASURES   FROM MANAGERS   NEEDED

346
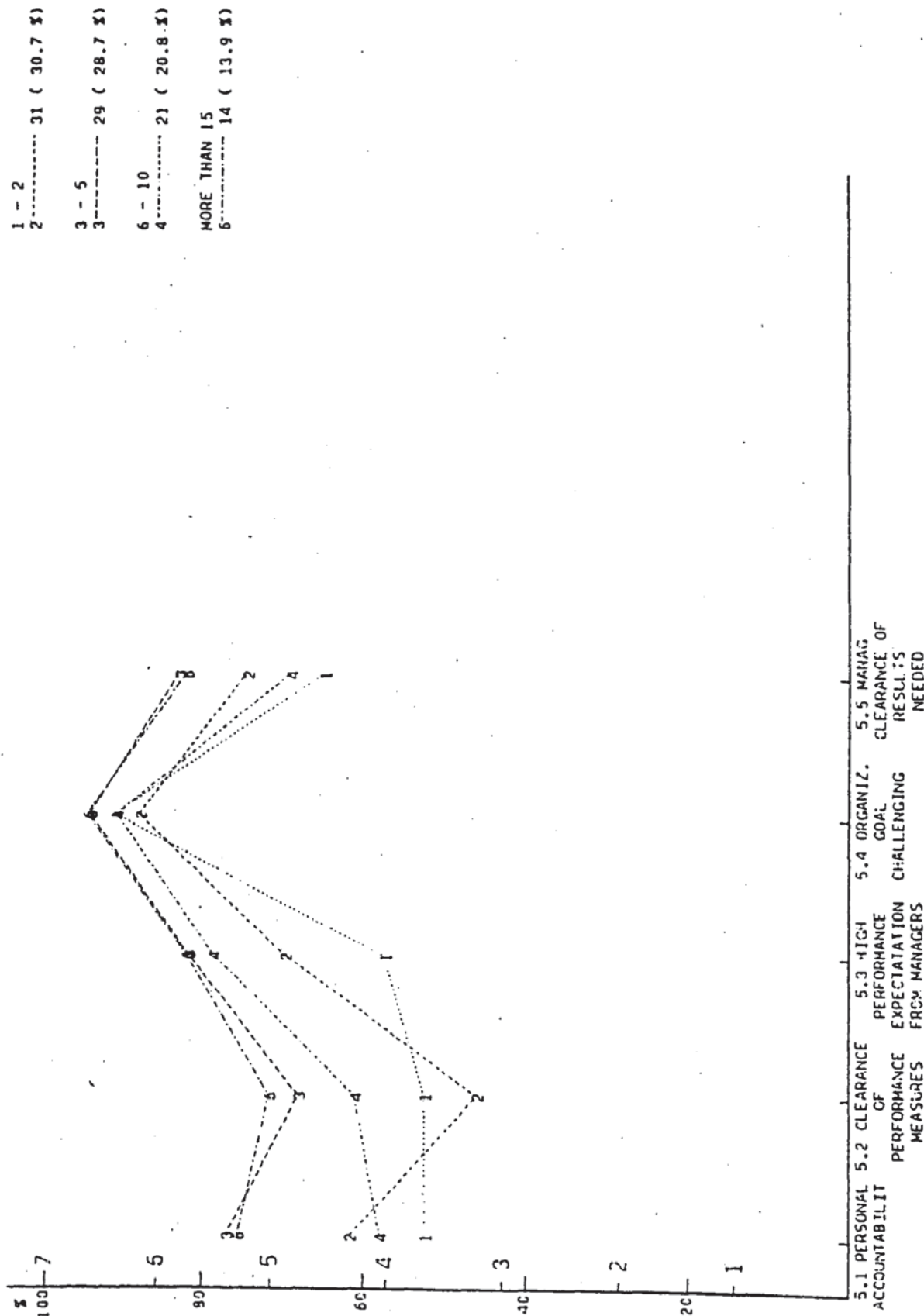
Fig. 4.2.8.6

YEARS IN POSITION (POS)
6 ORGANIZAT. VITALITY

LESS THAN 1 YEAR
1 ············· 6 (5.9 %)

1 - 2
2 ------ 31 (30.7 %)

3 - 5
3 ------ 29 (28.7 %)

6 - 10
4 ------ 21 (20.8 %)

MORE THAN 15
6 ------ 14 (13.9 %)

6.1 RESPONSE   6.2 DECISION   6.3 DECISION   6.4 ORGANIZ.   6.5 URGENCY
TO CHANGES IN MAKING   MAKING TIMING PACESETTING   RAPIDITY
BUSINESS   RESPONSE
ENVIROMENT   VITALITY

347
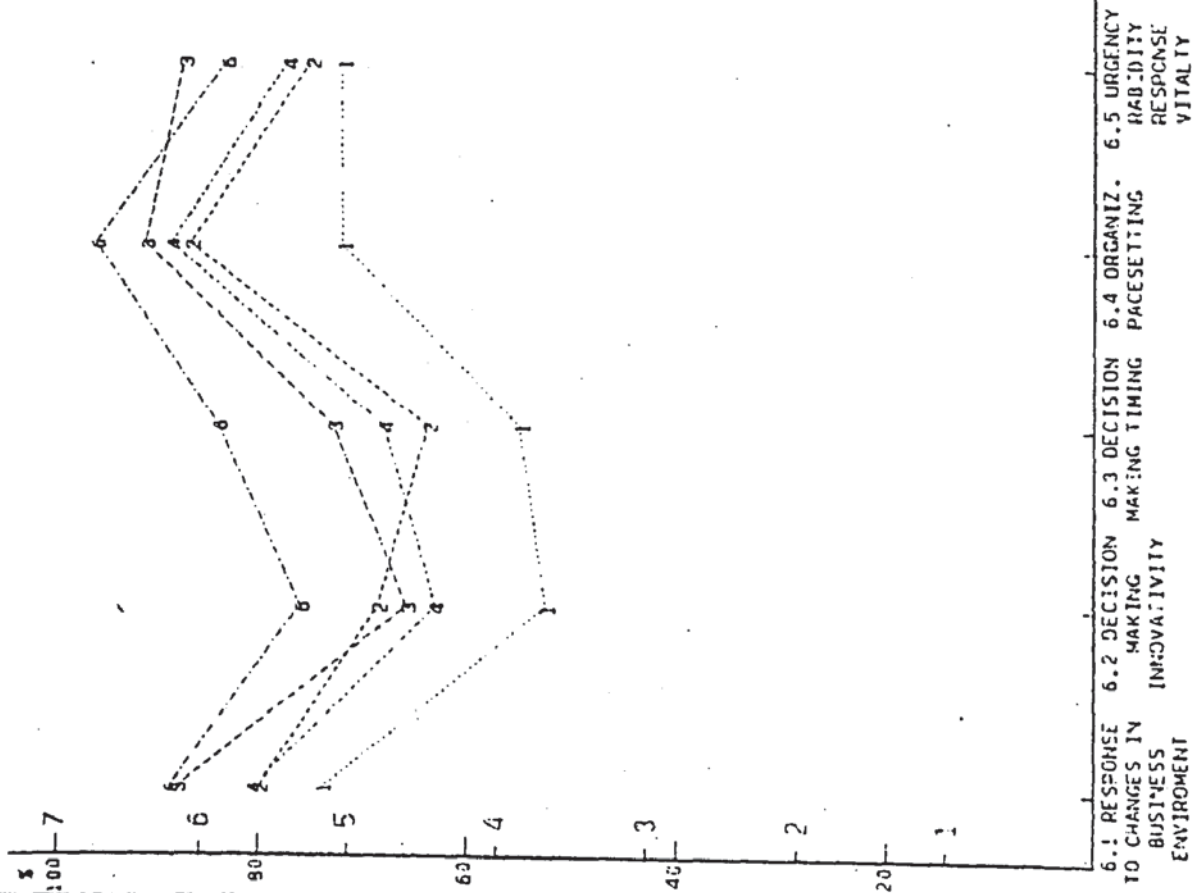
Fig. 4.2.8.7   YEARS IN POSITION (POS)
7 COMPENSATION

LESS THAN 1 YEAR
1 ─────── 6 (5.9 %)

1 - 2
2 ─────── 31 (30.7 %)

3 - 5
3 ─────── 29 (28.7 %)

6 - 10
4 ─────── 21 (20.8 %)

MORE THAN 15
6 ─────── 14 (13.9 %)

7.1 ORGANIZ.   7.2 COMPENSAT   7.3 PAY   7.4 PAY   7.5 COMPENSAT
BENEFITS   SATISFACTION   COMPETITIVE   COMPETITIVE   PERFORMANCE
COMPET WITH   WITH SIMILARS WITH SIMILARS RELATATION
SIMILAR   IN ORGANIZ.   OUTSIDE ORGAN
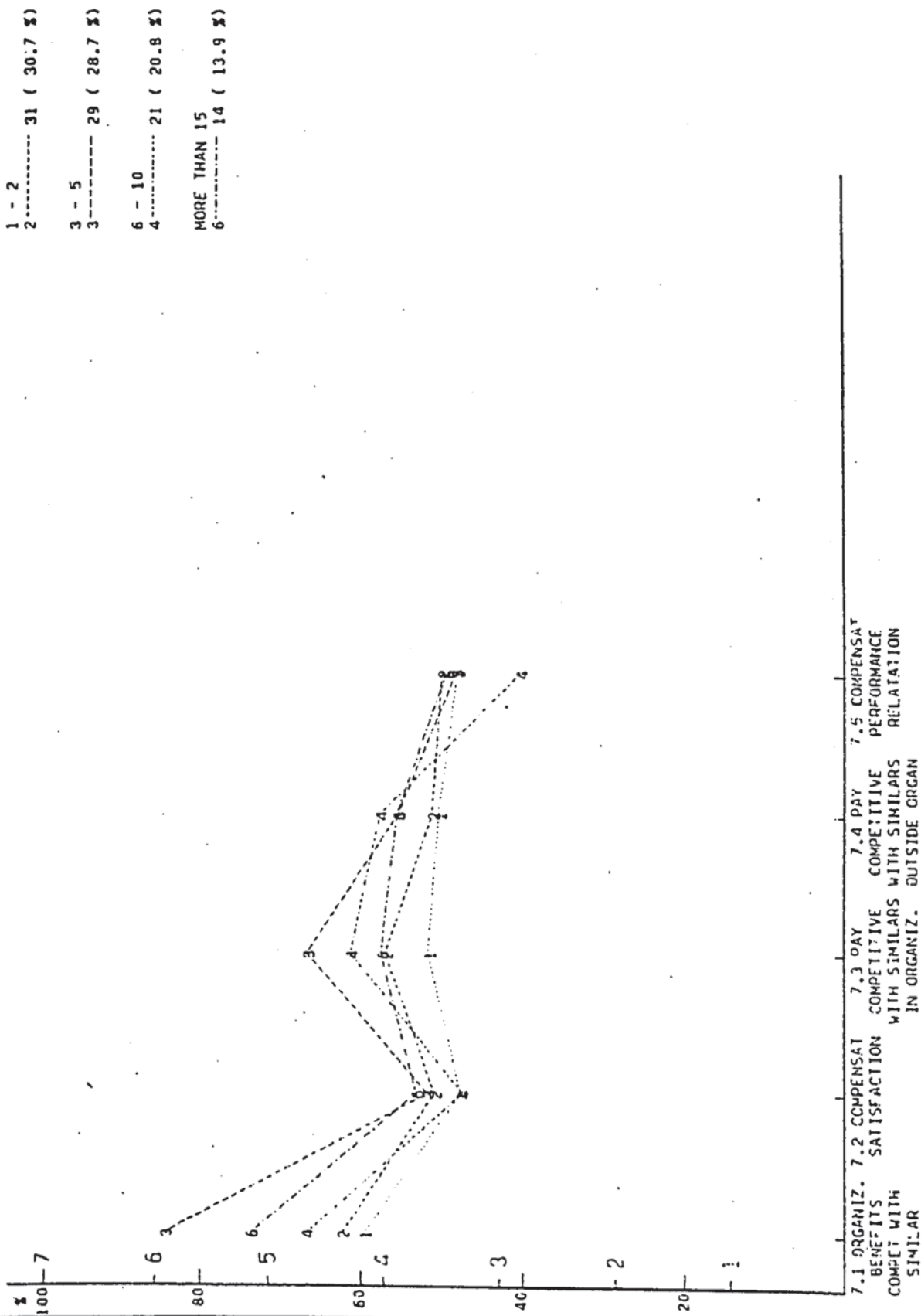
Fig. 4.2.8.8   YEARS IN POSITION (POS)

8 HUMAN RESOURCE DEVELOPEMENT

LESS THAN 1 YEAR
1········· 6 (5.9 %)

1 - 2
2---------- 31 (30.7 %)

3 - 5
3---------- 29 (28.7 %)

6 - 10
4---------- 21 (20.8 %)

MORE THAN 15
6---------- 14 (13.9 %)

8.1 PROMOT.   8.2 QUALITY   8.3 SUCCESS   8.4 OPORTUNIT   8.5 JOB   8.6 MATCH BET·
OPPORTUNITY   OF SEARCH FOR IN DEVELOP.   PROVISON &   CHALLENGING.   MANAG. TALENT
                 VACANCIES   PEOPLE FOR   INDIVIDUAL   & THEIR JOB
                                BIGGER JOBS   DEVELOPEMENT   DEMAND
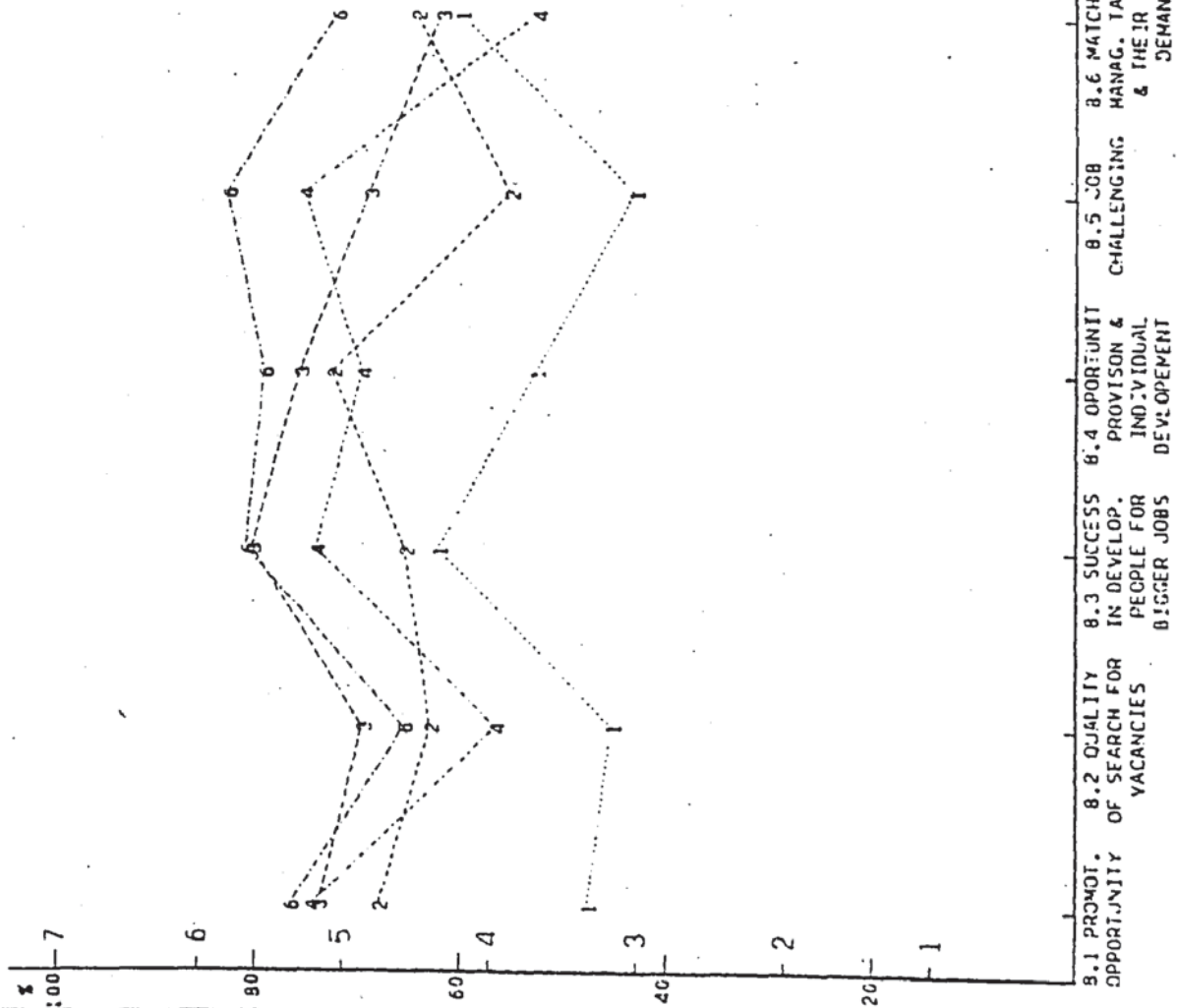
Fig. 4.2.9.1   NO. OF SUBORDINATES (SUBS)

1 ORGANIZAT. CLARITY
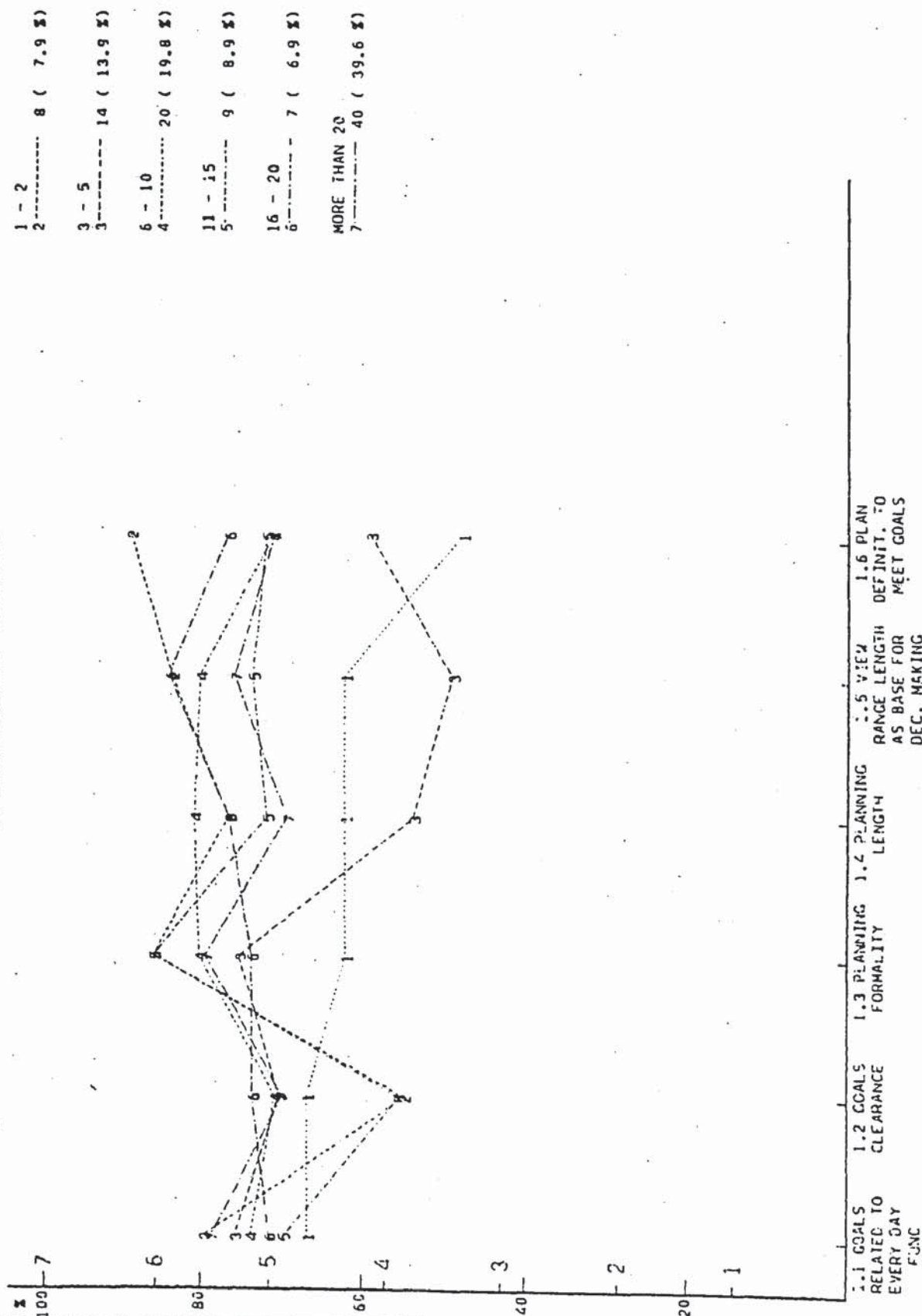
Fig. 4.2.9.2   NO. OF SUBORDINATES (SUBS)
2 DECISION MAKING STRUCTURE
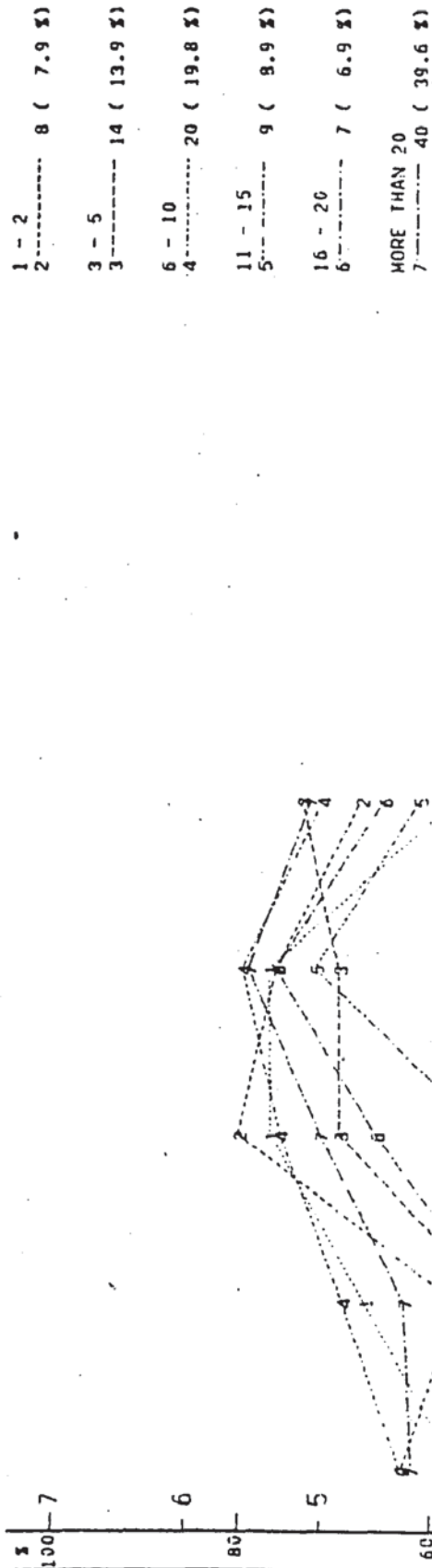
0
1 ·········· 3 (3.0 %)

1 - 2
2 ········· 8 (7.9 %)

3 - 5
3 ········· 14 (13.9 %)

6 - 10
4 ········· 20 (19.8 %)

11 - 15
5 ········· 9 (8.9 %)

16 - 20
6 ········· 7 (6.9 %)

MORE THAN 20
7 ········· 40 (39.6 %)

2.1 REPORT SY   2.2 REPORT SY   2.3 SYSTEM   2.4 IFORM   2.5 REPORT SY
EFFECT ON   EFFECT ON   PROVISION OF   ADEQUACY AS A   EFFECT ON
STRATEGY   GOAL   INFORM F.D.   BASE F.   COORDINAT.
IMPLEMENT.   IMPLEMENT   MAKING   DECISIONS

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Fig. 4.2.9.3 NO. OF SUBORDINATES (SUBS)
3 ORGANIZAT. INTEGRATION

0
1 .... 3 (3.0 %)

1 - 2
2 ----- 8 (7.9 %)

3 - 5
3 ----- 14 (13.9 %)

6 - 10
4 ----- 20 (19.8 %)

11 - 15
5 ----- 9 (8.9 %)

16 - 20
6 ----- 7 (6.9 %)

MORE THAN 20
7 ----- 40 (39.6 %)

3.1 OTHER   3.2 QUALITY   3.3 QUALITY   3.4 MANAGERS   3.5 GOALS   3.6 COOPERAT. 3.7 AWARE OF
UNIT PROBLEM OF SAME LEVEL OF TOTAL   CLEARANCE OF   UNDERSTAND.   TROUGH UNITS   HAPPENINGS IN
UNDRSTAND   COMUNICAT.   COMMUNICAT.   INTERR OTHERS BETWEEN UNITS INTERR OTHERS ORG. EFFECT
                                        JOB   THERS.

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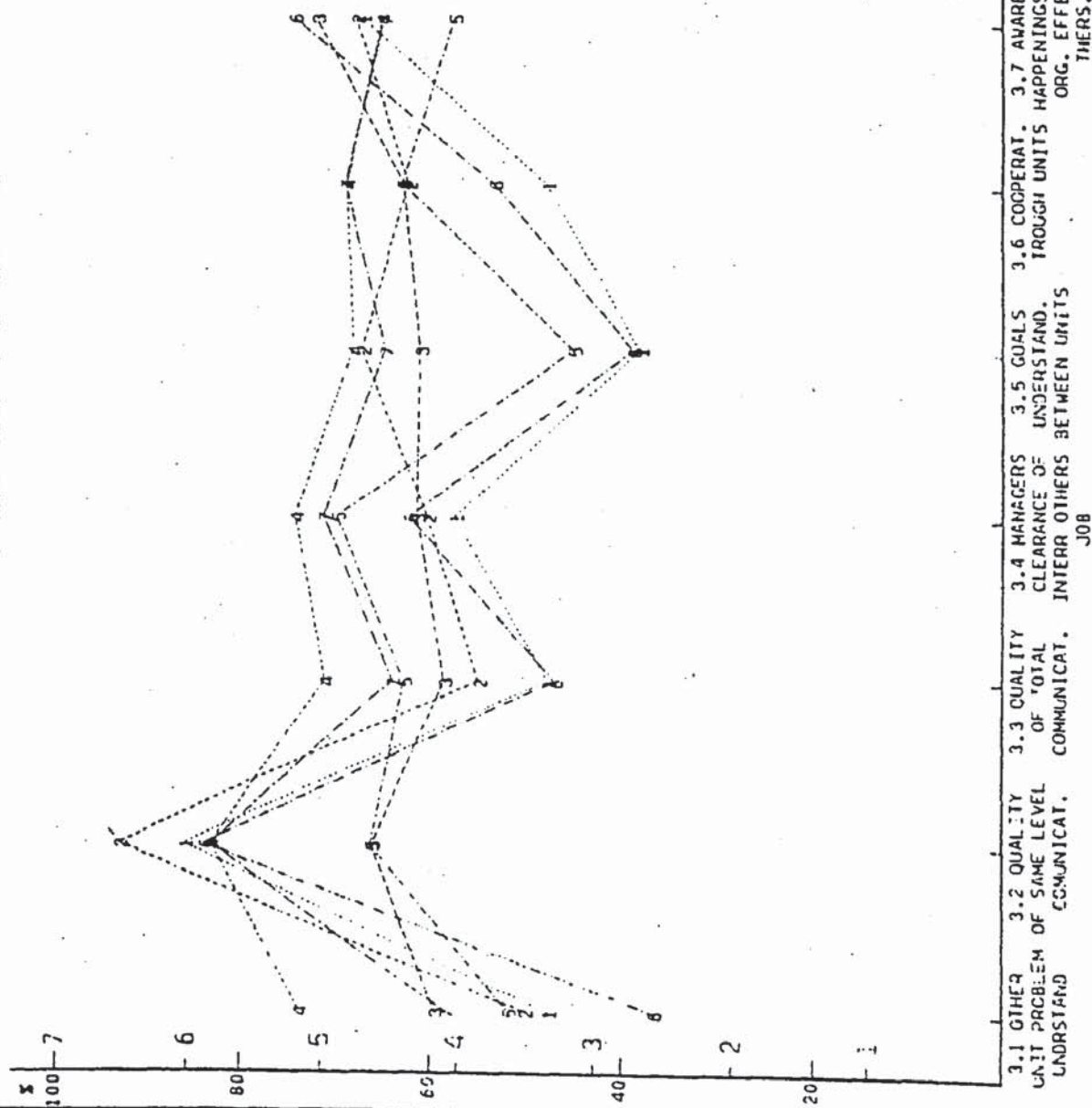
Fig. 4.2.9.4 NO. OF SUBORDINATES (SUBS)

4 MANAGEMENT STYLE

Fig. 4.2.9.5

NO. OF SUBORDINATES (SUBS)
5 PERFORMANCE ORIENTATION

0 .... 3 (3.0 %)
1

1 - 2 ---- 8 (7.9 %)
2

3 - 5 ----- 14 (13.9 %)
3

6 - 10 ---- 20 (19.8 %)
4

11 - 15 --- 9 (8.9 %)
5

16 - 20 ---- 7 (6.9 %)
6

MORE THAN 20
7 ----- 40 (39.6 %)

5.1 PERSONAL   5.2 CLEARANCE   5.3 HIGH   5.4 ORGANIZ.   5.5 MANAG
ACCOUNTABI.IT   OF   PERFORMANCE   GOAL   CLEARANCE OF
               PERFORMANCE   EXPECTATION   CHALLENGING   RESULTS
               MEASURES   FROM MANAGERS   NEEDED

Fig. 4.2.9.6   NO. OF SUBORDINATES (SUBS)
                 6 ORGANIZAT. VITALITY

0
1........... 3 (3.0 %)

1 - 2
2--------- 8 (7.9 %)

3 - 5
3------ 14 (13.9 %)

6 - 10
4........ 20 (19.8 %)

11 - 15
5--------- 9 (8.9 %)

16 - 20
6------- 7 (6.9 %)

MORE THAN 20
7------ 40 (39.6 %)

6.1 RESPONSE   6.2 DECISION   6.3 DECISION   6.4 ORGANIZ.   6.5 URGENCY
TO CHANGES IN   MAKING   MAKING TIMING PACESETTING   RABIDITY
BUSINESS   INNOVATIVITY   RESPONSE
ENVIROMENT   VITALTY

Fig. 4.2.9.7 NO. OF SUBORDINATES (SUBS)

7 COMPENSATION

0
1 .... 3 (3.0 %)

1 - 2
2 --------- 8 (7.9 %)

3 - 5
3 --------- 14 (13.9 %)

6 - 10
4 --------- 20 (19.8 %)

11 - 15
5 --------- 9 (8.9 %)

15 - 20
6 --------- 7 (6.9 %)

MORE THAN 20
7 --------- 40 (39.6 %)

7.1 ORGANIZ.   7.2 COMPENSAT   7.3 PAY   7.4 PAY   7.5 COMPENSAT
BENEFITS   SATISFACTION   COMPETITIVE   COMPETITIVE   PERFORMANCE
COMPET WITH   WITH SIMILARS   WITH SIMILARS   RELATION
SIMILAR   IN ORGANIZ.   OUTSIDE ORGAN

Fig. 4.2.9.8   NO. OF SUBORDINATES (SUBS)

8 HUMAN RESOURCE DEVELOPEMENT

Fig. 4.1.1   PROFESSION (PROF)

PROFESSION (PROF)

M. DOCTOR
1 .... 18 (17.8 %)

PHARMACIST
2 -------- 3 (3.0 %)

PARAMEDIC
3 -----·-- 2 (2.0 %)

ADMINISTRATOR
4 -----·-- 66 (65.3 %)

RESEARCHER
5 -----·-- 2 (2.0 %)

ENGINEER
6 --·--·- 3 (3.0 %)

OTHER
7 --·--·- 7 (6.9 %)

1 ORGANIZAT.   2 DECISION   3 ORGANIZAT.   4 MANAGEMENT   5 PERFORMANCE   6 ORGANIZAT.   7 COMPENSATION   9 HUMAN
  CLARITY   MAKING   INTEGRATION   STYLE   ORIENTATION   VITALITY   RESOURCE
                 STRUCTURE   DEVELOPEMENT

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Fig. 4.1.2

EDUCATION (EDUC)

LESS THAN H. SCHOOL D.
1 ········· 14 (14.1 %)

H. SCHOOL D.
2 ──── 10 (10.1 %)

INSTITUTE DIPLOMA
3 ─··─ 9 (9.1 %)

UNIVERSITY D.
4 ········· 43 (43.4 %)

MASTER D.
5 ─··─ 20 (20.2 %)

DOCTORATE D.
6 ─·─ 3 (3.0 %)

1 ORGANIZAT.   2 DECISION   3 ORGANIZAT.   4 MANAGEMENT   5 PERFORMANCE   6 ORGANIZAT.   7 COMPENSATION   8 HUMAN
  CLARITY   MAKING   INTEGRATION   STYLE   ORIENTATION   VITALITY   RESOURCE
                  STRUCTURE   DEVELOPEMENT

Fig. 4.1.3   DEPARTMENTS (DEPT)

FINANCIAL AFFAIRS
1 .... 27 (31.4 %)

ORGANIZATION & CONTROL
2 ---------- 5 (5.8 %)

SERVICE & TECH. STAFF
3 --------- 10 (11.6 %)

GENERAL JOBS
4 --------- 11 (12.8 %)

PUBLIC HEALTH & PLANNING
5 --------- 7 (8.1 %)

HOSPITALS
6 --------- 2 (2.3 %)

MEDICAL STORES
7 --------- 1 (1.2 %)

LEGAL AFFAIRS
8 --------- 4 (4.7 %)

DENTISTS & PARAMEDICS
9 --------- 4 (4.7 %)

SOCIAL HEALTH
Y --------- 1 (1.2 %)

TREATMENT ABROAD
N --------- 1 (1.2 %)

EXTERNAL MEDICAL SERV.
F --------- 7 (8.1 %)

ENVIROMENT PROTECTION
M --------- 5 (5.8 %)

TRANSPORTAT.
K --------- 1 (1.2 %)

1 ORGANIZAT. CLARITY
2 DECISION MAKING STRUCTURE
3 ORGANIZAT. INTEGRATION
4 MANAGEMENT STYLE
5 PERFORMANCE ORIENTATION
6 ORGANIZAT. VITALITY
7 COMPENSATION
8 HUMAN RESOURCE DEVELOPEMENT

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Fig. 4.1.4

LEVEL (LVL)

ASSIST. UNDER SECRETARY				
1········· 3 (3.0 %)				
DEPARTMENT HEAD				
2······· 12 (11.9 %)				
CONTROLLER				
3······· 12 (11.9 %)				
SECTION HEAD				
4······· 71 (70.3 %)				
SUB-SECTION HEAD				
5······· 3 (3.0 %)				

1 ORGANIZAT.   2 DECISION   3 ORGANIZAT.   4 MANAGEMENT   5 PERFORMANCE   6 ORGANIZAT.   7 COMPENSATION   8 HUMAN
CLARITY   MAKING   INTEGRATION   STYLE   ORIENTATION   VITALITY   RESOURCE
              STRUCTURE   DEVELOPEMENT

Fig. 4.1.5

AGE (AGE)

1 ORGANIZAT.   2 DECISION   3 ORGANIZAT.   4 MANAGEMENT   5 PERFORMANCE   6 ORGANIZAT.   7 COMPENSATION   8 HUMAN
CLARITY   MAKING   INTEGRATION   STYLE   ORIENTATION   VITALITY   RESOURCE
              STRUCTURE   DEVELOPEMENT

2 20 - 24   9 (9.0 %)
3 25 - 29   13 (13.0 %)
4 30 - 34   23 (23.0 %)
5 35 - 39   23 (23.0 %)
6 40 - 44   13 (13.0 %)
7 45 - 49   12 (12.0 %)
8 50 - 54   7 (7.0 %)

Fig. 4.1.6

SEX (SEX)

FEMALE
F·········· 5 (5.0 %)

MALE
M--------- 96 (95.0 %)

1 ORGANIZAT. 2 DECISION   3 ORGANIZAT. 4 MANAGEMENT 5 PERFORMANCE 6 ORGANIZAT. 7 COMPENSATION 8 HUMAN
  CLARITY   MAKING   INTEGRATION   STYLE   ORIENTATION   VITALITY   RESOURCE
                STRUCTURE   DEVELOPEMENT

Fig. 4.1.7   YEARS IN SERVICE IN MPH (SERV)

Fig. 4.1.8 YEARS IN POSITION (POS)

Fig. 4.1.9   NO. OF SUBORDINATES (SUBS)

0	3 (3.0 %)
1 - 2	8 (7.9 %)
3 - 5	14 (13.9 %)
6 - 10	20 (19.8 %)
11 - 15	9 (8.9 %)
16 - 20	7 (6.9 %)
MORE THAN 20	40 (39.6 %)

1 ORGANIZAT.   2 DECISION   3 ORGANIZAT.   4 MANAGEMENT   5 PERFORMANCE   6 ORGANIZAT.   7 COMPENSATION   8 HUMAN
  CLARITY   MAKING   INTEGRATION   STYLE   ORIENTATION   VITALITY   RESOURCE
                 STRUCTURE   DEVELOPEMENT

Tables 4.7.1,2   "HSTIRFQ :COMPARE   28/06/84 11:19:43"

COMPARISON OF MEANS FOR 1 ORGANIZAT. CLARITY

	1.1 GOALS RELATED TO EVERY DAY , FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
MOPH EXPERTS CLIMATE						
MEAN	4.7	4.3	5.4	5.1	5.5	5.5
OBS	15.	15.	15.	15.	15.	15.
S.DEV	1.40	1.29	1.30	1.41	1.41	0.92
CLASS	...	...	...	...	...	...
MOPH PERCEIVED CLIMATE						
MEAN	5.3	4.8	5.5	4.9	5.1	4.9
OBS	90.	88.	93.	89.	91.	79.
S.DEV	1.51	1.70	1.51	1.07	1.76	1.88
CLASS	...	...	...	...	...	...
F, F95%	2.2 3.9	0.0 3.9	0.1 3.9	0.2 3.9	0.7 3.9	1.6 3.9

COMPARISON OF MEANS FOR 2 DECISION MAKING STRUCTURE

	2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLEMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 IFORM ADEQUACY AS A BASE P. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
MOPH EXPERTS CLIMATE					
MEAN	5.1	5.0	4.8	4.7	5.3
OBS	15.	15.	15.	15.	15.
S.DEV	1.06	1.51	1.21	1.23	1.35
CLASS	A	...	...	...	...
MOPH PERCEIVED CLIMATE					
MEAN	4.2	4.3	4.9	5.3	4.9
OBS	64.	87.	93.	93.	89.
S.DEV	1.55	1.35	1.57	1.73	1.50
CLASS	B	...	...	...	...
F, F95%	5.2 4.0	3.4 3.9	0.1 3.9	2.0 3.9	1.2 3.9

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Tables 4.7.3,4   "NSTIRFQ :COMPARE   28/06/84 11:19:43"

COMPARISON OF MEANS FOR 3 ORGANIZAT. INTEGRATION

	3.1 OTHER UNIT PROBLEM UNDRSTAND	3.2 QUALITY OF SAME LEVEL COMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THERS.
MOPH EXPERTS CLIMATE							
MEAN	3.7	5.1	4.5	4.8	3.7	4.6	3.7
OBS	15.	15.	15.	15.	15.	15.	15.
S.DEV	1.39	1.51	1.51	1.66	1.53	1.50	1.71
CLASS	...	...	...	...	...	...	...
MOPH PERCEIVED CLIMATE							
MEAN	4.1	5.6	4.3	4.8	4.2	4.5	4.6
OBS	93.	96.	92.	88.	92.	91.	96.
S.DEV	1.79	1.74	1.70	1.44	1.77	1.61	1.80
CLASS	...	...	...	...	...	...	...
F, F95%	0.6 3.9	0.9 3.9	0.1 3.9	0.0 3.9	1.0 3.9	0.0 3.9	3.0 3.9

COMPARISON OF MEANS FOR 4 MANAGEMENT STYLE

	4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCURMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM INCURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
MOPH EXPERTS CLIMATE							
MEAN	5.0	5.0	5.4	5.1	5.0	5.5	5.8
OBS	15.	15.	14.	15.	15.	15.	15.
S.DEV	1.00	1.51	1.34	1.25	1.56	1.30	0.06
CLASS	...	...	...	...	...	...	...
MOPH PERCEIVED CLIMATE							
MEAN	5.0	4.5	5.5	4.6	4.9	5.4	5.5
OBS	91.	87.	93.	93.	93.	92.	89.
S.DEV	1.69	1.70	1.77	1.65	1.90	1.49	1.60
CLASS	...	...	...	...	...	...	...
F, F95%	0.0 3.9	1.0 3.9	0.0 3.9	1.3 3.9	0.0 3.9	0.1 3.9	0.5 3.9

Tables 4.7.5,6   "MSTIRFQ :COMPARE   28/06/84 11:19:43"

COMPARISON OF MEANS FOR 5 PERFORMANCE ORIENTATION

	5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
MOPH EXPERTS CLIMATE					
MEAN	4.6	4.3	5.1	6.3	5.3
OBS	15.	15.	15.	15.	15.
S.DEV	1.55	1.54	1.55	0.49	1.03
CLASS	...	...	...	...	...
MOPH PERCEIVED CLIMATE					
MEAN	4.7	4.2	5.3	6.4	5.3
OBS	90.	90.	93.	88.	07.
S.DEV	1.70	1.80	1.59	0.98	1.47
CLASS	...	...	...	...	...
F, F95%	0.0 3.9	0.1 3.9	0.1 3.9	0.0 3.9	0.0 3.9

COMPARISON OF MEANS FOR 6 ORGANIZAT. VITALITY

	6.1 RESPONSE TO CHANGES IN BUSINESS ENVIROMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RADIDITY RESPONSE VITALTY
MOPH EXPERTS CLIMATE					
MEAN	6.1	4.0	5.3	6.2	5.3
OBS	15.	15.	15.	15.	15.
S.DEV	0.52	1.08	1.11	0.77	1.23
CLASS	...	...	...	...	...
MOPH PERCEIVED CLIMATE					
MEAN	5.8	4.6	4.9	6.2	5.6
OBS	91.	94.	92.	91.	93.
S.DEV	1.35	1.76	1.75	1.23	1.54
CLASS	...	...	...	...	...
P, F95%	0.8 3.9	0.1 3.9	1.0 3.9	0.0 3.9	0.3 3.9

Tables 4.7.7,8   "HSTIRFQ :COMPARE   28/06/84 11:19:43"

COMPARISON OF MEANS FOR 7 COMPENSATION

	7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATION
MOPH EXPERTS CLIMATE					
MEAN	4.5	4.1	4.3	5.1	3.3
OBS	15.	15.	15.	15.	15.
S.DEV	1.68	1.20	1.75	1.64	1.53
CLASS	...	...	...	A	...
MOPH PERCEIVED CLIMATE					
MEAN	4.9	3.5	4.2	3.8	3.3
OBS	84.	92.	90.	92.	94.
S.DEV	1.72	1.81	1.79	1.90	1.71
CLASS	...	...	...	B	...
F, F95%	0.7 3.9	1.2 3.9	0.0 3.9	6.9 3.9	0.0 3.9

COMPARISON OF MEANS FOR 8 HUMAN RESOURCE DEVELOPEMENT

	8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS	8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVELOPEMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
MOPH EXPERTS CLIMATE						
MEAN	5.9	4.1	6.0	5.4	4.4	4.3
OBS	15.	15.	15.	15.	14.	15.
S.DEV	1.03	1.68	0.93	1.12	1.34	1.33
CLASS	A	...	A	...	...	...
MOPH PERCEIVED CLIMATE						
MEAN	5.0	4.4	5.1	5.0	4.6	4.3
OBS	92.	95.	91.	92.	83.	94.
S.DEV	1.00	1.84	1.65	1.62	2.23	1.84
CLASS	B	...	B	...	...	...
F, F95%	4.2 3.9	0.2 3.9	4.0 3.9	0.7 3.9	0.1 3.9	0.0 3.9

"MSTPROQ :MACC   09/07/04 10:31:37"

Table: 4.9.1.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS PROFESSION

		1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
M. DOCTOR	MEAN	5.4	4.8	5.7	4.9	5.3	5.2
	OBS	18.	18.	17.	10.	10.	17.
	S.DEV	1.38	1.73	1.49	2.10	1.78	1.92
	CLASS	...	...	...	...	...	...
PHARMACIST	MEAN	4.0	4.0	4.0	3.0	6.0	3.0
	OBS	2.	2.	2.	2.	1.	1.
	S.DEV	1.41	1.41	1.41	1.41	...	...
	CLASS	...	...	...	...	...	...
PARAMEDIC	MEAN	4.0	1.0	7.0		7.0	4.0
	OBS	1.	1.	1.	...	1.	1.
	S.DEV	...	...	...	...	...	...
	CLASS	...	...	...	...	...	...
ADMINISTRATOR	MEAN	5.2	4.8	5.4	4.9	4.9	4.9
	OBS	57.	56.	61.	58.	60.	50.
	S.DEV	1.59	1.73	1.54	1.07	1.81	1.93
	CLASS	...	...	...	...	...	...
RESEARCHER	MEAN	6.5	3.5	5.0	4.0	4.0	3.5
	OBS	2.	2.	2.	2.	2.	2.
	S.DEV	0.71	0.71	1.41	0.00	0.00	0.71
	CLASS	...	...	...	...	...	...
ENGINEER	MEAN	6.0	5.7	6.0	5.0	4.0	4.0
	OBS	3.	3.	3.	2.	2.	2.
	S.DEV	1.73	1.53	1.73	1.41	1.41	0.00
	CLASS	...	...	...	...	...	...
OTHER	MEAN	5.7	5.2	6.6	6.1	6.6	4.0
	OBS	7.	6.	7.	7.	7.	6.
	S.DEV	1.25	1.17	0.79	1.21	0.79	2.04
	CLASS	...	...	...	...	...	...
F, F95%		0.8 2.2	1.3 2.2	1.3 2.2	1.1 2.3	1.4 2.2	0.5 2.2

"NSTPROQ :MACC   09/07/84 18:31:37"

Table: 4.9.1.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS PROFESSION

		2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLEMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 IFORM ADEQUACY AS A BASE F. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
M. DOCTGR.	MEAN	4.2	4.6	4.8	5.4	4.8
	OBS	13.	17.	18.	18.	17.
	S.DEV	1.59	1.33	1.62	2.06	1.51
	CLASS	---	A	---	---	---
PHARMACIST	MEAN	3.0	2.0	3.5	5.5	3.0
	OBS	1.	2.	2.	2.	2.
	S.DEV	---	1.41	0.71	0.71	1.41
	CLASS	---	B	---	---	---
PARAMEDIC	MEAN	4.0	1.0	4.0	4.0	7.0
	OBS	1.	1.	1.	1.	1.
	S.DEV	---	---	---	---	---
	CLASS	---	B	---	---	---
ADMINISTRATOR	MEAN	4.1	4.3	4.9	5.2	4.7
	OBS	40.	56.	61.	60.	57.
	S.DEV	1.46	1.25	1.55	1.76	1.60
	CLASS	---	A	---	---	---
RESEARCHER	MEAN	3.5	3.5	3.5	6.0	5.0
	OBS	2.	2.	2.	2.	2.
	S.DEV	0.71	0.71	2.12	0.00	0.00
	CLASS	---	AB	---	---	---
ENGINEER	MEAN	4.0	5.5	7.0	6.0	6.7
	OBS	2.	2.	2.	3.	3.
	S.DEV	3.24	2.12	0.00	1.73	0.58
	CLASS	---	A	---	---	---
OTHER	MEAN	5.4	4.9	5.7	6.0	5.9
	OBS	5.	7.	7.	7.	7.
	S.DEV	1.52	1.07	1.25	1.00	1.07
	CLASS	---	A	---	---	---
F, F957		0.7 2.3	3.0 2.2	1.6 2.2	0.5 2.2	2.2 2.2

"HISTPROQ :MACC   09/07/84 18:31:37"

Table: 4.9.1.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS PROFESSION

		3.1 OTHER UNIT PROBLEM UNDRSTAND	3.2 QUALITY OF SAME LEVEL COMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS BETWEEN UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THERS.
M. DOCTOR	MEAN	4.3	6.1	4.4	5.2	4.7	4.5	5.4
	OBS	18.	18.	18.	17.	18.	17.	18.
	S.DEV	2.02	1.16	1.65	1.64	1.94	1.77	1.15
	CLASS	---	---	---	---	---	---	---
PHARMACIST	MEAN	2.0	5.7	2.5	4.0	1.5	3.5	3.0
	OBS	2.	3.	2.	2.	2.	2.	3.
	S.DEV	1.41	1.53	0.71	1.41	0.71	0.71	1.73
	CLASS	---	---	---	---	---	---	---
PARAMEDIC	MEAN	4.0	6.0	4.0	4.0	4.0	4.0	4.0
	OBS	1.	1.	1.	1.	1.	1.	1.
	S.DEV	---	---	---	---	---	---	---
	CLASS	---	---	---	---	---	---	---
ADMINISTRATOR	MEAN	4.1	5.4	4.2	4.6	4.0	4.4	4.5
	OBS	60.	63.	60.	57.	59.	59.	62.
	S.DEV	1.71	1.97	1.66	1.46	1.77	1.62	1.90
	CLASS	---	---	---	---	---	---	---
RESEARCHER	MEAN	4.0	5.5	4.5	4.5	4.0	5.5	4.0
	OBS	2.	2.	2.	2.	2.	2.	2.
	S.DEV	1.41	0.71	0.71	0.71	0.00	0.71	1.41
	CLASS	---	---	---	---	---	---	---
ENGINEER	MEAN	3.0	7.0	3.0	4.0	5.7	4.7	2.7
	OBS	3.	2.	2.	2.	3.	3.	3.
	S.DEV	1.73	0.00	2.03	0.00	1.53	1.15	1.53
	CLASS	---	---	---	---	---	---	---
OTHER	MEAN	4.7	5.3	6.0	5.4	5.1	5.9	4.7
	OBS	7.	7.	7.	7.	7.	7.	7.
	S.DEV	2.06	1.25	1.53	0.98	0.69	1.35	1.89
	CLASS	---	---	---	---	---	---	---
F, F95%		0.8 2.2	0.5 2.2	1.9 2.2	0.8 2.2	1.9 2.2	1.2 2.2	1.8 2.2

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Table: 4.9.1.4

MEANS OF 4 MANAGEMENT STYLE ACROSS PROFESSION

		4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCURMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM INCURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
M. DOCTOR	MEAN	4.9	4.6	5.0	5.2	5.3	5.6	5.1
	OBS	18.	16.	18.	18.	18.	18.	17.
	S.DEV	1.72	1.55	1.25	1.52	1.71	1.62	2.23
	CLASS	--	--	--	A	--	--	--
PHARMACIST	MEAN	3.0	4.0	5.0	4.5	4.5	3.5	5.0
	OBS	2.	1.	2.	2.	2.	2.	1.
	S.DEV	1.41	--	2.83	0.71	0.71	0.71	--
	CLASS	--	--	--	A	--	--	--
PARAMEDIC	MEAN	4.0	4.0	4.0	4.0	7.0	4.0	7.0
	OBS	1.	1.	1.	1.	1.	1.	1.
	S.DEV	--	--	--	--	--	--	--
	CLASS	--	--	--	A	--	--	--
ADMINISTRATOR	MEAN	5.0	4.5	5.3	4.2	4.6	5.4	5.6
	OBS	59.	59.	60.	60.	60.	59.	59.
	S.DEV	1.72	1.01	1.94	1.67	1.95	1.49	1.48
	CLASS	--	--	--	A	--	--	--
RESEARCHER	MEAN	5.5	3.5	4.5	5.0	5.5	4.0	4.5
	OBS	2.	2.	2.	2.	2.	2.	2.
	S.DEV	0.71	0.71	0.71	0.00	0.71	0.00	0.71
	CLASS	--	--	--	A	--	--	--
ENGINEER	MEAN	7.0	5.5	7.0	7.0	5.0	6.0	7.0
	OBS	2.	2.	3.	3.	3.	3.	2.
	S.DEV	0.00	2.12	0.00	0.00	3.46	1.73	0.00
	CLASS	--	--	--	A	--	--	--
OTHER	MEAN	5.3	5.3	6.7	5.4	6.1	5.7	5.6
	OBS	7.	6.	7.	7.	7.	7.	7.
	S.DEV	1.30	1.37	0.76	1.13	1.07	1.11	1.13
	CLASS	--	--	--	A	--	--	--
F, P95%		1.1 2.2	0.5 2.2	1.5 2.2	2.6 2.2	1.2 2.2	1.2 2.2	0.7 2.2

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Table: 4.9.1.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS PROFESSION

		5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
M. DOCTOR	MEAN	4.9	4.0	5.9	6.5	5.1
	OBS	18.	18.	18.	17.	17.
	S.DEV	1.80	1.79	1.26	0.87	1.92
	CLASS	---	---	---	---	---
PHARMACIST	MEAN	4.0	2.5	5.0	6.0	5.0
	OBS	2.	2.	2.	1.	1.
	S.DEV	0.00	2.12	1.41	---	---
	CLASS	---	---	---	---	---
PARAMEDIC	MEAN	4.0	4.0	7.0	7.0	4.0
	OBS	1.	1.	1.	1.	1.
	S.DEV	---	---	---	---	---
	CLASS	---	---	---	---	---
ADMINISTRATOR	MEAN	4.6	3.9	5.0	6.3	5.4
	OBS	58.	58.	60.	58.	57.
	S.DEV	1.73	1.84	1.70	1.04	1.32
	CLASS	---	---	---	---	---
RESEARCHER	MEAN	3.0	3.5	4.5	5.5	3.0
	OBS	2.	2.	2.	2.	2.
	S.DEV	0.00	0.71	0.71	2.12	0.00
	CLASS	---	---	---	---	---
ENGINEER	MEAN	6.5	5.5	5.0	7.0	7.0
	OBS	2.	2.	3.	2.	2.
	S.DEV	0.71	2.12	1.73	0.00	0.00
	CLASS	---	---	---	---	---
OTHER	MEAN	4.7	4.4	5.9	6.9	5.4
	OBS	7.	7.	7.	7.	7.
	S.DEV	1.70	1.27	1.07	0.38	1.27
	CLASS	---	---	---	---	---
F, F95%		0.9 2.2	1.1 2.2	1.2 2.2	0.9 2.2	1.6 2.2

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Table: 4.9.1.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS PROFESSION

	6.1 RESPONSE TO CHANGES IN BUSINESS ENVIRONMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RABIDITY RESPONSE VITALITY
M. DOCTOR					
MEAN	6.1	5.2	5.2	6.3	6.0
OBS	18.	18.	18.	17.	18.
S.DEV	1.11	1.69	1.80	0.92	1.03
CLASS	A	...	...	...	A
PHARMACIST					
MEAN	4.5	3.5	3.5	6.5	3.5
OBS	2.	2.	2.	2.	2.
S.DEV	0.71	0.71	2.12	0.71	2.12
CLASS	A	...	...	...	A
PARAMEDIC					
MEAN	1.0	1.0	4.0	...	7.0
OBS	1.	1.	1.	...	1.
S.DEV	..	...	...	...	...
CLASS	B	...	...	...	A
ADMINISTRATOR					
MEAN	5.9	4.6	4.8	6.1	5.4
OBS	59.	61.	60.	60.	60.
S.DEV	1.25	1.79	1.83	1.27	1.63
CLASS	A	...	...	...	A
RESEARCHER					
MEAN	5.5	4.5	4.0	4.5	4.0
OBS	2.	2.	2.	2.	2.
S.DEV	0.71	2.12	0.00	3.54	1.41
CLASS	A	...	...	...	A
ENGINEER					
MEAN	7.0	5.3	4.5	7.0	6.3
OBS	2.	3.	2.	3.	3.
S.DEV	0.00	1.53	0.71	0.00	1.15
CLASS	A	...	...	...	A
OTHER					
MEAN	5.3	4.4	5.6	6.6	6.6
OBS	7.	7.	7.	7.	7.
S.DEV	1.70	1.51	1.13	0.79	0.79
CLASS	A	...	...	...	A
F, F95%	3.6 2.2	1.2 2.2	0.7 2.2	1.3 2.3	2.3 2.2

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Table: 4.9.1.7

MEANS OF 7 COMPENSATION ACROSS PROFESSION

	7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
M. DOCTOR					
MEAN	5.6	4.9	5.4	5.7	3.7
OBS	16.	10.	10.	10.	18.
S.DEV	1.41	1.66	1.04	1.19	2.03
CLASS	A	A	A	A	A
PHARMACIST					
MEAN	2.5	2.5	2.0	2.0	3.0
OBS	2.	2.	2.	2.	2.
S.DEV	2.12	0.71	0.00	0.00	0.00
CLASS	BC	AB	B	B	AB
PARAMEDIC					
MEAN	1.0	1.0	1.0	1.0	1.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	C	B	B	B	AB
ADMINISTRATOR					
MEAN	5.0	3.2	3.8	3.3	3.1
OBS	55.	59.	58.	59.	61.
S.DEV	1.64	1.67	1.73	1.72	1.47
CLASS	AB	AB	AB	B	A
RESEARCHER					
MEAN	4.0	2.0	3.0	2.5	5.0
OBS	2.	2.	2.	2.	2.
S.DEV	0.00	1.41	0.00	0.71	1.41
CLASS	ABC	B	AB	B	A
ENGINEER					
MEAN	4.0	2.3	4.3	3.0	1.0
OBS	2.	3.	3.	3.	3.
S.DEV	4.24	1.53	3.06	3.46	0.00
CLASS	ABC	B	AB	B	B
OTHER					
MEAN	5.0	4.6	5.7	4.7	4.6
OBS	6.	7.	6.	7.	7.
S.DEV	1.26	1.51	1.03	0.76	2.07
CLASS	AB	AB	A	AB	A
F, F95%	2.4 2.2	4.2 2.2	4.7 2.2	6.6 2.2	2.7 2.2

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Table: 4.9.1.8

MEANS OF 8 HUMAN RESOURCE DEVELOPEMENT ACROSS PROFESSION

	8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS	8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVELOPEMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
M. DOCTOR						
MEAN	5.4	5.0	6.0	5.5	5.4	4.7
OBS	18.	18.	18.	17.	16.	18.
S.DEV	1.46	1.64	0.91	1.18	1.09	2.17
CLASS	AD	A	AB	AB	---	---
PHARMACIST						
MEAN	2.5	3.0	3.5	3.5	5.0	4.0
OBS	2.	2.	2.	2.	1.	1.
S.DEV	2.12	0.00	0.71	0.71	---	---
CLASS	CD	A	B	DC	---	---
PARAMEDIC						
MEAN	1.0	4.0	4.0	4.0	1.0	1.0
OBS	1.	1.	1.	1.	1.	1.
S.DEV	---	---	---	--	---	---
CLASS	D	A	AB	ABC	---	---
ADMINISTRATOR						
MEAN	4.9	4.0	4.8	4.8	4.3	4.0
OBS	59.	62.	59.	60.	55.	62.
S.DEV	1.83	1.88	1.69	1.67	2.31	1.70
CLASS	ABC	A	AB	ABC	---	---
RESEARCHER						
MEAN	3.5	4.0	3.5	3.0	5.5	3.5
OBS	2.	2.	2.	2.	2.	2.
S.DEV	2.12	1.41	0.71	0.00	2.12	0.71
CLASS	DCD	A	B	C	---	---
ENGINEER						
MEAN	7.0	6.3	7.0	7.0	1.0	6.0
OBS	3.	3.	2.	3.	1.	3.
S.DEV	0.00	1.15	0.00	0.00	---	1.73
CLASS	A	A	A	A	---	---
OTHER						
MEAN	5.1	5.7	6.3	6.4	5.9	5.6
OBS	7.	7.	7.	7.	7.	7.
S.DEV	1.07	1.25	1.50	0.98	1.21	1.51
CLASS	ABC	A	A	A	---	---
F. F95%	2.0 2.2	2.3 2.2	3.5 2.2	3.5 2.2	1.9 2.2	2.0 2.2

Table: 4.9.2.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS EDUCATION

	1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
LESS THAN H. SCHOOL D.						
MEAN	5.3	5.5	5.4	5.6	4.9	5.7
OBS	12.	12.	14.	12.	14.	10.
S.DEV	1.66	1.31	1.34	1.16	1.44	0.82
CLASS	---	---	---	---	---	---
H. SCHOOL D.						
MEAN	5.4	4.3	5.5	4.8	4.3	4.6
OBS	8.	8.	8.	9.	9.	7.
S.DEV	1.30	1.91	1.20	2.22	2.29	1.81
CLASS	---	---	---	---	---	---
INSTITUTE DIPLOMA						
MEAN	5.9	5.1	5.0	5.3	5.3	4.3
OBS	7.	8.	8.	8.	8.	8.
S.DEV	0.90	1.25	1.41	1.28	1.39	2.05
CLASS	---	---	---	---	---	---
UNIVERSITY D.						
MEAN	5.1	4.4	5.3	4.4	4.9	4.8
OBS	39.	37.	39.	37.	36.	32.
S.DEV	1.65	1.86	1.00	2.05	1.90	2.15
CLASS	---	---	---	---	---	---
MASTER D.						
MEAN	5.6	4.9	6.2	5.2	5.8	5.1
OBS	18.	18.	10.	17.	18.	17.
S.DEV	1.46	1.71	1.00	1.86	1.56	1.87
CLASS	---	---	---	---	---	---
DOCTORATE D.						
MEAN	5.0	5.0	5.0	5.6	6.2	4.3
OBS	5.	4.	5.	5.	5.	4.
S.DEV	1.22	1.63	1.10	1.52	0.84	0.96
CLASS	---	---	---	---	---	---
F, F95%	0.5 2.3	1.0 2.3	1.3 2.3	1.2 2.3	1.5 2.3	0.8 2.3

Table: 4.9.2.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS EDUCATION

	2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 IFORM ADEQUACY AS A BASE P. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
LESS.THAN H. SCHOOL D.					
MEAN	4.0	4.6	4.9	5.6	4.9
OBS	6.	13.	14.	13.	14.
S.DEV	1.10	0.65	1.64	1.94	1.73
CLASS	...	...	...	...	...
H. SCHOOL D.					
MEAN	4.2	4.0	4.3	5.1	4.8
OBS	6.	8.	9.	9.	8.
S.DEV	1.94	1.85	1.58	1.96	1.83
CLASS	...	...	...	...	...
INSTITUTE DIPLOMA					
MEAN	5.0	4.6	5.5	5.6	5.0
OBS	7.	8.	8.	8.	8.
S.DEV	1.15	1.41	1.31	1.06	1.41
CLASS	...	...	...	...	...
UNIVERSITY D.					
MEAN	3.9	4.0	5.0	5.1	4.6
OBS	28.	35.	38.	39.	37.
S.DEV	1.65	1.29	1.70	1.84	1.66
CLASS	...	...	...	...	...
MASTER D.					
MEAN	4.4	4.4	4.9	5.7	5.2
OBS	14.	17.	18.	18.	16.
S.DEV	1.40	1.54	1.43	1.60	1.38
CLASS	...	...	...	...	...
DOCTORATE D.					
MEAN	4.3	4.4	4.6	5.2	5.4
OBS	3.	5.	5.	5.	5.
S.DEV	2.31	1.67	1.52	1.48	1.34
CLASS	...	...	...	...	...
F, F95%	0.7 2.4	0.6 2.3	0.5 2.3	0.4 2.3	0.5 2.3

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Table: 4.9.2.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS EDUCATION

	3.1 OTHER UNIT PROBLEM UNDERSTAND	3.2 QUALITY OF SAME LEVEL COMUNICAT.	3.3 QUALITY OF TOTAL COMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERP OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT TIERS.
LESS THAN H. SCHOOL D.							
MEAN	5.1	6.4	4.9	5.2	4.4	4.9	4.5
OBS	14.	14.	14.	13.	14.	14.	14.
S.DEV	1.59	1.16	1.35	1.20	1.65	1.66	1.70
CLASS	...	...	...	...	...	...	...
H. SCHOOL D.							
MEAN	3.7	5.5	4.1	5.1	4.1	4.5	5.1
OBS	9.	10.	9.	9.	9.	8.	9.
S.DEV	2.12	2.01	2.26	1.96	2.26	1.77	1.83
CLASS	...	...	...	...	...	...	...
INSTITUTE DIPLOMA							
MEAN	4.1	5.3	5.0	4.5	4.1	5.0	3.7
OBS	8.	9.	8.	8.	8.	8.	9.
S.DEV	1.64	1.07	1.31	1.69	1.73	1.31	2.24
CLASS	...	...	...	...	...	...	...
UNIVERSITY D.							
MEAN	3.7	5.2	3.8	4.3	4.0	4.1	4.5
OBS	38.	38.	37.	35.	37.	38.	40.
S.DEV	1.73	2.01	1.59	1.24	1.70	1.52	1.96
CLASS	...	...	...	...	...	...	...
MASTER D.							
MEAN	4.4	5.9	4.7	5.4	4.8	4.8	5.1
OBS	18.	19.	18.	17.	18.	17.	18.
S.DEV	1.75	1.29	1.68	1.41	1.80	1.89	1.21
CLASS	...	...	...	...	...	...	...
DOCTORATE D.							
MEAN	4.0	5.2	4.8	5.4	4.2	5.2	4.6
OBS	5.	5.	5.	5.	5.	5.	5.
S.DEV	2.24	1.30	2.05	1.14	1.64	1.30	1.82
CLASS	...	...	...	...	...	...	...
F, F95%	1.4 2.3	1.2 2.3	1.7 2.3	2.1 2.3	0.5 2.3	1.0 2.3	0.9 2.3

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Table: 4.9.2.4

MEANS OF 4 MANAGEMENT STYLE ACROSS EDUCATION

		4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCURMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM INCURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
LESS THAN H. SCHOOL D.	MEAN	4.9	4.2	5.4	4.0	4.2	5.9	5.1
	OBS	14.	13.	14.	14.	14.	14.	13.
	S.DEV	1.59	1.95	1.83	1.92	2.04	1.10	1.05
	CLASS	---	---	---	---	---	---	---
H. SCHOOL D.	MEAN	5.0	4.2	5.0	4.0	3.8	4.8	5.4
	OBS	9.	9.	9.	9.	9.	9.	9.
	S.DEV	2.00	2.05	1.20	1.94	2.22	1.72	1.67
	CLASS	---	---	---	---	---	---	---
INSTITUTE DIPLOMA	MEAN	5.6	5.5	4.8	4.6	5.0	5.6	5.4
	OBS	8.	8.	8.	8.	8.	8.	8.
	S.DEV	1.51	1.31	2.31	1.60	2.27	1.51	1.30
	CLASS	---	---	---	---	---	---	---
UNIVERSITY D.	MEAN	4.9	4.6	5.4	4.7	5.0	5.3	5.0
	OBS	36.	35.	30.	30.	39.	37.	35.
	S.DEV	1.89	1.82	1.97	1.59	1.76	1.49	1.52
	CLASS	---	---	---	---	---	---	---
MASTER D.	MEAN	5.1	4.5	5.8	5.2	5.5	5.4	5.3
	OBS	10.	17.	18.	18.	18.	18.	10.
	S.DEV	1.43	1.20	1.31	1.47	1.72	1.76	1.88
	CLASS	---	---	---	---	---	---	---
DOCTORATE D.	MEAN	4.8	4.8	6.0	4.8	5.6	4.8	5.2
	OBS	5.	4.	5.	5.	5.	5.	5.
	S.DEV	1.48	1.50	1.73	1.40	1.34	1.30	1.10
	CLASS	---	---	---	---	---	---	---
F, F95%		0.3 2.3	0.7 2.3	0.5 2.3	1.1 2.3	1.6 2.3	0.8 2.3	0.4 2.3

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Table: 4.9.2.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS EDUCATION

		5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
LESS THAN H. SCHOOL D.	MEAN	5.1	4.7	5.6	6.2	5.5
	OBS	13.	13.	14.	13.	13.
	S.DEV	1.30	1.55	1.34	1.52	1.27
	CLASS	...	...	...	...	...
H. SCHOOL D.	MEAN	3.6	3.4	4.3	6.4	5.8
	OBS	9.	9.	9.	9.	8.
	S.DEV	2.35	2.19	2.06	0.73	1.58
	CLASS	...	...	...	...	...
INSTITUTE DIPLOMA	MEAN	4.9	4.8	5.6	6.0	5.9
	OBS	7.	8.	8.	7.	8.
	S.DEV	1.57	1.39	1.51	1.00	0.99
	CLASS	...	...	...	...	...
UNIVERSITY D.	MEAN	4.8	3.6	5.1	6.3	5.0
	OBS	37.	36.	38.	35.	35.
	S.DEV	1.74	1.87	1.66	0.93	1.62
	CLASS	...	...	...	...	...
MASTER D.	MEAN	4.9	4.8	5.9	6.6	5.4
	OBS	18.	18.	18.	18.	17.
	S.DEV	1.47	1.66	1.32	0.86	1.46
	CLASS	...	...	...	...	...
DOCTORATE D.	MEAN	4.2	4.4	5.4	6.8	4.8
	OBS	5.	5.	5.	5.	5.
	S.DEV	1.64	1.52	1.14	0.45	1.40
	CLASS	...	...	...	...	...
F, F95%		1.1 2.3	1.8 2.3	1.6 2.3	0.7 2.3	0.9 2.3

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Table: 4.9.2.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS EDUCATION

		6.1 RESPONSE TO CHANGES IN BUSINESS ENVIRONMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RABIDITY RESPONSE VITALTY
LESS THAN H. SCHOOL D.	MEAN	6.3	4.3	5.0	6.1	5.8
	OBS	14.	13.	14.	14.	14.
	S.DEV	0.93	1.55	1.71	1.10	1.42
	CLASS	...	...	...	...	...
H. SCHOOL D.	MEAN	6.1	4.2	4.6	5.9	5.2
	OBS	9.	9.	9.	8.	9.
	S.DEV	1.36	2.39	2.35	1.36	1.48
	CLASS	...	...	...	...	...
INSTITUTE DIPLOMA	MEAN	5.8	4.0	5.5	6.5	5.1
	OBS	8.	8.	8.	8.	8.
	S.DEV	1.04	0.93	1.31	0.93	2.23
	CLASS	...	...	...	...	...
UNIVERSITY D.	MEAN	5.8	4.9	4.5	6.1	5.3
	OBS	36.	40.	37.	39.	38.
	S.DEV	1.30	1.71	1.80	1.36	1.61
	CLASS	...	...	...	...	...
MASTER D.	MEAN	5.7	5.0	5.3	6.4	6.1
	OBS	18.	18.	18.	17.	18.
	S.DEV	1.81	2.00	1.64	1.22	1.18
	CLASS	...	...	...	...	...
DOCTORATE D.	MEAN	5.0	4.2	5.2	6.3	6.0
	OBS	5.	5.	5.	4.	5.
	S.DEV	1.41	1.79	1.10	0.96	1.00
	CLASS	...	...	...	...	...
F, F95%		0.9 2.3	0.8 2.3	0.9 2.3	0.3 2.3	1.1 2.3

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Table: 4.9.2.7

MEANS OF 7 COMPENSATION ACROSS EDUCATION

	7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN.	7.5 COMPENSAT PERFORMANCE RELATATION
LESS THAN H. SCHOOL D.					
MEAN	5.5	2.5	4.1	2.9	2.0
OBS	13.	14.	14.	14.	14.
S.DEV	1.33	1.22	2.03	1.83	1.25
CLASS	...	C	AB	B	...
H. SCHOOL D.					
MEAN	4.9	3.4	2.6	3.4	2.9
OBS	8.	9.	9.	9.	9.
S.DEV	1.96	1.08	1.51	1.67	1.90
CLASS	...	ABC	B	B	...
INSTITUTE DIPLOMA					
MEAN	5.9	4.1	4.3	3.8	3.8
OBS	8.	8.	8.	8.	8.
S.DEV	0.93	1.04	1.50	1.49	1.67
CLASS	...	AB	AB	AB	...
UNIVERSITY D.					
MEAN	4.5	3.2	4.2	3.6	3.2
OBS	33.	38.	37.	38.	39.
S.DEV	1.86	1.72	1.74	1.90	1.56
CLASS	...	BC	AB	B	...
MASTER D.					
MEAN	5.2	4.5	5.1	5.1	3.7
OBS	17.	17.	17.	17.	18.
S.DEV	1.91	2.03	1.60	1.76	2.11
CLASS	...	A	A	A	...
DOCTORATE D.					
MEAN	5.0	3.8	3.8	4.0	3.6
OBS	4.	5.	4.	5.	5.
S.DEV	1.41	2.17	1.50	1.22	2.41
CLASS	...	ABC	AB	AB	...
F, P95%	0.8 2.3	2.6 2.3	2.6 2.3	2.7 2.3	0.7 2.3

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Table: 4.9.2.8

MEANS OF 8 HUMAN RESOURCE DEVELOPMENT ACROSS EDUCATION

	8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS	8.4 OPPORTUNIT PROVISON & INDIVIDUAL DEVLOPEMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
LESS THAN H. SCHOOL D.						
MEAN	4.9	3.9	5.3	4.5	4.9	4.2
OBS	14.	14.	14.	14.	12.	14.
S.DEV	1.03	1.64	1.64	1.56	2.07	2.01
CLASS	...	...	...	...	AB	...
II. SCHOOL D.						
MEAN	4.7	3.0	5.4	4.9	3.0	4.1
OBS	9.	9.	9.	9.	8.	9.
S.DEV	2.12	2.54	1.74	1.90	2.33	2.26
CLASS	...	...	...	...	B	...
INSTITUTE DIPLOMA						
MEAN	5.5	4.3	5.0	5.9	5.9	3.6
OBS	8.	8.	8.	7.	8.	8.
S.DEV	1.31	1.98	1.51	1.35	1.36	0.52
CLASS	...	...	...	...	A	...
UNIVERSITY D.						
MEAN	4.8	4.4	4.7	4.9	4.1	4.3
OBS	37.	40.	36.	39.	33.	40.
S.DEV	2.13	1.85	1.71	1.61	2.42	1.62
CLASS	...	...	...	...	AB	...
MASTER D.						
MEAN	5.3	4.9	5.6	5.4	5.5	4.6
OBS	18.	18.	18.	17.	16.	18.
S.DEV	1.70	1.68	1.62	1.54	1.93	2.33
CLASS	...	...	...	...	A	...
DOCTORATE E.						
MEAN	5.0	4.8	6.0	5.0	5.4	5.0
OBS	5.	5.	5.	5.	5.	4.
S.DEV	1.22	1.48	1.22	2.00	1.14	2.45
CLASS	...	...	...	...	AB	...
F, F95%	0.3 2.3	0.7 2.3	1.2 2.3	0.9 2.3	2.6 2.3	0.4 2.3

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Table: 4.9.3.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS DEPARTMENTS

	1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
FINANCIAL AFFAIRS						
MEAN	4.9	4.6	5.2	4.4	4.8	4.5
OBS	26.	24.	26.	24.	24.	22.
S.DEV	1.37	1.79	1.19	1.76	1.59	1.87
CLASS	...	...	...	A	AB	...
ORGANIZATION & CONTROL						
MEAN	5.0	4.0	5.0	3.4	3.6	4.3
OBS	4.	4.	5.	5.	5.	4.
S.DEV	0.00	1.41	1.41	1.95	2.07	0.96
CLASS	...	...	...	A	B	...
SERVICE & TECH. STAFF						
MEAN	4.2	4.6	4.4	4.3	3.4	3.9
OBS	6.	7.	10.	9.	10.	7.
S.DEV	2.32	1.99	2.22	2.35	1.84	2.48
CLASS	...	...	...	A	B	...
GENERAL JOBS						
MEAN	5.4	4.9	6.0	6.3	6.4	6.1
OBS	8.	8.	7.	7.	8.	7.
S.DEV	2.00	1.46	1.41	0.49	0.74	1.07
CLASS	...	...	...	A	AB	...
PUBLIC HEALTH & PLANNING						
MEAN	6.0	5.6	5.8	5.3	5.5	5.2
OBS	6.	5.	6.	6.	6.	5.
S.DEV	1.55	2.07	2.04	2.42	2.35	2.49
CLASS	...	...	...	A	AB	...
HOSPITALS						
MEAN	5.5	4.0	7.0	7.0	7.0	2.5
OBS	2.	2.	2.	1.	2.	2.
S.DEV	2.12	4.24	0.00	...	0.00	2.12
CLASS	...	...	...	A	A	...
MEDICAL STORES						
MEAN	3.0	3.0	3.0	2.0	...	...
OBS	1.	1.	1.	1.	...	...
S.DEV	...	...	...	...	...	...
CLASS	...	...	...	A	...	...
LEGAL AFFAIRS						
MEAN	7.0	5.9	7.0	7.0	7.0	6.8
OBS	4.	4.	4.	4.	4.	4.
S.DEV	0.00	2.50	0.00	0.00	0.00	0.50
CLASS	...	...	...	A	A	...
DENTISTS & PARAMEDICS						
MEAN	5.3	4.7	4.5	5.3	5.0	5.0
OBS	3.	3.	2.	3.	3.	3.
S.DEV	1.53	0.58	0.71	1.53	1.00	2.00
CLASS	...	...	...	A	AB	...
SOCIAL HEALTH						
MEAN	6.0	6.0	7.0	5.0	6.0	6.0
OBS	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...
CLASS	...	...	...	A	AB	...
TREATMENT ABROAD						
MEAN	7.0	1.0	7.0	7.0	7.0	7.0
OBS	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...
CLASS	...	...	...	A	AB	...
EXTERNAL MEDICAL SERV.						
MEAN	4.7	3.9	5.3	3.7	4.7	5.3
OBS	7.	7.	7.	7.	7.	6.
S.DEV	1.25	1.46	1.25	2.14	1.80	1.21
CLASS	...	...	...	A	AB	...
ENVIRONMENT PROTECTION						
MEAN	5.3	4.8	6.2	5.8	6.0	5.0
OBS	5.	5.	5.	5.	5.	4.
S.DEV	1.10	0.84	1.30	1.30	1.22	0.82
CLASS	...	...	...	A	AB	...
TRANSPORTAT.						
MEAN	7.0	4.0	7.0	4.0	4.0	4.0
OBS	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...
CLASS	...	...	...	A	AB	...
F, PROB	1.4 1.7	0.8 1.9	1.3 1.9	2.0 1.9	2.9 1.9	1.5 1.9

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Table: 4.9.3.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS DEPARTMENTS

	2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 IFORM ADEQUACY AS A BASE F. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
FINANCIAL AFFAIRS					
MEAN	3.6	3.9	5.0	5.1	4.7
OBS	19.	24.	25.	25.	22.
S.DEV	1.50	1.21	1.43	1.44	1.80
CLASS	...	...	...	...	...
ORGANIZATION & CONTROL					
MEAN	4.3	3.5	4.0	4.6	4.2
OBS	3.	4.	5.	5.	5.
S.DEV	1.53	1.73	1.73	2.07	1.92
CLASS	...	...	...	...	...
SERVICE & TECH. STAFF					
MEAN	4.3	4.8	4.1	3.9	4.7
OBS	6.	8.	10.	9.	10.
S.DEV	1.21	1.16	1.91	2.28	1.49
CLASS	...	...	...	...	...
GENERAL JOBS					
MEAN	3.3	4.5	4.6	6.3	4.6
OBS	3.	8.	8.	9.	8.
S.DEV	2.31	1.77	1.06	1.75	1.92
CLASS	...	...	...	...	...
PUBLIC HEALTH & PLANNING					
MEAN	6.0	5.7	4.8	5.8	6.0
OBS	3.	6.	6.	6.	6.
S.DEV	1.73	1.21	2.32	2.40	0.89
CLASS	...	...	...	...	...
HOSPITALS					
MEAN	4.5	3.0	5.5	5.5	6.0
OBS	2.	2.	2.	2.	2.
S.DEV	0.71	2.83	2.12	2.12	1.41
CLASS	...	...	...	...	...
MEDICAL STORES					
MEAN	...	1.0	4.0	6.0	2.0
OBS	...	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	...	...	...
LEGAL AFFAIRS					
MEAN	4.0	4.0	7.0	6.3	4.8
OBS	3.	4.	4.	4.	4.
S.DEV	0.00	0.00	0.00	1.50	1.50
CLASS	...	...	...	...	...
DENTISTS & PARAMEDICS					
MEAN	3.7	3.7	3.7	5.0	3.7
OBS	3.	3.	3.	3.	3.
S.DEV	0.58	1.15	0.58	1.00	0.58
CLASS	...	...	...	...	...
SOCIAL HEALTH					
MEAN	5.0	6.0	5.0	7.0	6.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	...	...	...
TREATMENT ABROAD					
MEAN	7.0	4.0	7.0	7.0	4.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	...	...	...
EXTERNAL MEDICAL SERV.					
MEAN	4.2	4.0	4.3	4.7	5.1
OBS	5.	7.	7.	7.	7.
S.DEV	1.48	1.29	0.95	2.06	1.21
CLASS	...	...	...	...	...
ENVIRONMENT PROTECTION					
MEAN	4.0	4.5	4.8	5.6	5.6
OBS	3.	4.	5.	5.	5.
S.DEV	0.00	0.58	1.79	0.89	0.55
CLASS	...	...	...	...	...
TRANSPORTAT.					
MEAN	1.0	4.0	7.0	4.0	7.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	...	...	...
F, PROB	1.6 2.0	1.7 1.2	1.5 1.2	1.2 1.2	1.1 1.2

Table: 4.9.3.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS DEPARTMENTS

	3.1 OTHER UNIT PROBLEM UNDESTAND	3.2 QUALITY OF SAME LEVEL COMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTER OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THERS.
FINANCIAL AFFAIRS							
MEAN	3.9	5.0	4.3	4.2	4.0	4.4	4.4
OBS	24.	26.	24.	24.	24.	24.	25.
S.DEV	1.72	2.00	1.46	1.14	1.57	1.28	1.73
CLASS	...	...	...	...	...	...	...
ORGANIZATION & CONTROL							
MEAN	2.2	5.8	2.5	3.8	2.8	3.5	5.0
OBS	5.	5.	5.	5.	5.	4.	5.
S.DEV	1.30	0.84	1.52	1.92	1.48	1.73	2.35
CLASS	...	...	...	...	...	...	...
SERVICE & TECH. STAFF							
MEAN	4.4	5.1	4.4	4.7	3.9	4.4	3.8
OBS	10.	10.	10.	9.	10.	10.	10.
S.DEV	1.90	2.51	2.22	1.58	1.73	2.27	2.35
CLASS	...	...	...	...	...	...	...
GENERAL JOBS							
MEAN	4.4	5.2	4.3	5.8	3.8	4.0	4.7
OBS	8.	10.	8.	8.	8.	8.	10.
S.DEV	2.07	2.30	1.75	1.58	2.19	1.51	1.70
CLASS	...	...	...	...	...	...	...
PUBLIC HEALTH & PLANNING							
MEAN	4.2	6.2	4.5	5.5	5.2	5.2	5.9
OBS	6.	6.	6.	6.	6.	6.	6.
S.DEV	2.71	1.17	2.35	2.35	2.23	2.32	1.60
CLASS	...	...	...	...	...	...	...
HOSPITALS							
MEAN	4.5	6.0	5.5	5.5	5.0	4.5	4.5
OBS	2.	2.	2.	2.	2.	2.	2.
S.DEV	0.71	0.00	2.12	2.12	1.41	0.71	0.71
CLASS	...	...	...	...	...	...	...
MEDICAL STORES							
MEAN	1.0	6.0	2.0	3.0	1.0	3.0	1.0
OBS	1.	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...	...
CLASS	...	...	...	...	...	...	...
LEGAL AFFAIRS							
MEAN	4.3	7.0	4.8	4.8	4.0	4.8	4.0
OBS	4.	4.	4.	4.	4.	4.	4.
S.DEV	1.50	0.00	1.50	1.50	2.45	1.50	2.45
CLASS	...	...	...	...	...	...	...
DENTISTS & PARAMEDICS							
MEAN	3.7	6.0	4.0	6.0	4.0	5.3	4.5
OBS	3.	4.	3.	2.	3.	3.	4.
S.DEV	0.58	1.41	1.00	1.41	2.00	1.53	1.00
CLASS	...	...	...	...	...	...	...
SOCIAL HEALTH							
MEAN	6.0	7.0	5.0	6.0	6.0	5.0	6.0
OBS	1.	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...	...
CLASS	...	...	...	...	...	...	...
TREATMENT ABROAD							
MEAN	5.0	7.0	5.0	5.0	5.0	5.0	7.0
OBS	1.	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...	...
CLASS	...	...	...	...	...	...	...
EXTERNAL MEDICAL SERV.							
MEAN	2.9	5.6	3.6	5.3	3.7	3.6	4.6
OBS	7.	7.	7.	7.	7.	7.	7.
S.DEV	1.57	1.72	1.13	0.95	1.60	1.51	1.13
CLASS	...	...	...	...	...	...	...
ENVIROMENT PROTECTION							
MEAN	4.0	4.8	5.9	5.0	5.0	5.4	3.2
OBS	5.	4.	5.	4.	5.	5.	5.
S.DEV	0.71	0.50	1.10	0.00	0.71	0.89	0.45
CLASS	...	...	...	...	...	...	...
TRANSPORTAT.							
MEAN	4.0	7.0	1.0	4.0	4.0	4.0	4.0
OBS	1.	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...	...
CLASS	...	...	...	...	...	...	...
F, PROB	1.1 1.0	0.7 1.0	1.4 1.0	1.3 1.0	0.9 1.0	0.7 1.0	1.2 1.0

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Table: 4.9.3.4

MEANS OF 4 MANAGEMENT STYLE ACROSS DEPARTMENTS

	4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCURMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM INCURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
FINANCIAL AFFAIRS							
MEAN	4.9	4.6	5.3	4.4	5.2	5.1	5.3
OBS	24.	24.	24.	24.	24.	24.	24.
S.DEV	1.56	1.64	1.71	1.29	1.82	1.56	1.23
CLASS	...	...	...	...	AB	...	...
ORGANIZATION & CONTROL							
MEAN	4.6	3.2	5.8	3.6	2.8	3.8	5.2
OBS	5.	5.	5.	5.	5.	5.	5.
S.DEV	1.82	1.64	1.30	1.95	1.92	1.64	1.92
CLASS	...	...	...	...	B	...	...
SERVICE & TECH. STAFF							
MEAN	4.1	3.4	4.3	3.3	3.0	5.5	5.2
OBS	10.	10.	10.	10.	10.	10.	10.
S.DEV	1.97	2.07	2.45	1.64	1.83	1.58	1.55
CLASS	...	...	...	...	B	...	...
GENERAL JOBS							
MEAN	5.5	4.6	4.9	4.6	4.3	5.9	5.6
OBS	8.	8.	8.	8.	8.	8.	8.
S.DEV	1.69	1.85	2.17	1.85	1.93	0.83	1.77
CLASS	...	...	...	...	AB	...	...
PUBLIC HEALTH & PLANNING							
MEAN	4.7	5.2	6.8	5.3	5.5	5.5	4.8
OBS	6.	5.	6.	6.	6.	6.	6.
S.DEV	2.34	2.49	0.41	2.07	2.51	2.07	2.32
CLASS	...	...	...	...	AB	...	...
HOSPITALS							
MEAN	4.5	4.5	4.5	5.5	7.0	5.5	7.0
OBS	2.	2.	2.	2.	2.	2.	2.
S.DEV	0.71	0.71	0.71	2.12	0.00	2.12	0.00
CLASS	...	...	...	...	A	...	...
MEDICAL STORES							
MEAN	2.0	...	7.0	4.0	4.0	3.0	...
OBS	1.	...	1.	1.	1.	1.	...
S.DEV	...	...	...	...	...	...	...
CLASS	...	...	...	...	AB	...	...
LEGAL AFFAIRS							
MEAN	6.3	4.3	5.5	5.5	4.8	6.3	7.0
OBS	4.	4.	4.	4.	4.	4.	4.
S.DEV	1.50	1.50	1.73	1.73	1.50	1.50	0.00
CLASS	...	...	...	...	AB	...	...
DENTISTS & PARAMEDICS							
MEAN	5.3	5.3	3.3	3.7	5.7	5.7	5.3
OBS	3.	3.	3.	3.	3.	3.	3.
S.DEV	1.53	1.53	2.52	1.53	1.15	1.53	1.53
CLASS	...	...	...	...	AB	...	...
SOCIAL HEALTH							
MEAN	7.0	6.0	5.0	5.0	7.0	7.0	7.0
OBS	1.	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...	...
CLASS	...	...	...	...	AB	...	...
TREATMENT ABROAD							
MEAN	7.0	7.0	7.0	5.0	7.0	5.0	7.0
OBS	1.	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...	...
CLASS	...	...	...	...	AB	...	...
EXTERNAL MEDICAL SERV.							
MEAN	4.3	3.8	5.4	5.1	5.1	5.0	4.3
OBS	7.	6.	7.	7.	7.	7.	6.
S.DEV	1.70	1.17	1.51	1.21	1.21	1.63	2.73
CLASS	...	...	...	...	AB	...	...
ENVIROMENT PROTECTION							
MEAN	5.0	4.3	6.0	5.4	5.4	5.4	5.0
OBS	4.	4.	5.	5.	5.	5.	4.
S.DEV	0.00	0.50	1.41	0.89	0.89	1.14	0.00
CLASS	...	...	...	...	AB	...	...
TRANSPORTAT.							
MEAN	7.0	4.0	7.0	7.0	7.0	4.0	7.0
OBS	1.	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...	...
CLASS	...	...	...	...	AB	...	...
F, PROB	1.1 1.9	1.0 1.9	1.2 1.9	1.5 1.9	2.3 1.9	1.0 1.9	1.1 1.9

Table: 4.9.3.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS DEPARTMENTS

	5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
FINANCIAL AFFAIRS					
MEAN	4.7	3.6	5.0	6.4	4.9
OBS	26.	24.	24.	23.	24.
S.DEV	1.50	1.59	1.46	0.84	0.93
CLASS	...	...	AB	...	...
ORGANIZATION & CONTROL					
MEAN	2.6	3.2	3.2	5.8	6.0
OBS	5.	5.	5.	5.	4.
S.DEV	1.32	2.17	1.79	0.84	0.82
CLASS	...	...	B	...	...
SERVICE & TECH. STAFF					
MEAN	3.8	3.2	4.2	5.7	4.7
OBS	9.	9.	10.	10.	10.
S.DEV	2.11	1.99	1.87	1.42	2.06
CLASS	...	...	AB	...	...
GENERAL JOBS					
MEAN	5.3	5.1	5.5	6.6	5.8
OBS	6.	8.	8.	8.	8.
S.DEV	1.51	2.03	1.69	1.06	1.28
CLASS	...	...	AB	...	...
PUBLIC HEALTH & PLANNING					
MEAN	5.0	5.2	6.2	6.7	5.2
OBS	6.	6.	6.	6.	6.
S.DEV	2.28	2.32	0.98	0.32	2.32
CLASS	...	...	AB	...	...
HOSPITALS					
MEAN	5.5	4.5	7.0	7.0	5.5
OBS	2.	2.	2.	2.	2.
S.DEV	2.12	0.71	0.00	0.00	2.12
CLASS	...	...	A	...	...
MEDICAL STORES					
MEAN	4.0	1.0	4.0	...	...
OBS	1.	1.	1.	...	...
S.DEV	...	...	...	...	...
CLASS	...	...	AB	...	...
LEGAL AFFAIRS					
MEAN	4.8	4.8	6.3	7.0	7.0
OBS	4.	4.	4.	4.	4.
S.DEV	1.50	1.50	1.50	0.00	0.00
CLASS	...	...	AB	...	...
DENTISTS & PARAMEDICS					
MEAN	4.0	5.3	6.0	6.3	5.3
OBS	2.	3.	3.	3.	3.
S.DEV	0.00	1.53	1.00	0.58	1.53
CLASS	...	...	AB	...	...
SCHOOL HEALTH					
MEAN	6.0	7.0	7.0	7.0	7.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	AB	...	...
TREATMENT ABROAD					
MEAN	7.0	5.0	7.0	7.0	7.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	AB	...	...
EXTERNAL MEDICAL SERV.					
MEAN	4.1	3.9	5.4	6.0	4.5
OBS	7.	7.	7.	6.	6.
S.DEV	1.46	1.07	1.40	1.10	1.87
CLASS	...	...	AB	...	...
ENVIRONMENT PROTECTION					
MEAN	4.4	3.8	5.4	6.0	4.3
OBS	5.	4.	5.	4.	4.
S.DEV	1.14	0.50	1.52	1.41	0.96
CLASS	...	...	AB	...	...
TRANSPORTAT.					
MEAN	7.0	4.0	4.0	7.0	7.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	AB	...	...
F, PROB	1.3 1.9	1.5 1.9	2.0 1.9	1.0 1.9	1.5 1.9

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Table: 4.9.3.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS DEPARTMENTS

	6.1 RESPONSE TO CHANGES IN BUSINESS ENVIROMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RAPIDITY RESPONSE VITALTY
FINANCIAL AFFAIRS					
MEAN	5.9	4.3	4.5	6.0	5.5
OBS	24.	26.	24.	25.	24.
S.DEV	0.37	1.52	1.50	1.24	1.41
CLASS	A	A	AB	...	AB
ORGANIZATION & CONTROL					
MEAN	5.2	3.0	3.0	5.6	4.4
OBS	5.	5.	5.	5.	5.
S.DEV	1.48	1.58	1.87	1.67	1.95
CLASS	A	A	B	...	AB
SERVICE & TECH. STAFF					
MEAN	5.0	3.4	4.1	5.4	4.3
OBS	10.	9.	10.	10.	10.
S.DEV	1.76	1.81	2.02	1.58	2.21
CLASS	A	A	AB	...	AB
GENERAL JOBS					
MEAN	6.9	6.0	5.3	6.6	5.8
OBS	8.	8.	8.	7.	8.
S.DEV	0.35	1.07	2.05	1.13	1.28
CLASS	A	A	AB	...	AB
PUBLIC HEALTH & PLANNING					
MEAN	6.3	5.2	5.5	6.5	6.2
OBS	6.	6.	6.	6.	6.
S.DEV	1.03	2.48	2.51	0.84	1.17
CLASS	A	A	AB	...	AB
HOSPITALS					
MEAN	4.0	4.0	5.5	7.0	7.0
OBS	2.	2.	2.	1.	2.
S.DEV	4.24	4.24	2.12	...	0.00
CLASS	A	A	AB	...	A
MEDICAL STORES					
MEAN	4.0	3.0	2.0	7.0	2.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	A	A	B	...	B
LEGAL AFFAIRS					
MEAN	7.0	7.0	7.0	7.0	7.0
OBS	4.	4.	4.	4.	4.
S.DEV	0.00	0.00	0.00	0.00	0.00
CLASS	A	A	A	...	A
DENTISTS & PARAMEDICS					
MEAN	5.0	4.3	4.3	6.3	5.7
OBS	3.	3.	3.	3.	3.
S.DEV	1.00	0.58	0.58	0.58	1.15
CLASS	A	A	AB	...	AB
SOCIAL HEALTH					
MEAN	7.0	7.0	7.0	7.0	7.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	A	A	AB	...	AB
TREATMENT ABROAD					
MEAN	7.0	7.0	7.0	7.0	5.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	A	A	AB	...	AB
EXTERNAL MEDICAL SERV.					
MEAN	5.6	4.6	4.4	5.6	5.7
OBS	7.	7.	7.	7.	7.
S.DEV	1.27	1.62	1.40	0.98	0.95
CLASS	A	A	AB	...	AB
ENVIROMENT PROTECTION					
MEAN	4.5	4.2	4.8	5.8	5.4
OBS	4.	5.	5.	5.	5.
S.DEV	1.73	0.84	0.45	2.17	1.67
CLASS	A	A	AB	...	AB
TRANSPORTAT.					
MEAN	7.0	4.0	4.0	7.0	7.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	A	A	AB	...	AB
F, P95	2.2 1.9	2.5 1.9	2.0 1.9	0.3 1.9	1.9 1.9

Table: 4.9.3.7

MEANS OF 7 COMPENSATION ACROSS DEPARTMENTS

	7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
FINANCIAL AFFAIRS					
MEAN	4.3	3.2	3.9	3.3	2.9
OBS	24.	24.	24.	24.	25.
S.DEV	1.84	1.61	1.42	1.74	0.97
CLASS	...	...	AB	AB	...
ORGANIZATION & CONTROL					
MEAN	4.4	4.6	2.9	4.2	3.4
OBS	5.	5.	5.	5.	5.
S.DEV	1.95	2.07	1.48	1.92	2.51
CLASS	...	...	AB	AB	...
SERVICE & TECH. STAFF					
MEAN	4.9	2.2	3.2	2.8	2.8
OBS	9.	10.	10.	10.	10.
S.DEV	1.69	1.55	2.30	1.62	1.99
CLASS	...	...	AB	AB	...
GENERAL JOBS					
MEAN	5.0	3.0	3.6	3.0	3.3
OBS	5.	8.	8.	9.	8.
S.DEV	0.71	1.20	1.30	1.60	1.75
CLASS	...	...	AB	AB	...
PUBLIC HEALTH & PLANNING					
MEAN	5.0	5.2	5.8	5.7	3.2
OBS	4.	6.	6.	6.	6.
S.DEV	2.45	1.94	0.75	0.52	2.99
CLASS	...	...	A	A	...
HOSPITALS					
MEAN	4.0	4.0	3.0	4.0	3.5
OBS	2.	2.	2.	2.	2.
S.DEV	4.24	4.24	2.83	4.24	3.54
CLASS	...	...	AB	AB	...
MEDICAL STORES					
MEAN	1.0	3.0	2.0	2.0	3.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	AB	AB	...
LEGAL AFFAIRS					
MEAN	6.3	2.5	5.5	3.3	4.0
OBS	4.	4.	4.	4.	4.
S.DEV	1.50	1.73	1.73	1.50	0.00
CLASS	...	...	A	AB	...
DENTISTS & PARAMEDICS					
MEAN	4.3	3.3	3.3	2.3	2.7
OBS	3.	3.	3.	3.	3.
S.DEV	0.58	1.15	1.15	1.53	1.53
CLASS	...	...	AB	AB	...
SOCIAL HEALTH					
MEAN	7.0	4.0	5.0	5.0	4.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	AB	AB	...
TREATMENT ABROAD					
MEAN	5.0	5.0	1.0	5.0	4.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	B	AB	...
EXTERNAL MEDICAL SERV.					
MEAN	5.7	4.1	5.3	5.9	3.1
OBS	6.	7.	7.	7.	7.
S.DEV	1.03	1.68	0.76	1.35	1.68
CLASS	...	...	A	A	...
ENVIROMENT PROTECTION					
MEAN	3.3	3.4	5.5	4.6	4.6
OBS	4.	5.	4.	5.	5.
S.DEV	0.50	1.82	1.91	1.95	2.30
CLASS	...	...	A	AB	...
TRANSPORTAT.					
MEAN	7.0	4.0	1.0	1.0	1.0
OBS	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	B	B	...
F, PROB	1.0	1.9	1.4	1.9	2.9	1.9	2.6	1.9	0.6	1.9

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Table: 4.9.3.8

MEANS OF 8 HUMAN RESOURCE DEVELOPEMENT ACROSS DEPARTMENT

	8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS	8.4 OPPORTUNIT PROVISON & INDIVIDUAL DEVELOPEMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
FINANCIAL AFFAIRS						
MEAN	4.6	3.9	4.4	4.7	4.0	4.2
OBS	24.	26.	24.	26.	22.	26.
S.DEV	1.59	1.61	1.21	1.79	2.19	1.65
CLASS	...	AB	A	...	...	...
ORGANIZATION & CONTROL						
MEAN	4.2	2.2	5.0	5.0	2.8	2.6
OBS	5.	5.	5.	5.	5.	5.
S.DEV	2.17	1.79	1.58	2.00	2.17	1.67
CLASS	...	B	A	...	...	...
SERVICE & TECH. STAFF						
MEAN	4.0	3.6	3.6	3.9	3.9	3.8
OBS	10.	10.	10.	9.	10.	10.
S.DEV	2.11	2.12	2.12	1.05	2.69	2.04
CLASS	...	AB	A	...	...	...
GENERAL JOBS						
MEAN	5.8	4.0	6.1	6.0	4.3	3.9
OBS	8.	8.	8.	8.	6.	8.
S.DEV	1.49	2.14	1.36	1.77	1.97	1.64
CLASS	...	AB	A	...	...	...
PUBLIC HEALTH & PLANNING						
MEAN	5.8	5.3	6.5	5.8	5.0	5.7
OBS	6.	6.	6.	6.	5.	6.
S.DEV	1.17	1.63	0.55	1.17	2.55	1.51
CLASS	...	AB	A	...	...	...
HOSPITALS						
MEAN	4.0	5.5	5.5	5.5	4.0	4.0
OBS	2.	2.	2.	2.	2.	2.
S.DEV	4.24	2.12	2.12	2.12	4.24	4.24
CLASS	...	AB	A	...	...	...
MEDICAL STORES						
MEAN	1.0	3.0	3.0	4.0	...	4.0
OBS	1.	1.	1.	1.	...	1.
S.DEV	...	...	...	...	...	...
CLASS	...	AB	A	...	...	...
LEGAL AFFAIRS						
MEAN	6.2	6.3	5.5	4.0	7.0	3.3
OBS	4.	4.	4.	4.	4.	4.
S.DEV	1.50	1.50	1.73	0.00	0.00	1.50
CLASS	...	A	A	...	...	...
DENTISTS & PARAMEDICS						
MEAN	5.3	3.7	5.0	3.7	5.7	4.5
OBS	3.	3.	3.	3.	3.	2.
S.DEV	1.53	0.58	1.73	0.58	0.58	0.71
CLASS	...	AB	A	...	...	...
SOCIAL HEALTH						
MEAN	6.0	6.0	6.0	6.0	5.0	7.0
OBS	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...
CLASS	...	AB	A	...	...	...
TREATMENT ABROAD						
MEAN	5.0	7.0	7.0	7.0	7.0	7.0
OBS	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...
CLASS	...	A	A	...	...	...
EXTERNAL MEDICAL SERV.						
MEAN	4.6	4.1	5.7	5.5	5.9	3.1
OBS	7.	7.	7.	6.	7.	7.
S.DEV	1.90	1.57	0.76	0.84	1.07	2.12
CLASS	...	AB	A	...	...	...
ENVIRONMENT PROTECTION						
MEAN	4.8	5.0	5.3	5.8	5.3	5.8
OBS	5.	5.	4.	5.	4.	5.
S.DEV	1.79	1.41	2.06	1.79	1.26	1.64
CLASS	...	AB	A	...	...	...
TRANSPORTAT.						
MEAN	7.0	7.0	7.0	7.0	1.0	4.0
OBS	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...
CLASS	...	A	A	...	...	...
F, PROB	1.3 1.9	2.0 1.9	2.0 1.9	1.6 1.9	1.6 1.9	1.6 1.9

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Table: 4.9.4.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS LEVEL

	1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
ASSIST. UNDER SECRETARY						
MEAN	5.3	5.7	6.0	5.0	5.7	5.0
OBS	1.	3.	2.	3.	3.	1.
S.DEV	1.15	0.50	1.41	0.00	0.50	---
CLASS	---	---	---	---	---	---
DEPARTMENT HEAD						
MEAN	5.8	5.1	5.8	4.8	5.2	4.2
OBS	12.	12.	12.	12.	11.	10.
S.DEV	1.42	1.68	1.71	1.96	1.99	2.25
CLASS	---	---	---	---	---	---
CONTROLLER						
MEAN	5.3	4.8	5.0	5.4	5.5	5.2
OBS	11.	11.	12.	10.	11.	10.
S.DEV	1.62	2.01	1.22	1.71	1.57	2.15
CLASS	---	---	---	---	---	---
SECTION HEAD						
MEAN	5.1	4.7	5.4	4.8	5.0	4.9
OBS	61.	60.	64.	62.	64.	56.
S.DEV	1.58	1.69	1.55	1.94	1.81	1.79
CLASS	---	---	---	---	---	---
SUB-SECTION HEAD						
MEAN	6.3	6.0	6.3	6.0	5.5	6.5
OBS	3.	2.	3.	2.	2.	2.
S.DEV	1.15	1.41	1.15	1.41	2.12	0.71
CLASS	---	---	---	---	---	---
F, F95%	0.0 2.5	0.8 2.5	0.5 2.5	0.4 2.5	0.2 2.5	0.8 2.5

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Table: 4.9.4.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS LEVEL

	2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLEMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 IFORM ADEQUACY AS A BASE F. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
ASSIST. UNDER SECRETARY					
MEAN	4.5	4.3	4.7	5.7	4.7
OBS	2.	3.	3.	3.	3.
S.DEV	0.71	1.15	1.15	0.58	1.53
CLASS	...	...	...	...	...
DEPARTMENT HEAD					
MEAN	4.6	4.5	5.3	5.3	4.9
OBS	9.	11.	12.	12.	12.
S.DEV	1.51	1.29	1.03	1.76	1.31
CLASS	...	...	...	...	...
CONTROLLER					
MEAN	4.6	4.0	5.5	5.0	4.8
OBS	11.	12.	11.	11.	10.
S.DEV	1.96	1.20	1.51	1.25	1.62
CLASS	...	...	...	...	...
SECTION HEAD					
MEAN	3.9	4.3	4.0	5.3	4.8
OBS	41.	59.	64.	64.	62.
S.DEV	1.47	1.41	1.54	1.84	1.67
CLASS	...	...	...	...	...
SUB-SECTION HEAD					
MEAN	5.0	5.0	5.0	4.7	5.5
OBS	1.	2.	3.	3.	2.
S.DFV	...	1.41	1.73	2.08	0.71
CLASS	...	...	...	...	...
F, F95%	0.7 2.5	0.3 2.5	0.8 2.5	0.4 2.5	0.1 2.5

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Table: 4.9.4.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS LEVEL

	3.1 OTHER UNIT PROBLEM UNDERSTAND	3.2 QUALITY OF SAME LEVEL COMMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERN OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT TIERS.
ASSIST. UNDER SECRETARY							
MEAN	4.7	6.3	5.3	5.5	5.0	5.3	6.3
OBS	3.	3.	3.	2.	3.	3.	3.
S.DEV	0.58	0.58	0.58	0.71	1.00	0.58	0.58
CLASS	..	..	..	..	..	..	..
DEPARTMENT HEAD							
MEAN	3.8	6.2	4.0	4.4	4.1	4.6	4.5
OBS	12.	11.	12.	11.	12.	12.	12.
S.DEV	1.53	0.75	1.95	1.69	1.93	1.78	1.00
CLASS	..	..	..	..	..	..	..
CONTROLLER							
MEAN	3.9	6.3	4.5	4.2	4.6	4.5	5.0
OBS	12.	12.	11.	11.	12.	12.	11.
S.DEV	1.70	0.90	1.69	0.87	1.62	1.62	1.67
CLASS	..	..	..	..	..	..	..
SECTION HEAD							
MEAN	4.2	5.3	4.3	4.9	4.1	4.5	4.5
OBS	64.	68.	64.	62.	63.	62.	68.
S.DEV	1.90	1.99	1.66	1.49	1.00	1.65	1.84
CLASS	..	..	..	..	..	..	..
SUB-SECTION HEAD							
MEAN	4.0	6.0	4.5	5.0	5.0	5.0	3.5
OBS	2.	2.	2.	2.	2.	2.	2.
S.DEV	1.41	1.41	3.54	0.00	2.03	1.41	0.71
CLASS	..	..	..	..	..	..	..
F, F95%	0.2 2.5	1.5 2.5	0.4 2.5	1.0 2.5	0.4 2.5	0.2 2.5	1.1 2.5

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Table: 4.9.4.4

MEANS OF 4 MANAGEMENT STYLE ACROSS LEVEL

	4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCURMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT- ENCOURAGEMENT		4.5 CONSTRUCT CRITICISM INCURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGER- SUPPORT FOR MANAGERS
ASSIST. UNDER SECRETARY								
MEAN	5.3	5.0	6.3	4.3		5.7	5.7	4.5
OBS	1.	2.	3.	3.		3.	3.	2.
S.DEV	0.50	0.00	0.50	1.53		0.50	0.58	0.71
CLASS	...	...	...		AB	...	...	...
DEPARTMENT HEAD								
MEAN	4.7	4.5	6.2	5.0		5.4	5.1	5.7
OBS	11.	10.	12.	12.		12.	12.	10.
S.DEV	1.90	1.58	1.03	1.11		1.78	1.62	1.83
CLASS	...	...	...		A	...	...	...
CONTROLLER								
MEAN	6.0	5.4	6.1	4.8		4.7	5.7	6.3
OBS	12.	12.	12.	12.		12.	12.	12.
S.DEV	1.04	1.30	1.16	1.36		1.92	1.72	0.78
CLASS	...	...	...		AB	...	...	...
SECTION HEAD								
MEAN	4.9	4.4	5.2	4.4		4.0	5.3	5.3
OBS	63.	61.	64.	64.		65.	63.	63.
S.DEV	1.75	1.78	1.95	1.71		1.98	1.48	1.66
CLASS	...	...	...		AB	...	...	...
SUB-SECTION HEAD								
MEAN	6.5	4.5	7.0	3.0		4.0	6.0	7.0
OBS	2.	2.	2.	2.		1.	2.	2.
S.DEV	0.71	2.12	0.00	1.41		...	1.41	0.00
CLASS	...	...	...		B	...	...	...
F, F95	1.8 2.5	1.0 2.5	1.0 2.5	2.5 2.5		0.5 2.5	0.4 2.5	1.0 2.5

Table: 4.9.4.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS LEVEL

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	5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
ASSIST. UNDER SECRETARY					
MEAN	5.0	4.3	5.7	6.0	4.5
OBS	3.	3.	3.	2.	2.
S.DEV	1.00	1.15	0.58	0.00	0.71
CLASS	...	...	...	...	...
DEPARTMENT HEAD					
MEAN	4.8	4.0	5.1	6.2	5.3
OBS	12.	11.	12.	10.	10.
S.DEV	1.54	1.84	1.16	0.92	1.03
CLASS	...	...	...	...	...
CONTROLLER					
MEAN	5.3	4.5	5.3	6.4	5.9
OBS	10.	11.	12.	12.	11.
S.DEV	1.16	1.63	1.72	0.79	1.22
CLASS	...	...	...	...	...
SECTION HEAD					
MEAN	4.5	4.1	5.3	6.4	5.2
OBS	62.	63.	64.	62.	62.
S.DEV	1.83	1.09	1.60	1.06	1.47
CLASS	...	...	...	...	...
SUB-SECTION HEAD					
MEAN	4.7	4.5	5.5	7.0	6.0
OBS	3.	2.	2.	2.	2.
S.DEV	2.00	0.71	2.12	0.00	1.41
CLASS	...	...	...	...	...
F, P'05	0.4 2.5	0.1 2.5	0.1 2.5	0.3 2.5	0.8 2.5

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Table: 4.9.4.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS LEVEL

		6.1 RESPONSE TO CHANGES IN BUSINESS ENVIRONMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RAPIDITY RESPONSE VITALTY
ASSIST. UNDER SECRETARY	MEAN	6.0	4.0	4.7	6.3	5.7
	OBS	3.	3.	3.	3.	3.
	S.DEV	0.00	1.73	0.58	0.58	0.58
	CLASS	...	...	...	...	...
DEPARTMENT HEAD	MEAN	5.8	4.8	4.8	6.7	5.6
	OBS	11.	12.	12.	12.	12.
	S.DEV	0.98	1.48	1.85	0.65	1.56
	CLASS	...	...	...	...	...
CONTROLLER	MEAN	6.2	4.8	5.1	6.3	5.2
	OBS	12.	12.	11.	12.	12.
	S.DEV	1.11	1.82	1.76	1.14	1.59
	CLASS	...	...	...	...	...
SECTION HEAD	MEAN	5.7	4.7	4.9	6.0	5.6
	OBS	64.	64.	64.	62.	64.
	S.DEV	1.47	1.05	1.80	1.34	1.57
	CLASS	...	...	...	...	...
SUB-SECTION HEAD	MEAN	7.0	4.0	3.5	7.0	5.5
	OBS	2.	3.	2.	2.	2.
	S.DEV	0.00	1.00	0.71	0.00	2.12
	CLASS	...	...	...	...	...
F, F95%		0.7 2.5	0.2 2.5	0.4 2.5	0.9 2.5	0.2 2.5

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Table: 4.9.4.7

MEANS OF 7 COMPENSATION ACROSS LEVEL

	7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
ASSIST. UNDER SECRETARY					
MEAN	5.7	3.3	5.0	3.3	3.3
OBS	3.	3.	3.	3.	3.
S.DEV	0.58	2.08	1.00	2.08	2.08
CLASS	...	...	...	...	...
DEPARTMENT HEAD					
MEAN	4.9	4.2	4.7	4.6	3.1
OBS	11.	12.	12.	12.	12.
S.DEV	1.97	1.90	2.06	1.90	1.56
CLASS	...	...	...	...	...
CONTROLLER					
MEAN	4.3	2.7	4.7	3.7	3.0
OBS	12.	11.	11.	11.	11.
S.DEV	2.05	1.49	1.85	1.95	1.26
CLASS	...	...	...	...	...
SECTION HEAD					
MEAN	5.0	3.5	4.0	3.7	3.4
OBS	56.	64.	62.	64.	65.
S.DEV	1.61	1.80	1.76	1.90	1.04
CLASS	...	...	...	...	...
SUB-SECTION HEAD					
MEAN	7.0	5.0	4.0	3.0	3.0
OBS	2.	2.	2.	2.	3.
S.DEV	0.00	2.83	1.41	0.00	0.00
CLASS	...	...	...	...	...
F, F95%	1.4 2.5	1.3 2.5	0.8 2.5	0.7 2.5	0.2 2.5

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Table: 4.9.4.8

MEANS OF 8 HUMAN RESOURCE DEVELOPEMENT ACROSS LEVEL

	8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP- PEOPLE FOR BIGGER JOBS	8.4 OPPORTUNIT PROVISON & INDIVIDUAL DEVLOPEMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
ASSIST. UNDER SECRETARY						
MEAN	5.7	4.7	5.0	4.7	6.3	5.0
OBS	3.	3.	7.	3.	3.	3.
S.DEV	1.15	0.58	1.00	0.58	0.58	0.00
CLASS	...	...	...	...	...	...
DEPARTMENT HEAD						
MEAN	5.0	4.5	5.4	5.9	5.1	4.8
OBS	12.	12.	11.	12.	10.	12.
S.DEV	1.71	1.38	1.57	1.08	2.47	1.47
CLASS	...	...	...	...	...	...
CONTROLLER						
MEAN	5.3	4.5	5.6	5.0	5.4	4.4
OBS	12.	12.	12.	11.	10.	12.
S.DEV	1.72	2.20	1.62	1.61	2.01	1.93
CLASS	...	...	...	...	...	...
SECTION HEAD						
MEAN	4.7	4.3	5.0	4.9	4.4	4.2
OBS	63.	65.	63.	63.	58.	64.
S.DEV	1.81	1.93	1.68	1.72	2.22	1.97
CLASS	...	...	...	...	...	...
SUB-SECTION HEAD						
MEAN	5.0	4.7	3.5	5.3	2.5	4.0
OBS	2.	3.	2.	3.	2.	3.
S.DEV	2.83	1.53	2.12	1.53	2.12	0.00
CLASS	...	...	...	...	...	...
F, F95%	1.2 2.5	0.1 2.5	0.8 2.5	1.1 2.5	1.5 2.5	0.5 2.5

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Table: 4.9.6.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS SEX

	1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
FEMALE						
MEAN	6.2	2.0	5.4	5.3	5.6	5.2
OBS	5.	5.	5.	4.	5.	5.
S.DEV	1.30	1.30	1.52	2.06	1.52	1.64
CLASS	---	B	---	---	---	---
MALE						
MEAN	5.2	4.9	5.5	4.9	5.1	4.9
OBS	85.	83.	88.	85.	86.	74.
S.DEV	1.51	1.66	1.52	1.07	1.78	1.90
CLASS	---	A	---	---	---	---
F, F95%	2.0 3.9	7.5 4.0	0.0 3.9	0.1 4.0	0.4 3.9	0.1 4.0

Table: 4.9.6.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS SEX

	2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 IFORM ADEQUACY AS A BASE P. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
FEMALE					
MEAN	4.4	4.0	4.2	3.8	5.4
OBS	5.	5.	5.	5.	5.
S.DEV	0.89	1.07	1.79	1.79	1.52
CLASS	---	---	---	B	---
MALE					
MEAN	4.2	4.3	5.0	5.4	4.8
OBS	59.	82.	88.	88.	84.
S.DEV	1.60	1.33	1.55	1.70	1.50
CLASS	---	---	---	A	---
F, F95%	0.1 4.0	0.2 4.0	1.2 3.9	4.3 3.9	0.6 4.0

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Table: 4.9.6.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS SEX

	3.1 OTHER UNIT PROBLEM UNDRSTAND	3.2 QUALITY OF SAME LEVEL COMMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT OTHRS.
FEMALE							
MEAN	3.4	6.4	4.0	4.0	4.6	4.4	4.4
OBS	5.	5.	5.	5.	5.	5.	5.
S.DEV	0.89	0.89	0.71	1.30	0.89	1.82	1.52
CLASS	---	---	---	---	---	---	---
MALE							
MEAN	4.1	5.5	4.4	4.0	4.2	4.5	4.6
OBS	80.	91.	87.	83.	87.	86.	91.
S.DEV	1.02	1.77	1.74	1.46	1.01	1.61	1.83
CLASS	---	---	---	---	---	---	---
F, F95%	0.8 3.9	1.1 3.9	0.2 3.9	0.0 4.0	0.2 3.9	0.0 3.9	0.1 3.9

Table: 4.9.6.4

MEANS OF 4 MANAGEMENT STYLE ACROSS SEX

	4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCURRENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM INCURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
FEMALE							
MEAN	5.0	4.2	3.8	3.8	5.2	5.0	5.4
OBS	5.	5.	5.	5.	5.	5.	5.
S.DEV	1.30	1.79	2.17	1.10	1.79	1.07	2.61
CLASS	---	---	D	---	---	---	---
MALE							
MEAN	5.0	4.6	5.6	4.7	4.9	5.4	5.5
OBS	86.	82.	88.	88.	88.	87.	84.
S.DEV	1.71	1.71	1.70	1.67	1.92	1.40	1.55
CLASS	---	---	A	---	---	---	---
F, F95%	1.1 3.9	0.2 4.0	5.2 3.9	1.3 3.9	0.1 3.9	0.3 3.9	0.0 4.0

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Table: 4.9.6.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS SEX

	5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
FEMALE					
MEAN	3.8	4.6	5.6	6.2	5.4
OBS	4.	5.	5.	5.	5.
S.DEV	0.50	1.34	1.95	1.30	1.02
CLASS	...	...	...	...	...
MALE					
MEAN	4.7	4.1	5.3	6.4	5.3
OBS	86.	05.	88.	83.	02.
S.DEV	1.73	1.02	1.57	0.97	1.46
CLASS	...	...	...	...	...
F, F95%	1.2 3.9	0.3 3.9	0.2 3.9	0.1 4.0	0.0 4.0

Table: 4.9.6.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS SEX

	6.1 RESPONSE TO CHANGES IN BUSINESS ENVIRONMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RAPIDITY RESPONSE VITALTY
FEMALE					
MEAN	4.6	3.6	4.8	5.0	5.8
OBS	5.	5.	5.	4.	5.
S.DEV	2.30	2.19	1.30	2.45	1.79
CLASS	B	...	...	D	...
MALE					
MEAN	5.9	4.7	4.9	6.2	5.5
OBS	86.	89.	07.	07.	88.
S.DEV	1.26	1.73	1.77	1.14	1.53
CLASS	A	...	...	A	...
F, F95%	4.5 3.9	1.9 3.9	0.0 3.9	4.0 3.9	0.1 3.9

Table: 4.9.6.7

MEANS OF 7 COMPENSATION ACROSS SEX

	7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
FEMALE					
MEAN	4.4	3.2	3.6	2.0	2.0
OBS	5.	5.	5.	5.	5.
S.DEV	2.30	2.17	1.02	2.17	2.17
CLASS	---	---	---	---	---
MALE					
MEAN	5.0	3.6	4.2	3.0	3.3
OBS	79.	07.	05.	07.	89.
S.DEV	1.69	1.80	1.79	1.88	1.69
CLASS	---	---	---	---	---
F, F95%	0.5 4.0	0.2 3.9	0.6 3.9	1.4 3.9	0.4 3.9

Table: 4.9.6.8

MEANS OF 8 HUMAN RESOURCE DEVELOPEMENT ACROSS SEX

	8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP- PEOPLE FOR BIGGER JOBS	8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVELOPEMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
FEMALE						
MEAN	4.2	4.2	5.0	4.0	4.6	3.2
OBS	5.	5.	5.	5.	5.	5.
S.DEV	2.77	1.64	1.41	0.71	2.30	1.30
CLASS	---	---	---	---	---	---
MALE						
MEAN	5.0	4.4	5.1	5.1	4.6	4.4
OBS	07.	90.	86.	07.	78.	89.
S.DEV	1.74	1.06	1.66	1.64	2.24	1.05
CLASS	---	---	---	---	---	---
F, F95%	0.9 3.9	0.1 3.9	0.0 3.9	2.2 3.9	0.0 4.0	1.9 3.9

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Table: 4.9.5.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS AGE

		1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
20 - 24	MEAN	4.3	3.6	4.1	3.5	3.5	2.0
	OBS	8.	7.	9.	8.	8.	6.
	S.DEV	2.25	1.51	2.03	2.20	2.20	2.32
	CLASS	BC	B	---	C	D	C
25 - 29	MEAN	4.2	3.8	5.6	4.5	4.8	4.3
	OBS	10.	10.	12.	10.	12.	10.
	S.DEV	2.20	2.35	1.44	2.37	2.14	2.21
	CLASS	C	B	---	ABC	AB	BC
30 - 34	MEAN	5.3	4.3	5.5	4.3	4.9	4.8
	OBS	21.	20.	22.	21.	21.	19.
	S.DEV	1.19	1.18	1.37	2.00	1.67	1.55
	CLASS	ABC	AB	---	BC	AB	ABC
35 - 39	MEAN	5.6	5.3	5.8	5.9	6.0	5.9
	OBS	20.	20.	19.	19.	19.	18.
	S.DEV	1.23	1.52	1.21	0.94	1.11	0.94
	CLASS	A	A	---	A	A	A
40 - 44	MEAN	5.6	5.4	5.3	5.0	4.9	4.9
	OBS	13.	12.	12.	12.	12.	9.
	S.DEV	0.87	1.56	1.67	1.76	1.98	2.26
	CLASS	AB	A	---	ABC	AB	ABC
45 - 49	MEAN	5.4	4.8	5.7	5.3	5.5	4.7
	OBS	11.	12.	12.	12.	12.	11.
	S.DEV	1.12	1.75	1.30	1.06	1.24	1.68
	CLASS	ABC	AB	---	ABC	A	ABC
50 - 54	MEAN	6.3	5.7	6.3	5.7	5.7	5.5
	OBS	7.	7.	7.	7.	7.	6.
	S.DEV	1.50	1.80	1.50	2.21	1.50	2.26
	CLASS	A	A	---	AB	A	AB
F, F95%		2.5 2.2	2.5 2.2	1.9 2.2	2.7 2.2	2.6 2.2	2.8 2.2

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Table: 4.9.5.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS AGE

		2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLEMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 TFORM ADEQUACY AS A BASE F. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
20 - 24	MEAN	3.0	4.1	3.4	3.6	3.6
	OBS	5.	7.	9.	9.	7.
	S.DEV	1.22	1.07	2.13	2.07	0.98
	CLASS	---	---	B	B	---
25 - 29	MEAN	4.7	4.0	4.3	3.7	5.0
	OBS	7.	9.	12.	12.	11.
	S.DEV	1.50	2.00	1.66	1.97	2.20
	CLASS	---	---	AB	B	---
30 - 34	MEAN	3.6	3.0	5.5	5.0	4.0
	OBS	17.	20.	22.	21.	22.
	S.DEV	1.84	1.18	1.30	1.09	1.77
	CLASS	---	---	A	A	---
35 - 39	MEAN	4.5	4.0	5.1	6.0	4.9
	OBS	13.	20.	19.	20.	18.
	S.DEV	1.45	1.39	1.15	1.10	1.55
	CLASS	---	---	A	A	---
40 - 44	MEAN	4.2	4.4	4.5	5.4	4.9
	OBS	9.	12.	12.	12.	12.
	S.DEV	0.67	1.03	1.45	1.03	1.00
	CLASS	---	---	AB	A	---
45 - 46	MEAN	4.9	4.3	5.3	5.0	5.2
	OBS	7.	12.	12.	12.	12.
	S.DEV	1.68	1.30	1.44	1.29	1.40
	CLASS	---	---	A	A	---
50 - 54	MEAN	4.3	4.7	5.7	6.3	5.3
	OBS	6.	7.	7.	7.	7.
	S.DEV	1.63	1.60	1.30	1.50	1.11
	CLASS	---	---	A	A	---
F, F95%		1.4 2.3	0.9 2.2	3.4 2.2	6.3 2.2	1.0 2.2

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Table: 4.9.5.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS AGE

		3.1 OTHER UNIT PROBLEM UNDRSTAND.	3.2 QUALITY OF SAME LEVEL COMMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THERS.
20 - 24	MEAN	3.0	4.5	2.6	3.4	2.6	2.8	3.4
	OBS	8.	8.	8.	7.	8.	8.	7.
	S.DEV	1.07	2.56	1.60	0.98	0.92	1.98	2.57
	CLASS	---	---	---	C	---	---	---
25 - 29	MEAN	3.8	5.6	4.2	4.7	4.2	4.4	4.7
	OBS	12.	13.	12.	12.	12.	12.	13.
	S.DEV	2.45	2.02	2.00	2.10	2.29	2.19	1.09
	CLASS	---	---	---	ABC	---	---	---
30 - 34	MEAN	4.0	4.8	4.1	4.4	4.2	4.6	4.5
	OBS	22.	20.	22.	20.	21.	21.	22.
	S.DEV	1.99	1.79	1.80	0.99	1.37	1.47	1.79
	CLASS	---	---	---	BC	---	---	---
35 - 39	MEAN	4.1	6.0	4.8	5.3	4.2	4.8	4.3
	OBS	20.	23.	19.	18.	20.	19.	23.
	S.DEV	1.60	1.66	1.54	1.19	1.00	1.10	1.74
	CLASS	---	---	---	AB	---	---	---
40 - 44	MEAN	4.5	5.8	4.8	4.8	4.9	4.9	5.3
	OBS	12.	13.	12.	12.	12.	12.	12.
	S.DEV	1.73	1.48	1.36	1.47	1.51	1.68	1.30
	CLASS	---	---	---	ABC	---	---	---
45 - 49	MEAN	4.7	6.2	4.6	4.8	4.0	4.7	4.9
	OBS	12.	12.	12.	12.	12.	12.	12.
	S.DEV	1.30	0.94	1.16	1.40	1.86	1.07	2.02
	CLASS	---	---	---	ABC	---	---	---
50 - 54	MEAN	4.3	6.1	4.9	5.9	5.4	5.1	5.1
	OBS	7.	7.	7.	7.	7.	7.	7.
	S.DEV	1.80	0.69	1.77	1.21	1.72	1.35	1.07
	CLASS	---	---	---	A	---	---	---
F, F95%		0.9 2.2	1.8 2.2	2.2 2.2	2.6 2.2	2.1 2.2	2.2 2.2	1.1 2.2

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Table: 4.9.5.4

MEANS OF 4 MANAGEMENT STYLE ACROSS AGE

		4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCUMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM INCURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
20 - 24	MEAN	3.6	2.8	4.5	3.1	3.4	4.9	5.3
	OBS	8.	8.	8.	8.	8.	8.	8.
	S.DEV	2.20	1.20	2.33	1.36	1.60	2.23	1.49
	CLASS	...	B	BC	B	C	...	...
25 - 29	MEAN	5.3	3.6	4.4	4.1	4.1	4.5	5.1
	OBS	12.	11.	12.	12.	12.	12.	12.
	S.DEV	1.67	2.46	2.60	2.07	2.50	2.15	2.35
	CLASS	...	AB	C	AB	BC	...	...
30 - 34	MEAN	4.9	4.8	6.4	4.7	5.5	5.1	5.4
	OBS	20.	19.	22.	22.	22.	21.	20.
	S.DEV	1.86	1.57	1.05	1.49	1.60	1.31	1.73
	CLASS	...	A	A	A	AB	...	...
35 - 39	MEAN	5.4	4.9	5.3	4.9	4.6	5.8	5.8
	OBS	20.	20.	20.	20.	19.	20.	20.
	S.DEV	1.39	1.32	1.63	1.36	1.60	0.85	1.27
	CLASS	...	A	ABC	A	ABC	...	...
40 - 44	MEAN	4.7	4.5	6.2	4.3	4.8	5.4	5.2
	OBS	12.	11.	12.	12.	13.	12.	11.
	S.DEV	1.92	1.75	1.11	1.54	2.01	1.31	1.89
	CLASS	...	A	AB	AB	ABC	...	...
45 - 49	MEAN	5.4	5.1	5.3	5.5	5.0	5.7	5.5
	OBS	12.	11.	12.	12.	12.	12.	11.
	S.DEV	1.24	1.30	1.56	1.45	1.54	1.37	0.93
	CLASS	...	A	ABC	A	A	...	...
50 - 54	MEAN	5.1	5.1	5.6	5.1	5.6	6.3	6.1
	OBS	7.	7.	7.	7.	7.	7.	7.
	S.DEV	1.25	1.07	1.27	1.95	1.40	1.11	1.21
	CLASS	...	A	ABC	A	AB	...	...
F, F95		1.8 2.2	1.0 2.2	2.8 2.2	2.5 2.2	2.5 2.2	1.7 2.2	0.6 2.2

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Table: 4.9.5.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS AGE

		5.1 PERSONAL ACCOUNTABILITY	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
20 - 24	MEAN	3.6	2.6	3.9	5.1	3.6
	OBS	9.	8.	8.	8.	7.
	S.DEV	1.94	1.05	1.64	1.73	1.90
	CLASS	---	B	---	B	B
25 - 29	MEAN	4.4	4.2	5.2	6.5	5.6
	OBS	11.	12.	12.	12.	12.
	S.DEV	1.91	2.08	2.21	0.90	1.31
	CLASS	---	AB	---	A	A
30 - 34	MEAN	4.7	3.5	5.2	6.3	5.1
	OBS	21.	19.	22.	20.	19.
	S.DEV	1.05	1.65	1.62	0.93	1.24
	CLASS	---	AB	---	A	A
35 - 39	MEAN	5.0	4.9	5.0	6.6	5.0
	OBS	17.	20.	20.	20.	20.
	S.DEV	1.32	1.61	1.54	0.59	1.16
	CLASS	---	A	---	A	A
40 - 44	MEAN	4.6	3.0	5.0	6.3	5.3
	OBS	11.	12.	12.	10.	11.
	S.DEV	1.71	1.05	1.14	0.95	1.60
	CLASS	---	AB	---	A	A
45 - 49	MEAN	5.0	4.0	5.7	6.4	5.3
	OBS	12.	12.	12.	11.	11.
	S.DEV	1.28	1.14	1.07	0.81	1.27
	CLASS	---	A	---	A	A
50 - 54	MEAN	5.3	5.0	6.3	6.9	5.7
	OBS	7.	7.	7.	7.	7.
	S.DEV	1.90	1.63	0.76	0.30	1.00
	CLASS	---	A	---	A	A
F, F05%		1.0 2.2	1.0 2.2	2.0 2.2	3.1 2.2	2.4 2.2

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Table: 4.9.5.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS AGE

		6.1 RESPONSE TO CHANGES IN BUSINESS ENVIROMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RAPIDITY RESPONSE VITALITY
20 - 24	MEAN	4.8	3.6	3.5	4.4	3.8
	OBS	8.	9.	8.	8.	8.
	S.DEV	1.98	2.24	2.33	2.00	1.83
	CLASS	C	C	C	B	B
25 - 29	MEAN	5.3	3.9	4.1	5.8	5.9
	OBS	12.	12.	12.	11.	12.
	S.DEV	1.67	2.11	2.11	1.47	1.31
	CLASS	BC	C	BC	A	A
30 - 34	MEAN	5.1	4.4	4.3	6.3	5.2
	OBS	20.	22.	22.	22.	22.
	S.DEV	1.46	1.50	1.45	1.16	1.66
	CLASS	C	BC	BC	A	A
35 - 39	MEAN	6.5	5.5	5.4	6.7	5.9
	OBS	20.	19.	19.	12.	20.
	S.DEV	0.76	1.39	1.42	0.48	1.19
	CLASS	A	AB	AB	A	A
40 - 44	MEAN	6.1	4.7	5.6	6.2	5.8
	OBS	12.	13.	12.	13.	12.
	S.DEV	0.79	1.55	1.73	0.90	1.14
	CLASS	AB	ABC	A	A	A
45 - 49	MEAN	6.3	4.6	5.3	6.5	5.6
	OBS	12.	12.	12.	11.	12.
	S.DEV	0.75	1.62	0.89	0.69	1.60
	CLASS	AB	ABC	AB	A	A
50 - 54	MEAN	6.7	6.0	6.1	6.6	6.6
	OBS	7.	7.	7.	7.	7.
	S.DEV	0.49	1.53	1.46	0.79	0.79
	CLASS	A	A	A	A	A
F, F95%		4.4 2.2	2.7 2.2	3.5 2.2	4.9 2.2	3.3 2.2

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Table: 4.9.5.7

MEANS OF 7 COMPENSATION ACROSS AGE

		7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATION
20 - 24	MEAN	3.9	2.3	2.6	2.7	2.9
	OBS	8.	7.	7.	7.	9.
	S.DEV	1.01	1.98	1.62	1.25	1.96
	CLASS	...	...	...		...
25 - 29	MEAN	4.3	4.0	4.3	4.2	3.3
	OBS	12.	12.	12.	12.	12.
	S.DEV	2.14	2.26	2.27	2.48	2.39
	CLASS	...	...	...	C	...
30 - 34	MEAN	4.8	3.5	4.3	3.3	3.1
	OBS	10.	22.	20.	22.	22.
	S.DEV	1.58	1.60	1.74	1.75	1.70
	CLASS	...	...	...	C	...
35 - 39	MEAN	5.1	2.9	4.4	3.3	3.2
	OBS	10.	20.	20.	20.	19.
	S.DEV	1.70	1.77	1.70	1.76	1.46
	CLASS	...	...	...	DC	...
40 - 44	MEAN	5.0	3.6	4.0	3.3	3.5
	OBS	10.	12.	12.	12.	13.
	S.DEV	1.63	1.68	1.60	1.56	1.33
	CLASS	...	...	...	DC	...
45 - 49	MEAN	6.0	4.0	4.1	4.8	3.5
	OBS	12.	12.	12.	12.	12.
	S.DEV	0.95	1.48	1.00	1.54	1.45
	CLASS	...	...	...	AB	...
50 - 54	MEAN	5.8	5.0	5.3	6.0	3.7
	OBS	5.	7.	7.	7.	7.
	S.DEV	1.64	1.41	0.76	1.15	2.21
	CLASS	...	...	...	A	...
F, F95%		2.0 2.2	2.1 2.2	1.6 2.2	3.7 2.2	0.2 2.2

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Table: 4.9.5.8

MEANS OF H HUMAN RESOURCE DEVELOPEMENT ACROSS AGE

		8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS	8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVLOPEMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
20 -. 24	MEAN	3.0	3.4	2.9	3.1	3.9	3.0
	OBS	8.	9.	8.	9.	8.	9.
	S.DEV	2.39	2.13	1.73	0.99	2.59	1.73
	CLASS	B	---	C	B	AB	---
25 - 29	MEAN	4.6	3.8	5.3	4.3	3.1	3.7
	OBS	12.	12.	12.	12.	11.	12.
	S.DEV	2.35	2.22	1.86	1.83	2.59	1.92
	CLASS	A	---	AB	AB	B	---
30 - 34	MEAN	4.7	4.7	4.9	5.5	4.0	4.6
	OBS	21.	22.	20.	22.	19.	22.
	S.DEV	1.68	1.98	1.76	1.50	2.52	1.71
	CLASS	A	---	B	A	AB	---
35 - 39	MEAN	5.4	4.5	5.4	5.5	5.1	4.2
	OBS	20.	20.	20.	20.	15.	20.
	S.DEV	1.39	1.57	1.27	1.36	1.77	1.61
	CLASS	A	---	AB	A	A	---
40 - 44	MEAN	5.5	4.1	5.3	4.0	4.6	4.8
	OBS	12.	13.	12.	13.	12.	13.
	S.DEV	1.00	1.61	1.15	1.72	1.88	1.48
	CLASS	A	---	AB	A	AB	---
45 - 49	MEAN	5.5	4.5	5.3	5.4	6.1	4.5
	OBS	12.	12.	12.	11.	12.	11.
	S.DEV	1.00	1.31	1.37	1.43	0.90	2.30
	CLASS	A	---	AB	A	A	---
50 - 54	MEAN	5.4	5.6	6.4	5.5	6.2	5.3
	OBS	7.	7.	7.	6.	6.	7.
	S.DEV	2.21	1.90	0.79	1.38	1.17	2.21
	CLASS	A	---	A	A	A	---
F, F95%		2.7 2.2	1.4 2.2	4.2 2.2	3.6 2.2	3.2 2.2	1.6 2.2

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Table: 4.9.7.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS YEARS IN SERVICE IN

		1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
3 - 5	MEAN	4.0	4.1	4.8	3.2	3.8	3.4
	OBS	11.	10.	13.	12.	12.	11.
	S.DEV	1.79	2.00	1.00	1.59	1.53	1.63
	CLASS	C	B	---	B	B	B
6 - 10	MEAN	5.5	4.7	5.5	4.7	4.7	4.5
	OBS	20.	19.	20.	19.	19.	15.
	S.DEV	1.61	1.80	1.76	2.10	1.00	2.00
	CLASS	AB	AB	---	A	AB	AB
11 - 15	MEAN	4.6	4.0	5.3	4.6	5.0	5.3
	OBS	11.	11.	12.	10.	11.	10.
	S.DEV	1.69	1.48	1.71	2.27	2.00	1.34
	CLASS	BC	B	---	AB	AB	A
16 - 20	MEAN	5.2	4.0	5.2	4.9	5.2	4.5
	OBS	9.	10.	10.	10.	10.	10.
	S.DEV	1.30	1.76	1.07	1.79	1.93	2.17
	CLASS	ABC	A	---	A	AB	AB
MORE THAN 20	MEAN	5.7	5.4	5.9	5.7	5.7	5.6
	OBS	39.	30.	30.	30.	39.	33.
	S.DEV	1.12	1.42	1.24	1.32	1.43	1.66
	CLASS	A	A	---	A	A	A
F, F95%		4.0 2.5	2.9 2.5	1.7 2.5	5.0 2.5	3.4 2.5	3.7 2.5

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Table: 4.9.7.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS YEARS IN SER

	2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLEMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 IFORM ADEQUACY AS A BASE F. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
3 - 5					
MEAN	3.1	3.8	4.5	4.9	4.5
OBS	7.	11.	12.	13.	13.
S.DEV	2.34	1.47	2.20	1.80	2.33
CLASS	...	...	...	AB	...
6 - 10					
MEAN	4.3	4.8	5.0	4.8	4.8
OBS	16.	17.	20.	20.	17.
S.DEV	1.01	1.15	1.62	2.12	1.71
CLASS	...	...	...	B	...
11 - 15					
MEAN	4.0	3.8	4.5	4.7	4.6
OBS	9.	10.	12.	12.	12.
S.DEV	0.87	1.78	1.45	1.83	1.51
CLASS	...	...	...	B	...
16 - 20					
MEAN	5.0	4.3	4.8	5.1	5.1
OBS	7.	10.	10.	10.	10.
S.DEV	1.29	1.25	1.55	1.91	1.20
CLASS	...	...	...	AB	...
MORE THAN 20					
MEAN	4.2	4.4	5.2	6.0	5.1
OBS	25.	39.	39.	38.	37.
S.DEV	1.30	1.23	1.32	1.17	1.33
CLASS	...	...	...	A	...
F, F95%	1.4 2.5	2.2 2.5	0.8 2.5	2.9 2.5	0.5 2.5

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Table: 4.9.7.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS YEARS IN SERVIC

	3.1 OTHER UNIT PROBLEM UNDRSTAND	3.2 QUALITY OF SAME LEVEL COMMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THEMS.
3 - 5							
MEAN	3.2	4.1	3.2	4.3	3.8	3.5	4.1
OBS	13.	14.	12.	13.	13.	13.	14.
S.DEV	2.49	2.16	1.64	1.48	2.05	1.33	2.27
CLASS	...	B	B	B	...	...	...
6 - 10							
MEAN	4.4	5.5	4.1	4.5	4.5	4.6	4.7
OBS	19.	18.	19.	17.	19.	18.	19.
S.DEV	1.74	2.09	1.76	1.42	1.68	2.06	2.02
CLASS	...	A	AB	B	...	...	...
11 - 15							
MEAN	3.5	5.5	3.8	4.3	3.6	4.2	3.8
OBS	12.	13.	12.	11.	11.	11.	14.
S.DEV	1.93	1.66	1.95	1.85	1.91	2.09	1.81
CLASS	...	A	AB	B	...	...	...
16 - 20							
MEAN	3.9	6.1	4.5	4.2	3.8	4.7	5.0
OBS	10.	10.	10.	10.	10.	10.	10.
S.DEV	1.73	0.88	1.04	1.48	1.48	1.64	1.63
CLASS	...	A	AB	B	...	...	...
MORE THAN 20							
MEAN	4.5	6.0	4.9	5.4	4.5	4.9	4.9
OBS	39.	41.	39.	37.	39.	39.	39.
S.DEV	1.41	1.30	1.36	1.14	1.74	1.10	1.48
CLASS	...	A	A	A	...	...	...
F, F95%	1.8 2.5	4.1 2.5	3.3 2.5	3.1 2.5	1.1 2.5	2.1 2.5	1.5 2.5

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Table: 4.9.7.4

MEANS OF 4 MANAGEMENT STYLE ACROSS YEARS IN SERVICE IN M

		4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCUMBENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM ENCOURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
3 - 5	MEAN	4.5	4.5	5.1	3.9	4.2	4.4	5.4
	OBS	11.	12.	13.	13.	13.	13.	13.
	S.DEV	2.03	2.15	2.43	1.71	2.28	1.90	1.61
	CLASS	...	...	...	...	...	C	...
6 - 10	MEAN	5.1	4.1	5.6	4.8	5.1	5.5	5.5
	OBS	10.	17.	19.	19.	19.	19.	10.
	S.DEV	2.03	1.02	1.80	1.74	1.05	1.47	1.89
	CLASS	...	...	...	...	...	AD	...
11 - 15	MEAN	4.5	3.9	5.6	3.8	4.3	4.6	5.0
	OBS	11.	11.	12.	12.	12.	11.	11.
	S.DEV	1.69	2.17	2.15	1.75	2.42	1.69	2.10
	CLASS	...	...	...	...	...	BC	...
16 - 20	MEAN	4.6	4.4	5.5	4.5	4.0	4.8	5.6
	OBS	10.	10.	10.	10.	10.	10.	10.
	S.DEV	1.78	1.71	1.65	1.10	2.04	1.62	1.04
	CLASS	...	...	...	...	...	BC	...
MORE THAN 20	MEAN	5.4	4.9	5.6	5.0	5.2	5.9	5.6
	OBS	39.	37.	39.	39.	39.	39.	37.
	S.DEV	1.35	1.27	1.45	1.56	1.55	0.09	1.25
	CLASS	...	...	...	...	...	A	...
$F, F95\%$		1.1 2.5	1.3 2.5	0.2 2.5	2.0 2.5	1.1 2.5	4.6 2.5	0.4 2.5

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Table: 4.9.7.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS YEARS IN SERVICE I

		6.1 RESPONSE TO CHANGES IN BUSINESS ENVIRONMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RABIDITY RESPONSE VITALTY
3 - 5	MEAN	5.8	4.4	3.5	5.3	5.1
	OBS	11.	13.	12.	13.	13.
	S.DEV	1.07	2.33	1.31	1.75	1.61
	CLASS	AB	AB	C	B	---
6 - 10	MEAN	5.4	4.4	4.7	6.1	5.5
	OBS	18.	20.	19.	19.	19.
	S.DEV	1.72	1.67	1.85	1.49	1.65
	CLASS	BC	AB	B	AB	---
11 - 15	MEAN	4.6	3.0	3.8	6.1	5.2
	OBS	11.	12.	12.	11.	12.
	S.DEV	1.80	1.80	2.01	1.05	2.00
	CLASS	C	B	BC	AB	---
16 - 20	MEAN	5.5	4.0	4.4	6.2	4.9
	OBS	10.	10.	10.	9.	10.
	S.DEV	1.10	1.33	1.04	0.67	2.13
	CLASS	BC	AB	BC	AB	---
MORE THAN 20	MEAN	6.4	5.3	5.9	6.5	6.1
	OBS	39.	39.	39.	39.	39.
	S.DEV	0.72	1.52	1.13	0.72	0.89
	CLASS	A	A	A	A	---
F, F95%		5.8 2.5	2.6 2.5	7.0 2.5	2.6 2.5	2.1 2.5

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Table: 4.9.7.7

MEANS OF 7 COMPENSATION ACROSS YEARS IN SERVICE IN MPH

		7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
3 - 5	MEAN	3.9	3.2	3.9	3.1	3.1
	OBS	12.	13.	13.	13.	13.
	S.DEV	1.93	1.77	1.44	1.05	2.06
	CLASS	B	---	---	---	---
6 - 10	MEAN	5.2	3.6	4.2	3.9	3.1
	OBS	17.	10.	10.	10.	20.
	S.DEV	1.63	2.41	2.26	2.01	1.95
	CLASS	AB	---	---	---	---
11 - 15	MEAN	3.9	3.5	3.2	3.0	3.3
	OBS	11.	12.	11.	12.	12.
	S.DEV	2.02	1.83	1.89	2.17	2.10
	CLASS	B	---	---	---	---
16 - 20	MEAN	4.8	3.5	4.7	4.7	3.0
	OBS	9.	10.	9.	10.	10.
	S.DEV	1.64	1.51	1.94	1.70	1.33
	CLASS	AB	---	---	---	---
MORE THAN 20	MEAN	5.5	3.7	4.5	3.9	3.5
	OBS	35.	39.	39.	39.	39.
	S.DEV	1.34	1.64	1.54	1.75	1.41
	CLASS	A	---	---	---	---
F, F95%		3.6 2.5	0.2 2.5	1.4 2.5	1.7 2.5	0.3 2.5

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Table: 4.9.7.8

MEANS OF B HUMAN RESOURCE DEVELOPEMENT ACROSS YEARS IN S

	8.1 PROMOT- OPPORTUNITY	9.2 QUALITY OF SEARCH FOR VACANCIES	9.3 SUCCESS IN DEVELOP- PEOPLE FOR BIGGER JOBS	8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVLOPEMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
3 - 5						
MEAN	3.8	4.5	4.7	4.2	3.0	4.4
OBS	13.	13.	13.	13.	12.	13.
S.DEV	1.96	2.18	1.85	2.05	2.34	1.85
CLASS	B	---	B	---	B	---
6 - 10						
MEAN	5.1	4.5	4.7	5.1	4.6	4.4
OBS	19.	20.	18.	19.	17.	20.
S.DEV	2.01	1.90	2.03	1.45	2.64	1.76
CLASS	AB	---	B	---	AB	---
11 - 15						
MEAN	4.3	3.7	4.9	4.6	3.4	3.4
OBS	11.	12.	11.	12.	10.	12.
S.DEV	2.33	2.31	1.07	1.03	2.46	2.07
CLASS	B	---	AB	---	B	---
16 - 20						
MEAN	4.3	4.4	5.5	5.2	4.8	4.1
OBS	10.	10.	10.	9.	10.	10.
S.DEV	1.42	1.65	1.18	1.40	1.75	1.91
CLASS	B	---	AB	---	AB	---
MORE THAN 20						
MEAN	5.7	4.4	5.6	5.4	5.5	4.5
OBS	39.	40.	39.	39.	34.	39.
S.DEV	1.20	1.62	1.20	1.46	1.58	1.80
CLASS	A	---	A	---	A	---
F, F95%	4.2 2.5	0.5 2.5	3.1 2.5	1.6 2.5	4.1 2.5	0.9 2.5

Table: 4.9.8.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS YEARS IN POSITION

		1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
LESS THAN 1 YEAR	MEAN	4.3	2.8	5.3	4.3	4.3	3.7
	OBS	6.	6.	6.	6.	6.	6.
	S.DEV	1.97	1.60	1.37	2.25	2.25	2.34
	CLASS	...	C	...	...	...	...
1 - 2	MEAN	4.9	4.6	5.2	4.3	4.7	4.6
	OBS	25.	25.	28.	26.	26.	21.
	S.DEV	1.80	1.50	1.79	2.24	2.07	2.01
	CLASS	...	AB	...	...	...	...
3 - 5	MEAN	5.6	5.5	6.0	5.3	5.5	5.4
	OBS	26.	24.	27.	25.	26.	24.
	S.DEV	1.33	1.28	1.27	1.60	1.63	1.64
	CLASS	...	A	...	...	...	...
6 - 10	MEAN	5.3	4.3	5.2	4.7	5.0	5.1
	OBS	19.	19.	19.	18.	19.	17.
	S.DEV	1.28	1.97	1.69	1.70	1.56	1.65
	CLASS	...	BC	...	...	...	...
MORE THAN 15	MEAN	5.9	5.1	5.8	5.8	5.0	4.8
	OBS	14.	14.	13.	14.	14.	11.
	S.DEV	1.00	1.64	0.83	1.05	1.19	2.09
	CLASS	...	AD	...	...	...	...
P, F95%		2.2 2.5	4.3 2.5	1.4 2.5	1.9 2.5	1.4 2.5	1.3 2.5

Table: 4.9.8.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS YEARS IN POS

		2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLEMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 IFORM ADEQUACY AS A BASE F. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
LESS THAN 1 YEAR	MEAN	1.7	3.3	3.7	4.3	3.2
	OBS	3.	6.	6.	6.	6.
	S.DEV	0.50	1.21	1.21	1.51	2.14
	CLASS	...	...	...	...	B
1 - 2	MEAN	4.2	4.3	4.9	4.9	4.9
	OBS	18.	24.	27.	28.	26.
	S.DEV	1.79	1.51	1.78	2.02	1.52
	CLASS	...	...	...	...	A
3 - 5	MEAN	4.3	4.6	5.5	5.8	5.5
	OBS	18.	24.	27.	26.	24.
	S.DEV	1.99	1.31	1.53	1.63	1.67
	CLASS	...	...	...	...	A
6 - 10	MEAN	4.0	3.8	4.6	5.3	4.7
	OBS	16.	19.	19.	19.	19.
	S.DEV	0.97	1.26	1.30	1.59	1.05
	CLASS	...	...	...	...	A
MORE THAN 15	MEAN	4.4	4.8	4.9	5.9	4.6
	OBS	9.	14.	14.	14.	14.
	S.DEV	1.24	1.05	1.33	1.29	1.45
	CLASS	...	...	...	...	AB
F, F95%		0.2	2.2	2.3	1.8	3.0
		2.5	2.5	2.5	2.5	2.5

Table: 4.9.8.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS YEARS IN POSITI

	3.1 OTHER UNIT PROBLEM UNDERSTAND	3.2 QUALITY OF SAME LEVEL COMMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT TIERS.
LESS THAN 1 YEAR							
MEAN	2.5	4.2	4.0	4.3	3.0	4.3	4.2
OBS	6.	6.	6.	6.	6.	6.	6.
S.DEV	1.38	0.98	2.00	1.21	1.67	1.21	1.83
CLASS	B	C	---	---	---	---	---
1 - 2							
MEAN	3.9	5.1	4.0	4.5	4.1	4.1	4.4
OBS	28.	29.	27.	26.	28.	26.	30.
S.DEV	1.99	2.18	1.93	1.61	2.00	1.90	2.25
CLASS	AB	BC	---	---	---	---	---
3 - 5							
MEAN	4.7	5.7	4.9	5.2	4.7	5.0	5.0
OBS	26.	27.	26.	25.	25.	26.	27.
S.DEV	1.92	1.91	1.86	1.30	1.62	1.77	1.73
CLASS	A	ABC	---	---	---	---	---
6 - 10							
MEAN	3.8	6.2	3.8	4.6	3.9	4.3	4.6
OBS	19.	20.	19.	18.	19.	19.	19.
S.DEV	1.36	0.77	1.00	1.50	1.75	1.29	1.34
CLASS	AB	A	---	---	---	---	---
MORE THAN 15							
MEAN	4.6	6.1	4.8	5.0	4.6	4.9	4.4
OBS	14.	14.	14.	13.	14.	14.	14.
S.DEV	1.28	1.00	1.19	1.29	1.45	1.10	1.45
CLASS	A	AB	---	---	---	---	---
F, F95%	2.6 2.5	2.7 2.5	1.7 2.5	1.2 2.5	1.5 2.5	1.2 2.5	0.6 2.5

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Table: 4.9.8.4

MEANS OF 4 MANAGEMENT STYLE ACROSS YEARS IN POSITION

		4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCUMBENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM ENCOURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
LESS THAN 1 YEAR	MEAN	4.0	3.7	4.0	4.3	4.2	4.0	5.0
	OBS	6.	6.	6.	6.	6.	6.	6.
	S.DEV	1.10	1.51	2.60	1.03	1.03	1.67	0.09
	CLASS	...	A	B	...	...	...	...
1 - 2	MEAN	4.8	3.9	5.4	4.3	4.2	5.3	5.4
	OBS	27.	26.	28.	28.	20.	28.	26.
	S.DEV	2.03	2.00	2.04	1.76	2.11	1.46	1.60
	CLASS	...	A	AB	...	A	...	...
3 - 5	MEAN	5.4	5.1	6.3	5.3	5.9	5.8	5.8
	OBS	25.	23.	26.	26.	25.	25.	25.
	S.DEV	1.03	1.55	1.13	1.82	1.56	1.67	1.77
	CLASS	...	A	A	...	A	...	...
6 - 10	MEAN	4.9	4.8	5.3	4.4	4.0	5.2	5.3
	OBS	19.	19.	19.	19.	20.	19.	19.
	S.DEV	1.43	1.46	1.69	1.30	1.77	1.42	1.52
	CLASS	...	A	AB	...	A	...	...
MORE THAN 15	MEAN	5.4	5.3	5.3	4.4	4.9	5.6	5.5
	OBS	14.	13.	14.	14.	14.	14.	13.
	S.DEV	1.08	1.18	1.27	1.55	1.69	0.93	1.56
	CLASS	...	A	AB	...	A	...	...
F, F95%		1.2 2.5	2.0 2.5	3.0 2.5	1.4 2.5	3.1 2.5	2.0 2.5	0.5 2.5

Table: 4.9.8.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS YEARS IN POSIT

		5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
LESS THAN 1 YEAR	MEAN	1.7	3.7	4.0	6.3	4.5
	OBS	6.	6.	6.	6.	6.
	S.DEV	0.82	1.37	1.79	1.21	1.05
	CLASS	D	AD	---	---	---
1 - 2	MEAN	4.3	3.2	4.9	6.1	5.2
	OBS	25.	27.	28.	26.	24.
	S.DEV	2.04	1.99	1.90	1.28	1.61
	CLASS	D	D	---	---	---
3 - 5	MEAN	5.4	4.0	5.7	6.6	5.8
	OBS	26.	24.	26.	25.	25.
	S.DEV	1.63	1.67	1.29	0.82	1.23
	CLASS	A	A	---	---	---
6 - 10	MEAN	4.1	4.3	5.5	6.3	4.0
	OBS	19.	19.	19.	19.	19.
	S.DEV	1.35	1.59	1.39	0.82	1.72
	CLASS	D	AD	---	---	---
MORE THAN 15	MEAN	5.3	5.0	5.7	6.6	5.7
	OBS	14.	14.	14.	12.	13.
	S.DEV	1.27	1.30	1.20	0.67	1.11
	CLASS	AD	A	---	---	---
F, F95%		3.3 2.5	3.8 2.5	2.4 2.5	0.8 2.5	2.0 2.5

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Table: 4.9.8.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS YEARS IN POSITION

		6.1 RESPONSE TO CHANGES IN BUSINESS ENVIRONMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RAPIDITY RESPONSE VITALTY
LESS THAN 1 YEAR	MEAN	5.2	3.7	3.8	5.0	5.0
	OBS	6.	6.	6.	6.	6.
	S.DEV	1.17	1.21	1.60	2.00	1.26
	CLASS					
1 - 2	MEAN	5.6	4.8	4.4	6.0	5.2
	OBS	27.	28.	27.	28.	20.
	S.DEV	1.65	2.02	2.15	1.45	1.85
	CLASS					
3 - 5	MEAN	6.2	4.6	5.1	6.3	6.1
	OBS	25.	27.	26.	26.	26.
	S.DEV	1.11	1.74	1.47	1.09	1.16
	CLASS					
6 - 10	MEAN	5.6	4.4	4.7	6.2	5.4
	OBS	19.	20.	19.	18.	19.
	S.DEV	1.42	1.64	1.66	0.86	1.83
	CLASS					
MORE THAN 15	MEAN	6.2	5.3	5.9	6.7	5.8
	OBS	14.	13.	14.	13.	14.
	S.DEV	0.89	1.49	1.03	0.48	0.80
	CLASS					
F, F95%		1.4 2.5	1.1 2.5	2.3 2.5	2.3 2.5	1.5 2.5

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Table: 4.9.8.7

MEANS OF 7 COMPENSATION ACROSS YEARS IN POSITION

		7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
LESS THAN 1 YEAR	MEAN	4.2	3.3	3.6	3.5	3.3
	OBS	6.	6.	5.	6.	6.
	S.DEV	1.17	1.06	1.34	1.38	1.06
	CLASS	B	...	...	...	...
1 - 2	MEAN	4.4	3.6	4.0	3.6	3.5
	OBS	25.	27.	27.	27.	28.
	S.DEV	1.91	1.93	1.91	2.01	2.03
	CLASS	B	...	...	...	...
3 - 5	MEAN	5.9	3.6	4.6	3.8	3.3
	OBS	22.	26.	25.	26.	26.
	S.DEV	1.66	2.08	1.93	2.17	1.81
	CLASS	A	...	...	...	...
6 - 10	MEAN	4.7	3.3	4.3	4.0	2.8
	OBS	18.	19.	19.	19.	20.
	S.DEV	1.64	1.60	1.69	1.89	1.20
	CLASS	B	...	...	...	...
MORE THAN 15	MEAN	5.2	3.7	4.0	3.9	3.4
	OBS	13.	14.	14.	.14.	14.
	S.DEV	0.99	1.49	1.57	1.51	1.34
	CLASS	AB	...	...	...	...
F, F95%		3.3 2.5	0.1 2.5	0.7 2.5	0.2 2.5	0.5 2.5

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Table: 4.9.8.8

MEANS OF 8 HUMAN RESOURCE DEVELOPEMENT ACROSS YEARS IN P

	8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS	8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVELOPEMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
LESS THAN 1 YEAR						
MEAN	3.3	3.2	4.3	3.7	3.0	4.2
OBS	6.	6.	6.	6.	6.	6.
S.DEV	1.51	1.17	1.75	2.25	1.55	1.47
CLASS	...	...	...	...	C	...
1 - 2						
MEAN	4.4	4.4	4.6	5.0	3.8	4.5
OBS	20.	20.	27.	27.	24.	20.
S.DEV	2.14	2.20	1.91	1.05	2.44	2.08
CLASS	...	...	...	...	BC	...
3 - 5						
MEAN	5.2	4.9	5.6	5.3	4.8	4.3
OBS	25.	27.	25.	27.	23.	27.
S.DEV	1.06	1.05	1.44	1.53	2.45	1.90
CLASS	...	...	...	...	ABC	...
6 - 10						
MEAN	5.2	3.9	5.2	4.0	5.2	3.6
OBS	19.	20.	19.	10.	10.	20.
S.DEV	1.47	1.50	1.42	0.92	1.86	1.57
CLASS	...	...	...	...	AB	...
MORE THAN 15						
MEAN	5.4	4.6	5.6	5.5	5.8	5.0
OBS	19.	19.	19.	19.	12.	13.
S.DEV	1.08	1.50	1.39	1.61	1.14	1.63
CLASS	...	...	...	...	A	...
F, F95%	1.7 2.5	1.9 2.5	2.1 2.5	1.6 2.5	2.9 2.5	1.2 2.5

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Table: 4.9.9.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS NO. OF SUBORDINATES

		1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
0	MEAN	4.7	4.7	4.3	4.3	4.3	3.3
	OBS	3.	3.	3.	3.	3.	3.
	S.DEV	1.53	1.53	0.50	0.50	0.58	1.15
	CLASS	...	...	...	...	AB	...
1 – 2	MEAN	5.6	3.0	6.0	5.3	5.8	6.2
	OBS	7.	6.	7.	6.	6.	5.
	S.DEV	1.40	2.23	1.15	1.51	0.98	0.84
	CLASS	...	...	...	...	A	...
3 – 5	MEAN	5.3	3.9	5.3	3.0	3.4	4.1
	OBS	10.	11.	12.	12.	12.	9.
	S.DEV	1.02	1.30	1.36	2.14	1.30	1.27
	CLASS	...	...	...	...	B	...
6 – 10	MEAN	5.2	4.9	5.6	5.6	5.6	4.9
	OBS	19.	18.	20.	19.	19.	17.
	S.DEV	1.34	1.76	1.96	1.80	1.80	1.85
	CLASS	...	...	...	...	A	...
11 – 15	MEAN	4.9	3.9	6.0	5.0	5.1	5.0
	OBS	8.	8.	7.	8.	8.	8.
	S.DEV	2.10	2.10	1.29	2.14	2.23	2.67
	CLASS	...	...	...	...	A	...
16 – 20	MEAN	5.0	5.1	5.5	5.3	5.9	5.3
	OBS	7.	7.	7.	6.	7.	6.
	S.DEV	2.52	1.21	1.39	1.63	1.46	2.07
	CLASS	...	...	...	...	A	...
MORE THAN 20	MEAN	5.5	4.9	5.5	4.8	5.3	4.9
	OBS	36.	35.	37.	35.	36.	31.
	S.DEV	1.32	1.71	1.39	1.01	1.67	1.90
	CLASS	...	...	...	...	A	...
F, F95%		0.4 2.2	0.0 2.2	0.7 2.2	1.5 2.2	2.9 2.2	1.1 2.2

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Table: 4.9.9.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS NO. OF SUBOR

		2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 IFORM ADEQUACY AS A BASE F. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
10	MEAN	4.0	4.7	5.3	5.3	4.0
	OBS	2.	3.	3.	3.	3.
	S.DEV	1.41	0.58	0.58	1.15	2.00
	CLASS	...	...	...	...	...
1 - 2	MEAN	4.4	4.0	5.6	5.3	4.7
	OBS	5.	5.	7.	7.	6.
	S.DEV	0.55	0.00	1.40	1.50	0.82
	CLASS	...	...	...	...	...
3 - 5	MEAN	3.4	3.7	4.8	4.8	5.1
	OBS	8.	11.	12.	12.	11.
	S.DEV	1.77	1.42	1.70	1.80	1.64
	CLASS	...	...	...	...	...
6 - 10	MEAN	4.0	4.8	5.3	5.5	4.9
	OBS	12.	17.	19.	19.	17.
	S.DEV	1.62	1.07	1.63	1.87	1.71
	CLASS	...	...	...	...	...
11 - 15	MEAN	4.0	3.7	3.8	5.0	4.3
	OBS	3.	7.	8.	8.	8.
	S.DEV	0.00	1.38	1.16	1.93	2.25
	CLASS	...	...	...	...	...
16 - 20	MEAN	4.3	4.4	4.6	5.3	4.5
	OBS	4.	7.	7.	7.	6.
	S.DEV	2.63	1.42	1.27	2.06	1.38
	CLASS	...	...	...	...	...
MORE THAN 20	MEAN	4.3	4.3	5.0	5.5	5.0
	OBS	30.	37.	37.	37.	30.
	S.DEV	1.54	1.42	1.64	1.71	1.40
	CLASS	...	...	...	...	...
F, F95%		0.5 2.3	1.1 2.2	1.2 2.2	0.3 2.2	0.5 2.2

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Table: 4.9.9.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS NO. OF SUBORDIN

		3.1 OTHER UNIT PROBLEM UNDRSTAND	3.2 QUALITY OF SAME LEVEL COMMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THERS.
0	MEAN	3.3	6.0	3.3	4.0	2.7	3.3	4.7
	OBS	3.	3.	3.	3.	3.	3.	3.
	S.DEV	1.15	1.00	0.50	1.73	0.58	1.15	2.31
	CLASS	AB	---	---	---	A	---	---
1 - 2	MEAN	3.5	6.5	3.8	4.2	4.7	4.3	4.7
	OBS	6.	6.	6.	5.	6.	6.	7.
	S.DEV	0.55	0.55	0.75	0.45	1.51	0.82	1.25
	CLASS	AB	---	---	---	A	---	---
3 - 5	MEAN	4.2	4.6	4.1	4.3	4.3	4.4	5.0
	OBS	12.	13.	12.	11.	12.	11.	13.
	S.DEV	2.00	2.40	1.09	1.74	1.91	1.63	2.00
	CLASS	AB	---	---	---	A	---	---
6 - 10	MEAN	5.2	5.8	4.9	5.2	4.7	4.8	4.5
	OBS	19.	20.	19.	19.	19.	18.	19.
	S.DEV	1.30	1.05	1.07	1.34	1.69	1.70	2.12
	CLASS	A	---	---	---	A	---	---
11 - 15	MEAN	3.6	4.6	4.4	4.9	3.1	4.4	4.0
	OBS	8.	8.	8.	7.	7.	8.	9.
	S.DEV	2.07	2.26	2.00	1.60	2.12	1.69	2.00
	CLASS	AB	---	---	---	A	---	---
16 - 20	MEAN	2.6	5.9	3.3	4.3	2.7	3.7	5.2
	OBS	7.	7.	7.	6.	7.	7.	6.
	S.DEV	1.13	0.90	1.25	1.97	1.25	1.98	0.41
	CLASS	B	---	---	---	A	---	---
MORE THAN 20	MEAN	4.1	5.8	4.5	4.9	4.5	4.0	4.5
	OBS	38.	39.	37.	37.	38.	38.	39.
	S.DEV	1.88	1.45	1.66	1.33	1.69	1.61	1.78
	CLASS	AB	---	---	---	A	---	---
F, F95%		2.5 2.2	1.6 2.2	1.2 2.2	0.9 2.2	2.3 2.2	0.8 2.2	0.4 2.2

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Table 4.9.9.4

MEANS OF 4 MANAGEMENT STYLE ACROSS NO. OF SUBORDINATES

		4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCUMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM ENCOURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
0	MEAN	4.3	4.3	5.7	4.0	4.3	4.7	4.3
	OBS	3.	3.	3.	3.	3.	3.	3.
	S.DEV	2.08	1.53	1.53	1.73	2.08	0.58	2.08
	CLASS	...	...	...	AB	...	A	...
1 - 2	MEAN	5.8	4.6	5.8	4.7	4.7	5.8	6.2
	OBS	5.	5.	6.	6.	6.	6.	5.
	S.DEV	1.10	0.55	1.33	1.21	1.37	1.33	0.84
	CLASS	...	...	...	AB	...	A	...
3 - 5	MEAN	4.8	4.1	5.7	3.0	3.9	4.8	5.3
	OBS	12.	12.	12.	12.	12.	12.	12.
	S.DEV	1.96	1.93	1.61	1.28	2.19	1.70	1.67
	CLASS	...	...	...	B	...	A	...
6 - 10	MEAN	5.3	4.4	5.3	5.0	5.1	6.3	5.7
	OBS	19.	18.	19.	19.	20.	19.	19.
	S.DEV	1.57	1.94	1.85	1.67	1.06	0.73	1.33
	CLASS	...	...	...	A	...	A	...
11 - 15	MEAN	4.6	4.4	5.1	5.1	5.6	4.7	5.9
	OBS	7.	8.	8.	8.	7.	7.	8.
	S.DEV	1.01	2.07	2.75	1.73	1.90	2.14	1.36
	CLASS	...	...	...	A	...	A	...
16 - 20	MEAN	5.0	3.7	5.0	4.4	3.9	4.7	5.4
	OBS	7.	7.	7.	7.	7.	7.	7.
	S.DEV	1.63	1.50	2.24	1.51	2.19	1.70	1.62
	CLASS	...	...	...	AB	...	A	...
MORE THAN 20	MEAN	5.0	4.7	5.7	4.9	5.2	5.3	5.3
	OBS	30.	30.	30.	30.	30.	30.	35.
	S.DEV	1.76	1.60	1.59	1.58	1.78	1.47	1.03
	CLASS	...	...	...	A	...	A	...
P, F95%		0.5 2.2	0.6 2.2	0.3 2.2	2.8 2.2	1.4 2.2	2.2 2.2	0.6 2.2

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Table: 4.9.9.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS NO. OF SUBORDI

		5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
0	MEAN	5.0	4.0	4.0	5.3	5.3
	OBS	3.	3.	3.	3.	3.
	S.DEV	1.00	2.00	2.00	1.15	0.50
	CLASS	---		---	---	---
1 - 2	MEAN	4.0	4.0	4.8	6.0	6.0
	OBS	7.	5.	6.	5.	5.
	S.DEV	1.15	0.00	1.03	1.00	1.00
	CLASS	---	ABC	---	---	---
3 - 5	MEAN	4.1	2.6	4.7	6.3	5.5
	OBS	12.	12.	12.	12.	11.
	S.DEV	2.27	1.44	1.87	0.07	1.29
	CLASS	---	C	---	---	---
6 - 10	MEAN	5.1	5.0	6.0	6.7	5.4
	OBS	20.	19.	19.	19.	19.
	S.DEV	1.77	1.91	1.53	0.50	1.57
	CLASS	---	A	---	---	---
11 - 15	MEAN	4.1	4.1	4.9	6.6	5.0
	OBS	8.	7.	8.	8.	8.
	S.DEV	1.46	1.68	1.64	1.06	1.41
	CLASS	---	ABC	---	---	---
16 - 20	MEAN	5.2	3.1	4.9	6.0	5.3
	OBS	5.	7.	7.	7.	6.
	S.DEV	1.48	1.57	1.68	1.29	0.82
	CLASS	---	BC	---	---	---
MORE THAN 20	MEAN	4.8	4.5	5.5	6.4	5.1
	OBS	35.	37.	30.	34.	35.
	S.DEV	1.64	1.71	1.33	1.07	1.69
	CLASS	---	AB	---	---	---
F, F95%		0.9 2.2	3.2 2.2	1.7 2.2	1.3 2.2	0.4 2.2

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Table: 4.9.9.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS NO. OF SUBORDINATE

		6.1 RESPONSE TO CHANGES IN BUSINESS ENVIRONMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RAPIDITY RESPONSE VITALITY
0	MEAN	5.7	4.7	4.7	6.3	5.0
	OBS	3.	3.	3.	3.	3.
	S.DEV	0.58	2.00	0.58	0.58	1.00
	CLASS	---	---	---	---	---
1 - 2	MEAN	5.8	4.9	4.8	6.3	4.7
	OBS	5.	7.	6.	6.	6.
	S.DEV	1.10	1.57	1.03	0.82	1.97
	CLASS	---	---	---	---	---
3 - 5	MEAN	5.9	4.3	3.9	5.8	5.0
	OBS	12.	11.	12.	12.	12.
	S.DEV	1.38	2.20	1.70	1.34	2.09
	CLASS	---	---	---	---	---
6 - 10	MEAN	5.8	4.8	5.2	6.5	5.9
	OBS	19.	20.	19.	19.	19.
	S.DEV	1.03	1.51	1.65	1.31	1.54
	CLASS	---	---	---	---	---
11 - 15	MEAN	6.1	5.0	4.6	5.6	5.6
	OBS	7.	8.	8.	8.	8.
	S.DEV	0.90	1.93	1.92	2.00	1.41
	CLASS	---	---	---	---	---
16 - 20	MEAN	6.0	4.7	4.6	5.9	5.1
	OBS	7.	7.	7.	7.	7.
	S.DEV	1.15	2.14	2.37	1.60	1.57
	CLASS	---	---	---	---	---
MORE THAN 20	MEAN	5.7	4.6	5.1	6.3	5.0
	OBS	38.	38.	37.	36.	38.
	S.DEV	1.29	1.77	1.66	0.91	1.28
	CLASS	---	---	---	---	---
F, F95%		0.1 2.2	0.2 2.2	0.9 2.2	0.7 2.2	1.1 2.2

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Table: 4.9.9.7

MEANS OF 7 COMPENSATION ACROSS NO. OF SUBORDINATES

		7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
0	MEAN	4.7	3.3	3.0	3.3	2.7
	OBS	3.	3.	3.	3.	3.
	S.DEV	1.53	2.31	1.73	1.53	2.00
	CLASS	...	...	...	...	...
1 - 2	MEAN	5.4	3.2	5.0	5.2	2.9
	OBS	5.	6.	6.	6.	7.
	S.DEV	1.52	1.33	1.55	1.33	1.21
	CLASS	...	...	...	...	...
3 - 5	MEAN	4.5	3.3	3.3	2.8	3.3
	OBS	11.	12.	12.	12.	12.
	S.DEV	2.02	1.70	1.60	1.80	1.67
	CLASS	...	...	...	...	...
6 - 10	MEAN	5.3	3.4	4.1	3.9	3.0
	OBS	19.	19.	18.	19.	19.
	S.DEV	1.40	1.86	2.13	2.02	2.10
	CLASS	...	...	...	...	...
11 - 15	MEAN	5.0	3.6	4.0	3.6	3.5
	OBS	6.	8.	7.	8.	8.
	S.DEV	1.90	2.00	1.00	1.92	1.20
	CLASS	...	...	...	...	...
16 - 20	MEAN	4.4	3.0	3.2	2.8	3.0
	OBS	5.	6.	6.	6.	7.
	S.DEV	2.19	2.00	1.47	1.72	1.29
	CLASS	...	...	...	...	...
MORE THAN 20	MEAN	4.9	3.8	4.7	4.0	3.1
	OBS	35.	38.	38.	38.	38.
	S.DEV	1.77	1.86	1.70	1.90	1.76
	CLASS	...	...	...	...	...
F, PROB		0.3 2.2	0.3 2.2	2.1 2.2	1.5 2.2	0.5 2.2

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Table: 4.9.8

MEANS OF A HUMAN RESOURCE DEVELOPMENT ACROSS NO. OF SUB

		8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS	8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVLOPMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
0	MEAN	4.0	4.0	4.0	4.7	5.0	3.3
	OBS	3.	3.	3.	3.	3.	3.
	S.DEV	2.00	1.00	1.73	2.31	3.46	0.50
	CLASS	---	---	AB	---	AB	---
1 - 2	MEAN	5.8	4.3	5.0	4.9	5.2	4.0
	OBS	6.	7.	5.	7.	5.	7.
	S.DEV	1.33	2.36	1.22	1.07	1.64	1.41
	CLASS	---	---	AB	---	A	---
3 - 5	MEAN	4.3	3.8	3.8	4.5	2.5	4.5
	OBS	12.	12.	12.	11.	11.	12.
	S.DEV	1.02	2.25	1.29	1.06	2.02	2.15
	CLASS	---	---	B	---	B	---
6 - 10	MEAN	5.3	4.7	5.7	5.5	5.1	4.8
	OBS	19.	20.	19.	20.	15.	20.
	S.DEV	1.77	1.95	1.92	1.39	2.28	1.98
	CLASS	---	---	A	---	A	---
11 - 15	MEAN	4.0	3.9	4.6	4.4	4.0	4.0
	OBS	7.	8.	7.	8.	7.	0.
	S.DEV	2.31	1.81	1.81	2.33	1.73	1.69
	CLASS	---	---	AB	---	AB	---
16 - 20	MEAN	4.7	3.7	4.7	4.5	4.0	3.3
	OBS	7.	7.	7.	6.	7.	7.
	S.DEV	2.21	1.60	1.60	2.43	2.31	1.98
	CLASS	---	---	AB	---	AB	---
MORE THAN 20	MEAN	5.2	4.0	5.6	5.2	5.2	4.3
	OBS	30.	30.	30.	37.	35.	37.
	S.DEV	1.64	1.57	1.37	1.38	2.03	1.80
	CLASS	---	---	A	---	A	---
F, F95%		1.3 2.2	1.2 2.2	3.0 2.2	0.9 2.2	2.6 2.2	0.9 2.2

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Table: 4.9.10.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS NATIONALITY

		1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
	MEAN	5.3	4.6	5.4	4.7	4.9	4.8
	OBS	34.	35.	38.	37.	37.	32.
	S.DEV	1.53	1.77	1.62	2.08	2.02	2.09
	CLASS	...	...	...	...	...	...
NON	MEAN	5.6	5.1	5.7	5.4	5.6	5.5
	OBS	35.	34.	36.	36.	36.	30.
	S.DEV	1.17	1.53	1.35	1.55	1.30	1.43
	CLASS	...	...	...	...	...	...
F, F95%		1.0 4.0	1.9 4.0	0.4 4.0	2.7 4.0	3.1 4.0	2.2 4.0

Table: 4.9.10.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS NATIONALITY

		2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLEMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 IFORM ADEQUACY AS A BASE F. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
	MEAN	4.4	4.2	4.7	4.9	4.7
	OBS	28.	34.	39.	38.	37.
	S.DEV	1.40	1.31	1.06	1.94	1.63
	CLASS	...	...	...	B	...
NON	MEAN	3.9	4.4	5.3	6.0	4.9
	OBS	25.	34.	36.	36.	35.
	S.DEV	1.64	1.37	1.27	1.18	1.52
	CLASS	...	...	...	A	...
F, F95%		1.5 4.0	0.4 4.0	2.1 4.0	9.1 4.0	0.4 4.0

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Table: 4.9.10.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS NATIONALITY

	3.1 OTHER UNIT PROBLEM UNDRSTAND	3.2 QUALITY OF SAME LEVEL COMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. THOUGH UNITS	3.7 AWARE OF HAPEENINGS IN ORG. EFFECT THERS.
MEAN	3.9	5.6	4.2	4.6	4.0	4.4	4.6
OBS	38.	40.	38.	36.	37.	37.	40.
S.DEV	1.96	1.85	2.02	1.57	1.00	1.95	2.00
CLASS	...	...	...	...	...	...	...
RCN MEAN	4.5	5.6	4.7	5.1	4.5	4.9	4.6
OBS	36.	37.	36.	35.	36.	35.	37.
S.DEV	1.65	1.55	1.28	1.29	1.60	1.20	1.64
CLASS	...	...	...	...	...	...	...
F, F95%	1.9 4.0	0.0 4.0	1.8 4.0	2.4 4.0	1.5 4.0	2.0 4.0	0.0 4.0

Table: 4.9.10.4

MEANS OF 4 MANAGEMENT STYLE ACROSS NATIONALITY

	4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCURMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM INCURAGEMENT	4.6 COMMUNIC. FROM ADOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
MEAN	4.9	4.2	5.6	4.7	4.7	5.0	5.3
OBS	37.	35.	38.	38.	38.	37.	36.
S.DEV	1.07	1.90	1.93	1.77	2.10	1.03	1.80
CLASS	...	D	...	...	D	...	...
MON MEAN	5.1	5.1	5.6	4.9	5.5	5.7	5.7
OBS	35.	33.	36.	36.	37.	36.	34.
S.DEV	1.52	1.20	1.51	1.51	1.50	1.12	1.25
CLASS	...	A	...	...	A	...	...
F, F95%	0.5 4.0	4.8 4.0	0.0 4.0	0.3 4.0	4.1 4.0	3.5 4.0	0.0 4.0

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Table: 4.9.10.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS NATIONALITY

	5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
MEAN	4.4	3.9	5.1	6.2	5.3
OBS	37.	36.	38.	36.	35.
S.DEV	1.79	1.05	1.70	1.14	1.64
CLASS	...	...	...	...	...
NON					
MEAN	5.1	4.6	5.7	6.6	5.4
OBS	36.	35.	36.	33.	34.
S.DEV	1.60	1.70	1.29	0.65	1.41
CLASS	...	...	...	...	...
F, F95%	2.7 4.0	2.0 4.0	2.6 4.0	3.0 4.0	0.1 4.0

Table: 4.9.10.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS NATIONALITY

	6.1 RESPONSE TO CHANGES IN BUSINESS ENVIROMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RAPIDITY RESPONSE VITALTY
MEAN	5.6	4.2	4.5	5.9	5.4
OBS	37.	39.	30.	30.	30.
S.DEV	1.37	1.00	2.00	1.45	1.72
CLASS	D	D	D	...	...
NON					
MEAN	6.2	5.2	5.5	6.5	5.9
OBS	35.	37.	36.	35.	36.
S.DEV	1.01	1.52	1.21	0.05	1.31
CLASS	A	A	A	...	...
F, F95%	4.5 4.0	6.9 4.0	6.0 4.0	3.7 4.0	1.9 4.0

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Table: 4.9.10.7

MEANS OF 7 COMPENSATION ACROSS NATIONALITY

	7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
MEAN	4.9	3.6	4.4	3.8	3.3
OBS	37.	38.	37.	38.	39.
S.DEV	1.79	1.90	1.97	1.96	1.94
CLASS	...	...	...	...	...
NON					
MEAN	5.3	3.7	4.0	4.1	3.4
OBS	29.	36.	35.	36.	36.
S.DEV	1.42	1.67	1.69	1.93	1.60
CLASS	...	...	...	...	...
F, F95%	0.8 4.0	0.2 4.0	0.9 4.0	0.3 4.0	0.1 4.0

Table: 4.9.10.8

MEANS OF 8 HUMAN RESOURCE DEVELOPMENT ACROSS NATIONALIT

	8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS	8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVLOPMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
MEAN	4.9	4.2	5.2	4.8	4.7	4.0
OBS	37.	39.	37.	39.	35.	39.
S.DEV	1.94	1.99	1.76	1.62	2.31	1.69
CLASS	...	...	...	...	...	...
NON						
MEAN	5.3	4.9	5.5	5.4	5.2	4.6
OBS	36.	37.	35.	35.	32.	36.
S.DEV	1.41	1.61	1.30	1.52	1.91	1.89
CLASS	...	...	...	...	...	...
F, F95%	1.2 4.0	2.9 4.0	0.9 4.0	2.3 4.0	0.9 4.0	2.4 4.0

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Table: 4.9.11.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS BASIC SALARY

		1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
NOT MORE THAN 200	MEAN	5.5	6.5	5.3	5.7	4.3	6.0
	OBS	2.	2.	3.	3.	3.	2.
	S.DEV	2.12	0.71	1.53	2.31	2.08	0.00
	CLASS	---	---	---	---	---	---
200 - 400	MEAN	5.5	4.7	5.3	5.0	5.0	4.8
	OBS	31.	31.	34.	33.	34.	28.
	S.DEV	1.52	1.68	1.57	2.02	1.95	2.06
	CLASS	---	---	---	---	---	---
400 - 600	MEAN	5.7	5.0	6.0	5.3	5.6	5.7
	OBS	31.	30.	31.	30.	29.	26.
	S.DEV	1.22	1.66	1.32	1.72	1.48	1.47
	CLASS	---	---	---	---	---	---
600 - 800	MEAN	5.0	4.0	4.0	4.0	4.8	3.0
	OBS	5.	5.	4.	5.	5.	3.
	S.DEV	1.00	1.64	2.06	1.73	2.17	2.00
	CLASS	---	---	---	---	---	---
800 - 1000	MEAN	4.0	---	5.0	4.0	7.0	5.0
	OBS	1.	---	1.	1.	1.	1.
	S.DEV	---	---	---	---	---	---
	CLASS	---	---	---	---	---	---
1000 - 1200	MEAN	4.0	3.0	5.0	5.0	5.0	4.5
	OBS	2.	2.	2.	2.	2.	2.
	S.DEV	0.00	0.00	0.00	1.41	1.41	0.71
	CLASS	---	---	---	---	---	---
F, F95%		1.0 2.4	1.3 2.5	1.1 2.3	0.5 2.3	0.0 2.3	1.6 2.4

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Table: 4.9.11.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS BASIC SALARY

	2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLMENT	2.3 SYSTEM PROVISION OF INFORM P.D. MAKING	2.4 IFORM ADEQUACY AS A BASE P. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
NOT MORE THAN 200					
MEAN	4.5	5.0	3.7	4.3	4.3
OBS	2.	2.	3.	3.	3.
S.DEV	0.71	0.00	2.31	2.52	0.58
CLASS	...	...	...	...	...
200 – 400					
MEAN	4.0	4.2	4.9	5.3	4.9
OBS	22.	31.	35.	34.	34.
S.DEV	1.62	1.48	1.67	1.78	1.82
CLASS	...	...	...	...	...
400 – 600					
MEAN	4.3	4.4	5.5	5.9	4.0
OBS	24.	20.	30.	30.	28.
S.DEV	1.63	1.31	1.31	1.41	1.47
CLASS	...	...	...	...	...
600 – 800					
MEAN	4.0	4.2	3.6	4.6	4.6
OBS	1.	5.	5.	5.	5.
S.DEV	1.00	1.10	1.82	2.07	1.14
CLASS	...	...	...	...	...
800 – 1000					
MEAN	...	4.0	4.0	6.0	6.0
OBS	...	1.	1.	1.	1.
S.DEV	...	...	...	...	...
CLASS	...	...	...	...	...
1000 – 1200					
MEAN	3.5	3.5	4.0	4.0	4.0
OBS	2.	2.	2.	2.	2.
S.DEV	0.71	0.71	0.00	1.41	0.00
CLASS	...	...	...	...	...
F, F95%	0.2 2.6	0.3 2.4	2.3 2.3	1.4 2.3	0.3 2.4

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Table: 4.9.11.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS BASIC SALARY

	3.1 OTHER UNIT PROBLEM UNDERSTAND.	3.2 QUALITY OF SAME LEVEL COMMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THGRS.
NOT MORE THAN 200							
MEAN	5.0	5.7	4.3	5.3	4.0	5.0	3.7
OBS	3.	3.	3.	3.	3.	3.	3.
S.DEV	2.65	2.31	2.08	1.15	1.73	2.65	2.52
CLASS	...	...	...	...	...	...	...
200 - 400							
MEAN	4.1	5.3	4.6	4.7	3.9	4.8	4.2
OBS	34.	36.	34.	32.	34.	33.	36.
S.DEV	1.92	2.03	1.93	1.66	1.70	1.73	2.06
CLASS	...	...	...	...	...	...	...
400 - 600							
MEAN	4.4	6.0	4.5	5.1	4.9	4.6	5.1
OBS	30.	31.	30.	29.	29.	29.	31.
S.DEV	1.60	1.28	1.48	1.16	1.50	1.50	1.33
CLASS	...	...	...	...	...	...	...
600 - 800							
MEAN	3.6	6.0	4.0	4.3	3.6	4.2	6.0
OBS	5.	5.	5.	4.	5.	5.	5.
S.DEV	1.67	1.22	2.00	2.22	2.07	1.92	1.22
CLASS	...	...	...	...	...	...	...
800 - 1000							
MEAN	1.0	4.0	3.0	6.0	5.0	4.0	3.0
OBS	1.	1.	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...	...
CLASS	...	...	...	...	...	...	...
1000 - 1200							
MEAN	4.0	6.0	3.5	4.5	3.0	4.0	5.0
OBS	2.	2.	2.	2.	2.	2.	2.
S.DEV	1.41	0.00	0.71	0.71	0.00	1.41	1.41
CLASS	...	...	...	...	...	...	...
F, F95%	1.0 2.3	0.8 2.3	0.4 2.3	0.7 2.4	1.6 2.3	0.2 2.4	1.9 2.3

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Table: 4.9.11.4

MEANS OF 4 MANAGEMENT STYLE ACROSS BASIC SALARY

	4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCURMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM ENCURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
NOT MORE THAN 200							
MEAN	3.3	2.7	3.7	2.7	2.7	5.0	4.3
OBS	3.	3.	3.	3.	3.	3.	3.
S.DEV	2.00	1.15	2.89	1.15	1.53	1.73	2.08
CLASS	...	...	...	...	...	...	...
200 - 400							
MEAN	5.2	4.5	5.4	4.4	4.8	5.4	5.5
OBS	33.	33.	34.	34.	34.	34.	33.
S.DEV	1.65	1.89	1.96	1.71	2.18	1.69	1.44
CLASS	...	...	...	...	...	...	...
400 - 600							
MEAN	5.2	5.1	5.9	5.3	5.6	5.6	5.9
OBS	29.	27.	30.	30.	31.	29.	28.
S.DEV	1.68	1.27	1.28	1.49	1.33	1.37	1.65
CLASS	...	...	...	...	...	...	...
600 - 800							
MEAN	4.2	3.8	5.8	4.6	4.6	4.6	3.8
OBS	5.	4.	5.	5.	5.	5.	4.
S.DEV	1.92	1.89	1.64	1.14	2.07	1.67	1.89
CLASS	...	...	...	...	...	...	...
800 - 1000							
MEAN	3.0	...	7.0	4.0	7.0	4.0	4.0
OBS	1.	...	1.	1.	1.	1.	1.
S.DEV	...	...	...	...	...	...	...
CLASS	...	...	...	...	...	...	...
1000 - 1200							
MEAN	5.0	4.5	6.0	4.5	4.5	5.0	5.0
OBS	2.	2.	2.	2.	2.	2.	2.
S.DEV	0.00	0.71	0.00	2.12	0.71	1.41	0.00
CLASS	...	...	...	...	...	...	...
F, F95%	1.3 2.4	1.9 2.5	1.1 2.3	2.2 2.3	2.1 2.3	0.6 2.3	2.0 2.4

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Table: 4.9.11.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS BASIC SALARY

	5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
NOT MORE THAN 200					
MEAN	4.3	3.0	5.3	5.0	5.0
OBS	3.	3.	3.	3.	3.
S.DEV	2.08	1.00	2.08	2.65	2.65
CLASS	---	---	---	---	A
200 - 400					
MEAN	4.8	4.0	5.0	6.5	5.3
OBS	32.	32.	34.	32.	32.
S.DEV	1.70	1.97	1.07	0.80	1.43
CLASS	---	---	---	---	A
400 - 600					
MEAN	4.9	4.0	5.7	6.5	5.8
OBS	31.	29.	30.	28.	28.
S.DEV	1.71	1.63	1.24	0.84	1.29
CLASS	---	---	---	---	A
600 - 800					
MEAN	4.2	3.6	6.0	5.8	3.8
OBS	5.	5.	5.	4.	4.
S.DEV	1.48	1.67	0.71	0.50	1.09
CLASS	---	---	---	---	A
800 - 1000					
MEAN	3.0	4.0	5.0	7.0	4.0
OBS	1.	1.	1.	1.	1.
S.DEV	---	---	---	---	---
CLASS	---	---	---	---	A
1000 - 1200					
MEAN	3.5	3.5	4.0	6.5	3.5
OBS	2.	2.	2.	2.	2.
S.DEV	0.71	0.71	0.00	0.71	0.71
CLASS	---	---	---	---	A
F, F95%	0.6 2.3	1.2 2.4	1.1 2.3	2.0 2.4	2.4 2.8

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Table: 4.9.11.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS BASIC SALARY

		6.1 RESPONSE TO CHANGES IN BUSINESS ENVIRONMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RABIDITY RESPONSE VITALITY
NOT MORE THAN 200	MEAN	6.0	4.0	4.7	6.0	5.3
	OBS	3.	3.	3.	3.	3.
	S.DEV	1.00	1.73	2.31	1.73	2.00
	CLASS	---	---	---	---	---
200 - 400	MEAN	5.6	4.4	4.8	6.1	5.5
	OBS	33.	34.	34.	33.	34.
	S.DEV	1.45	1.07	1.07	1.52	1.76
	CLASS	---	---	---	---	---
400 - 600	MEAN	6.2	5.3	5.4	6.4	5.9
	OBS	29.	31.	30.	31.	30.
	S.DEV	1.07	1.47	1.50	0.89	1.37
	CLASS	---	---	---	---	---
600 - 800	MEAN	5.6	3.6	4.0	6.2	5.2
	OBS	5.	5.	5.	5.	5.
	S.DEV	0.55	1.52	1.73	0.45	0.84
	CLASS	---	---	---	---	---
800 - 1000	MEAN	5.0	2.0	4.0	5.0	6.0
	OBS	1.	1.	1.	1.	1.
	S.DEV	---	---	---	---	---
	CLASS	---	---	---	---	---
1000 - 1200	MEAN	5.5	4.5	4.5	6.0	5.0
	OBS	2.	2.	2.	1.	2.
	S.DEV	0.71	0.71	0.71	---	0.00
	CLASS	---	---	---	---	---
F, F95%		0.8 2.4	2.1 2.3	0.9 2.3	0.5 2.3	0.4 2.3

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Table: 4.9.11.7

MEANS OF 7 COMPENSATION ACROSS BASIC SALARY

		7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
NOT MORE THAN 200	MEAN	5.5	1.3	1.3	1.3	2.0
	OBS	2.	3.	3.	3.	3.
	S.DEV	0.71	0.50	0.58	0.58	1.73
	CLASS	...	A	A	A	...
200 - 400	MEAN	4.8	3.3	3.9	3.4	3.4
	OBS	31.	34.	33.	34.	35.
	S.DEV	1.75	1.71	1.77	1.72	1.96
	CLASS	...	A	A	A	...
400 - 600	MEAN	5.5	4.3	4.9	4.0	3.7
	OBS	27.	30.	29.	30.	30.
	S.DEV	1.55	1.74	1.74	1.85	1.60
	CLASS	...	A	A	A	...
600 - 800	MEAN	4.6	3.6	4.6	3.6	2.8
	OBS	5.	5.	5.	5.	5.
	S.DEV	1.67	2.07	1.67	2.07	1.79
	CLASS	...	A	A	A	...
800 - 1000	MEAN	...	2.0	5.0	5.0	1.0
	OBS	...	1.	1.	1.	1.
	S.DEV	...	...	...	...	...
	CLASS	...		A	A	...
1000 - 1200	MEAN	5.5	4.5	4.0	5.0	2.5
	OBS	2.	2.	2.	2.	2.
	S.DEV	0.71	2.12	1.41	1.41	0.71
	CLASS	...	A	A	A	...
P, F95%		0.8 2.5	2.0 2.3	2.9 2.4	3.6 2.3	1.1 2.3

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Table: 4.9.11.8

MEANS OF A HUMAN RESOURCE DEVELOPEMENT ACROSS BASIC SALA

	8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS	8.4 OPPORTUNIT PROVISON & INDIVIDUAL DEVLOPEMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
NOT MORE THAN 200						
MEAN	5.0	5.0	4.0	3.0	4.3	4.3
OBS	1.	1.	1.	1.	3.	3.
S.DEV	1.00	1.73	2.00	0.00	3.06	1.53
CLASS	---	---	---	---	---	---
200 - 400						
MEAN	4.8	4.3	5.0	5.1	4.6	3.9
OBS	34.	35.	33.	34.	32.	35.
S.DEV	1.93	2.01	1.85	1.01	2.30	1.91
CLASS	---	---	---	---	---	---
400 - 600						
MEAN	5.4	4.7	5.8	5.4	5.4	4.8
OBS	29.	31.	29.	30.	25.	31.
S.DEV	1.62	1.03	1.26	1.30	1.05	1.77
CLASS	---	---	---	---	---	---
600 - 800						
MEAN	5.2	4.0	5.0	4.6	5.0	4.8
OBS	5.	5.	5.	5.	5.	4.
S.DEV	1.10	1.00	1.00	1.14	2.35	0.50
CLASS	---	---	---	---	---	---
800 - 1000						
MEAN	4.0	5.0	6.0	5.0	4.0	4.0
OBS	1.	1.	1.	1.	1.	1.
S.DEV	---	---	---	---	---	---
CLASS	---	---	---	---	---	---
1000 - 1200						
MEAN	5.0	4.5	5.5	4.0	6.0	2.0
OBS	2.	2.	2.	2.	2.	2.
S.DEV	0.00	0.71	0.71	1.41	0.00	0.00
CLASS	---	---	---	---	---	---
F, F95%	0.5 2.3	0.3 2.3	1.3 2.4	1.6 2.3	0.6 2.4	1.6 2.3

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Table: 4.9.12.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS BASIC+SOCIAL SALARY

	1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
200 - 400						
MEAN	5.6	5.1	5.3	4.4	4.3	4.6
OBS	7.	7.	9.	9.	9.	5.
S.DEV	1.27	1.46	1.32	2.24	1.66	1.34
CLASS	...	...	...	...	...	...
400 - 600						
MEAN	5.6	4.9	5.5	5.2	5.3	5.3
OBS	41.	40.	4?.	41.	42.	37.
S.DEV	1.45	1.75	1.56	1.03	1.81	1.92
CLASS	...	...	...	...	...	...
600 - 800						
MEAN	5.5	4.8	6.1	5.2	5.7	5.3
OBS	17.	17.	17.	17.	16.	15.
S.DEV	1.28	1.55	1.22	1.01	1.50	1.71
CLASS	...	...	...	...	...	...
800 - 1000						
MEAN	4.8	4.8	4.8	4.0	5.0	3.7
OBS	5.	4.	4.	5.	5.	3.
S.DEV	1.10	1.89	2.06	1.73	2.35	2.31
CLASS	...	...	...	...	...	...
1000 - 1200						
MEAN	4.0	3.0	5.0	5.0	5.0	4.5
OBS	2.	2.	2.	2.	2.	2.
S.DEV	0.00	0.00	0.00	1.41	1.41	0.71
CLASS	...	...	...	...	...	...
F, F95%	1.0 2.5	0.7 2.5	1.1 2.5	0.8 2.5	0.9 2.5	0.7 2.5

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Table: 4.9.12.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS BASIC+SOCIAL

	2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLMENT	2.3 SYSTEM PROVISION OF INFORM F.D.MAKING	2.4 IFORM ADEQUACY AS A BASE F. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
200 - 400					
MEAN	3.6	3.8	5.1	5.2	5.0
OBS	5.	6.	9.	9.	9.
S.DEV	1.67	1.60	1.90	1.86	1.58
CLASS	...	...	...	...	...
400 - 600					
MEAN	4.2	4.5	5.0	5.6	4.0
OBS	30.	41.	43.	42.	41.
S.DEV	1.71	1.40	1.63	1.81	1.79
CLASS	...	...	...	...	...
600 - 800					
MEAN	4.3	4.1	5.2	5.5	4.7
OBS	14.	15.	17.	17.	16.
S.DEV	1.27	1.22	1.42	1.23	1.20
CLASS	...	...	...	...	...
800 - 1000					
MEAN	4.5	4.4	3.8	4.6	5.0
OBS	2.	5.	5.	5.	5.
S.DEV	0.71	0.89	1.79	2.17	1.22
CLASS	...	...	...	...	...
1000 - 1200					
MEAN	3.5	3.5	4.0	4.0	4.0
OBS	2.	2.	2.	2.	2.
S.DEV	0.71	0.71	0.00	1.41	0.00
CLASS	...	...	...	...	...
F, F95%	0.3 2.6	0.6 2.5	0.9 2.5	0.6 2.5	0.2 2.5

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Table: 4.9.12.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS BASIC+SOCIAL SA

	3.1 OTHER UNIT PROBLEM UNDERSTAND.	3.2 QUALITY OF SAME LEVEL COMMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN CHG. EFFECT THERS.
200 - 400							
MEAN	4.6	5.1	4.2	4.5	4.0	4.8	3.8
OBS	9.	8.	9.	8.	9.	8.	9.
S.DEV	2.30	2.23	1.86	1.60	1.66	1.75	2.39
CLASS	---	---	---	---	---	---	---
400 - 600							
MEAN	4.3	5.7	4.6	5.0	4.4	4.7	4.6
OBS	42.	47.	42.	42.	42.	41.	45.
S.DEV	1.83	1.78	1.67	1.49	1.86	1.67	1.79
CLASS	---	---	---	---	---	---	---
600 - 800							
MEAN	4.1	5.5	4.5	4.9	4.4	4.6	4.8
OBS	17.	16.	17.	15.	16.	17.	17.
S.DEV	1.62	1.46	1.94	1.16	1.59	1.50	1.56
CLASS	---	---	---	---	---	---	---
800 - 1000							
MEAN	3.2	6.0	4.0	4.5	4.2	4.2	5.8
OBS	5.	5.	5.	4.	5.	5.	5.
S.DEV	2.05	1.22	2.00	2.30	1.92	1.92	1.64
CLASS	---	---	---	---	---	---	---
1000 - 1200							
MEAN	4.0	6.0	3.5	4.5	3.0	4.0	5.0
OBS	2.	2.	2.	2.	2.	2.	2.
S.DEV	1.41	0.00	0.71	0.71	0.00	1.41	1.41
CLASS	---	---	---	---	---	---	---
F, F95%	0.5 2.5	0.3 2.5	0.3 2.5	0.3 2.5	0.4 2.5	0.2 2.5	1.1 2.5

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Table: 4.9.12.4

MEANS OF 4 MANAGEMENT STYLE ACROSS BASIC+SOCIAL SALARY

		4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCURMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM ENCURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
200 - 400	MEAN	4.3	4.1	5.3	4.0	4.9	5.2	4.0
	OBS	8.	8.	9.	9.	9.	9.	8.
	S.DEV	2.12	2.23	2.12	2.00	2.42	1.30	1.98
	CLASS	...	...	...	...	...	...	...
400 - 600	MEAN	5.4	4.8	5.3	4.7	5.0	5.6	5.8
	OBS	42.	41.	42.	42.	43.	42.	41.
	S.DEV	1.55	1.71	1.86	1.69	1.93	1.65	1.43
	CLASS	...	...	...	...	...	...	...
600 - 800	MEAN	4.7	4.7	6.1	5.4	5.4	5.1	5.6
	OBS	16.	15.	17.	17.	17.	16.	16.
	S.DEV	1.70	1.22	1.30	1.33	1.54	1.36	1.67
	CLASS	...	...	...	...	...	...	...
800 - 1000	MEAN	4.0	3.7	6.6	4.4	5.0	4.6	3.5
	OBS	5.	3.	5.	5.	5.	5.	4.
	S.DEV	2.00	2.31	0.55	1.14	2.35	1.67	1.73
	CLASS	...	...	...	...	...	...	...
1000 - 1200	MEAN	5.0	4.5	6.0	4.5	4.5	5.0	5.0
	OBS	2.	2.	2.	2.	2.	2.	2.
	S.DEV	0.00	0.71	0.00	2.12	0.71	1.41	0.00
	CLASS	...	...	...	...	...	...	...
F, F95%		1.6 2.5	0.5 2.5	1.1 2.5	1.3 2.5	0.2 2.5	0.7 2.5	2.5 2.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS BASIC+SOCIAL S

	5.1 PERSONAL ACCOUNTABILITY	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
200 - 400					
MEAN	4.9	3.1	5.1	5.8	5.1
OBS	9.	8.	9.	8.	7.
S.DEV	2.09	1.96	1.83	1.67	1.77
CLASS	...	...	...	...	A
400 - 600					
MEAN	4.9	4.6	5.4	6.6	5.6
OBS	41.	41.	42.	40.	41.
S.DEV	1.78	1.82	1.71	0.74	1.47
CLASS	...	...	...	...	A
600 - 800					
MEAN	4.6	4.3	5.4	6.3	5.6
OBS	17.	16.	17.	16.	16.
S.DEV	1.46	1.61	1.32	0.95	1.15
CLASS	...	...	...	...	A
800 - 1000					
MEAN	4.0	3.6	5.0	6.0	3.5
OBS	5.	5.	5.	4.	4.
S.DEV	1.58	1.67	0.04	0.82	1.73
CLASS	...	...	...	...	A
1000 - 1200					
MEAN	3.5	3.5	4.0	6.5	3.5
OBS	2.	2.	2.	2.	2.
S.DEV	0.71	0.71	0.00	0.71	0.71
CLASS	...	...	...	...	A
F, P95%	0.6 2.5	1.4 2.5	0.5 2.5	1.6 2.5	2.8 2.5

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Table: 4.9.12.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS BASIC+SOCIAL SALAR

	6.1 RESPONSE TO CHANGES IN BUSINESS ENVIRONMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RAPIDITY RESPONSE VITALITY
200 - 400					
MEAN	5.6	4.8	4.2	5.9	5.1
OBS	8.	9.	9.	9.	9.
S_DEV	1.51	1.80	1.86	1.69	1.96
CLASS	--	--	--	--	--
400 - 600					
MEAN	6.1	4.7	5.3	6.2	5.0
OBS	42.	44.	42.	42.	42.
S_DEV	1.21	1.01	1.70	1.32	1.50
CLASS	--	--	--	--	--
600 - 800					
MEAN	5.4	5.1	4.9	6.5	5.5
OBS	16.	16.	17.	17.	17.
S_DEV	1.31	1.40	1.60	0.72	1.62
CLASS	--	--	--	--	--
800 - 1000					
MEAN	5.6	3.2	3.8	6.0	5.4
OBS	5.	5.	5.	5.	5.
S_DEV	0.55	1.64	1.64	0.71	0.89
CLASS	--	--	--	--	--
1000 - 1200					
MEAN	5.5	4.5	4.5	6.0	5.0
OBS	2.	2.	2.	1.	2.
S_DEV	0.71	0.71	0.71	--	0.00
CLASS	--	--	--	--	--
F, F95%	1.0 2.5	1.2 2.5	1.5 2.5	0.5 2.5	0.5 2.5

Table: 4.9.12.7

MEANS OF 7 COMPENSATION ACROSS BASIC+SOCIAL SALARY

		7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
200 - 400	MEAN	5.1	2.3	3.2	2.0	2.0
	OBS	7.	9.	9.	9.	9.
	S.DEV	1.60	1.41	2.11	2.20	2.13
	CLASS	...	...	...	...	...
400 - 600	MEAN	5.1	3.8	4.2	4.0	3.6
	OBS	38.	42.	41.	42.	43.
	S.DEV	1.73	1.77	1.76	1.05	1.71
	CLASS	...	...	...	...	...
600 - 800	MEAN	5.0	3.8	4.0	4.2	3.8
	OBS	16.	17.	16.	17.	17.
	S.DEV	1.55	1.92	1.90	1.91	1.75
	CLASS	...	...	...	...	...
800 - 1000	MEAN	4.8	3.6	5.2	4.2	2.4
	OBS	4.	5.	5.	5.	5.
	S.DEV	1.89	2.07	0.84	1.92	1.95
	CLASS	...	...	...	...	...
1000 - 1200	MEAN	5.5	4.5	4.0	5.0	2.5
	OBS	2.	2.	2.	2.	2.
	S.DEV	0.71	2.12	1.41	1.41	0.71
	CLASS	...	...	...	...	...
F, F95%		0.1 2.5	1.5 2.5	1.4 2.5	1.1 2.5	1.4 2.5

Table: 4.9.12.B

MEANS OF A HUMAN RESOURCE DEVELOPMENT ACROSS BASIC:SOCI

	8.1 PROMOT. OPPORTUNITY	8.2 QUALITY OF SEARCH FOR VACANCIES	8.3 SUCCESS IN DEVELOP- PEOPLE FOR BIGGER JOBS	8.4 OPORTUNIT PROVISON & INDIVIDUAL DEVLOPEMENT	8.5 JOB CHALLENGING	8.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
200 - 400						
MEAN	4.7	4.7	4.0	4.4	4.1	4.7
OBS	9.	9.	8.	9.	8.	9.
S.DEV	1.87	2.06	1.69	1.88	2.70	2.00
CLASS	...	...	...	...	...	...
400 - 600						
MEAN	5.1	4.5	5.6	5.2	4.9	4.1
OBS	42.	44.	42.	42.	39.	44.
S.DEV	1.82	1.96	1.55	1.61	2.15	1.94
CLASS	...	...	...	...	...	...
600 - 800						
MEAN	5.3	4.5	5.1	5.3	5.3	4.8
OBS	16.	17.	16.	17.	14.	16.
S.DEV	1.61	1.77	1.69	1.53	1.77	1.56
CLASS	...	...	...	...	...	...
800 - 1000						
MEAN	5.2	4.4	5.4	5.0	4.8	4.6
OBS	5.	5.	5.	5.	5.	5.
S.DEV	1.10	0.89	0.89	0.71	2.39	0.55
CLASS	...	...	...	...	...	...
1000 - 1200						
MEAN	5.0	4.5	5.5	4.0	6.0	2.0
OBS	2.	2.	2.	2.	2.	2.
S.DEV	0.00	0.71	0.71	1.41	0.00	0.00
CLASS	...	...	...	...	...	...
F, F95%	0.2 2.5	0.0 2.5	1.9 2.5	0.7 2.5	0.5 2.5	1.4 2.5

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Table: 4.9.13.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS BASIC+SOCIAL +TECHN

	1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS EASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
200 - 400						
MEAN	5.3	5.0	5.1	4.3	4.1	4.6
OBS	6.	6.	8.	8.	8.	5.
S.DEV	1.21	1.55	1.25	2.31	1.64	1.34
CLASS	---	---	AB	---	---	---
400 - 600						
MEAN	5.5	4.9	5.4	5.1	5.1	5.0
OBS	29.	20.	31.	29.	30.	25.
S.DEV	1.53	1.00	1.64	1.05	1.96	1.98
CLASS	---	---	A	---	---	---
600 - 800						
MEAN	5.8	4.9	6.2	5.5	5.0	5.8
OBS	26.	26.	26.	26.	26.	25.
S.DEV	1.17	1.42	1.16	1.50	1.27	1.40
CLASS	---	---	A	---	---	---
800 - 1000						
MEAN	5.1	5.2	5.4	4.3	5.7	3.3
OBS	7.	6.	7.	7.	6.	3.
S.DEV	1.46	1.72	1.40	2.14	1.06	2.08
CLASS	---	---	A	---	---	---
1000 - 1200						
MEAN	4.0	3.0	5.0	5.0	5.0	4.5
OBS	2.	2.	2.	2.	2.	2.
S.DEV	0.00	0.00	0.00	1.41	1.41	0.71
CLASS	---	---	AB	---	---	---
MORE THAN 1200						
MEAN	4.0	3.5	2.0	3.0	3.0	3.0
OBS	2.	2.	1.	2.	2.	2.
S.DEV	0.00	2.12	---	2.03	2.03	2.03
CLASS	---	---	B	---	---	---
F, F95%	1.4 2.4	0.8 2.4	2.6 2.3	1.4 2.3	2.1 2.3	2.1 2.4

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Table: 4.9.13.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS BASIC*SOCIAL

		2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 IFORM ADEQUACY AS A BASE F. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
200 - 400	MEAN	3.6	3.0	4.9	5.0	4.9
	OBS	5.	6.	8.	9.	8.
	S.DEV	1.67	1.60	1.89	1.85	1.64
	CLASS	---	---	---	---	---
400 - 600	MEAN	4.0	4.3	5.0	5.6	4.7
	OBS	20.	20.	31.	30.	29.
	S.DEV	1.61	1.43	1.79	1.77	1.81
	CLASS	---	---	---	---	---
600 - 800	MEAN	4.3	4.6	5.2	5.5	5.1
	OBS	22.	29.	26.	26.	25.
	S.DEV	1.62	1.13	1.27	1.63	1.41
	CLASS	---	---	---	---	---
800 - 1000	MEAN	5.0	4.0	4.9	5.9	4.7
	OBS	3.	7.	7.	7.	7.
	S.DEV	0.00	1.53	1.46	0.69	1.30
	CLASS	---	---	---	---	---
1000 - 1200	MEAN	3.5	3.5	2.5	4.0	4.0
	OBS	2.	2.	2.	2.	2.
	S.DEV	0.71	0.71	2.12	1.41	0.00
	CLASS	---	---	---	---	---
MORE THAN 1200	MEAN	4.0	4.0	2.5	3.5	4.0
	OBS	1.	2.	2.	2.	2.
	S.DEV	---	1.41	2.12	3.54	1.41
	CLASS	---	---	---	---	---
P, F95%		0.4 2.4	0.7 2.4	1.3 2.3	1.1 2.3	0.4 2.4

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Table: 4.9.13.3

MEANS OF 3 ORGANIZAT. INTEGRATION ACROSS BASIC+SOCIAL +T

	3.1 OTHER UNIT PROBLEM UNDRSTAND	3.2 QUALITY OF SAME LEVEL COMMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERN OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THERS.
200 - 400							
MEAN	4.6	5.1	4.1	4.5	3.8	4.6	3.9
OBS	8.	8.	8.	8.	8.	7.	8.
S.DEV	2.45	2.23	1.96	1.60	1.50	1.81	2.53
CLASS	...	...	...	...	...	...	...
400 - 600							
MEAN	4.1	5.3	4.5	4.0	4.1	4.6	4.3
OBS	30.	33.	30.	29.	30.	30.	32.
S.DEV	1.76	2.01	1.70	1.53	1.06	1.60	1.92
CLASS	...	...	...	...	...	...	...
600 - 800							
MEAN	4.7	6.1	4.6	5.2	4.8	5.0	5.2
OBS	26.	26.	26.	24.	25.	25.	27.
S.DEV	1.57	1.06	1.50	1.22	1.52	1.54	1.25
CLASS	...	...	...	...	...	...	...
800 - 1000							
MEAN	7.1	5.3	4.4	5.3	4.6	4.4	4.3
OBS	7.	7.	7.	7.	7.	7.	7.
S.DEV	2.04	1.70	1.01	1.25	1.90	1.51	1.90
CLASS	...	...	...	...	...	...	...
1000 - 1200							
MEAN	4.0	6.0	3.5	4.5	3.0	4.0	5.0
OBS	2.	2.	2.	2.	2.	2.	2.
S.DEV	1.41	0.00	0.71	0.71	0.00	1.41	1.41
CLASS	...	...	...	...	...	...	...
MORE THAN 1200							
MEAN	2.5	6.5	3.0	1.0	2.5	3.0	6.5
OBS	2.	2.	2.	1.	2.	2.	2.
S.DEV	2.12	0.71	2.03	---	2.12	2.03	0.71
CLASS	...	...	...	...	...	...	...
F, F95%	1.3 2.3	0.9 2.3	0.5 2.3	2.1 2.4	1.8 2.3	0.8 2.4	1.7 2.3

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Table: 4.9.13.4

MEANS OF 4 MANAGEMENT STYLE ACROSS BASIC+SOCIAL +TECHN S

	4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCURMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM INCURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
200 - 400							
MEAN	4.3	4.1	5.1	3.6	4.6	5.0	4.0
OBS	8.	8.	8.	8.	8.	8.	8.
S.DEV	2.12	2.23	2.17	1.77	2.45	1.20	1.90
CLASS	---	---	---	---	---	---	AB
400 - 600							
MEAN	5.3	4.5	5.4	4.5	4.6	5.4	5.7
OBS	29.	29.	30.	30.	31.	30.	29.
S.DEV	1.65	1.77	1.87	1.68	2.01	1.77	1.26
CLASS	---	---	---	---	---	---	A
600 - 800							
MEAN	5.4	5.1	5.7	5.3	5.6	5.7	5.9
OBS	25.	25.	26.	26.	26.	25.	26.
S.DEV	1.12	1.35	1.67	1.54	1.55	1.25	1.40
CLASS	---	---	---	---	---	---	A
800 - 1000							
MEAN	4.0	4.3	6.0	4.9	5.9	4.9	4.3
OBS	7.	3.	7.	7.	7.	7.	4.
S.DEV	2.00	1.15	0.95	1.46	1.07	1.57	2.50
CLASS	---	---	---	---	---	---	AB
1000 - 1200							
MEAN	5.0	4.5	6.0	4.5	4.5	5.0	5.0
OBS	2.	2.	2.	2.	2.	2.	2.
S.DEV	0.00	0.71	0.00	2.12	0.71	1.41	0.00
CLASS	---	---	---	---	---	---	AB
MORE THAN 1200							
MEAN	3.0	3.0	6.5	4.5	3.0	4.0	2.5
OBS	2.	2.	2.	2.	2.	2.	2.
S.DEV	2.83	2.83	0.71	0.71	2.83	2.83	2.12
CLASS	---	---	---	---	---	---	B
F, F95%	1.9 / 2.0	0.9 / 2.4	0.6 / 2.3	1.5 / 2.3	1.7 / 2.3	0.8 / 2.3	3.0 / 2.4

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Table: 4.9.13.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS BASIC+SOCIAL +

	5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE OF RESULTS NEEDED
200 - 400					
MEAN	4.8	3.1	5.3	5.0	5.1
OBS	8.	8.	8.	8.	7.
S.DEV	2.19	1.96	1.91	1.67	1.77
CLASS	---	---	---	---	A
400 - 600					
MEAN	4.6	4.2	5.0	6.5	5.4
OBS	30.	20.	30.	20.	29.
S.DEV	1.79	1.03	1.01	0.84	1.48
CLASS	---	---	---	---	A
600 - 800					
MEAN	5.0	5.0	5.7	6.6	5.0
OBS	25.	25.	26.	26.	26.
S.DEV	1.55	1.55	1.29	0.64	1.10
CLASS	---	---	---	---	A
800 - 1000					
MEAN	4.9	3.6	5.9	6.0	4.0
OBS	7.	7.	7.	4.	4.
S.DEV	1.57	1.40	1.07	1.41	1.71
CLASS	---	---	---	---	AB
1000 - 1200					
MEAN	3.5	3.5	4.0	6.5	3.5
OBS	2.	2.	2.	2.	2.
S.DEV	0.71	0.71	0.00	0.71	0.71
CLASS	---	---	---	---	AB
MORE THAN 1200					
MEAN	3.0	3.0	6.0	5.5	2.5
OBS	2.	2.	2.	2.	2.
S.DEV	1.41	2.83	1.41	0.71	2.12
CLASS	---	---	---	---	B
F, P95%	0.0 2.3	2.1 2.4	0.9 2.3	1.6 2.4	2.9 2.4

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Table: 4.9.13.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS BASIC+SOCIAL +TECH

	6.1 RESPONSE TO CHANGES IN BUSINESS ENVIRONMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RABIDITY RESPONSE VITALTY
200 – 400					
MEAN	5.6	4.4	4.3	5.8	5.1
OBS	8.	8.	8.	8.	8.
S.DEV	1.51	2.00	1.96	1.75	2.10
CLASS	---	---	---	---	---
400 – 600					
MEAN	6.0	4.5	5.1	6.1	5.5
OBS	29.	32.	30.	30.	30.
S.DEV	1.30	1.87	1.83	1.44	1.63
CLASS	---	---	---	---	---
600 – 800					
MEAN	5.9	5.2	5.5	6.5	6.1
OBS	25.	25.	26.	26.	26.
S.DEV	1.12	1.30	1.24	0.81	1.23
CLASS	---	---	---	---	---
800 – 1000					
MEAN	5.3	4.0	4.4	6.1	5.4
OBS	7.	7.	7.	7.	7.
S.DEV	1.38	2.00	1.90	0.90	1.62
CLASS	---	---	---	---	---
1000 – 1200					
MEAN	5.5	4.5	4.5	6.0	5.0
OBS	2.	2.	2.	1.	2.
S.DEV	0.71	0.71	0.71	---	0.00
CLASS	---	---	---	---	---
MORE THAN 1200					
MEAN	5.5	3.5	2.5	6.0	4.5
OBS	2.	2.	2.	2.	2.
S.DEV	0.71	2.12	2.12	0.00	0.71
CLASS	---	---	---	---	---
F, F95%	0.5 2.4	1.0 2.3	2.0 2.3	0.7 2.3	1.0 2.3

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Table: 4.9.13.7

MEANS OF 7 COMPENSATION ACROSS BASIC+SOCIAL +TECHN SALAR

		7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
200 - 400	MEAN	5.1	2.4	2.8	2.3	2.6
	OBS	7.	8.	8.	8.	8.
	S.DEV	1.69	1.51	1.67	1.75	2.20
	CLASS	---	---	B	A	---
400 - 600	MEAN	5.0	3.3	3.6	3.5	3.5
	OBS	27.	30.	29.	30.	31.
	S.DEV	1.07	1.79	1.72	1.72	1.69
	CLASS	---	---	B	A	---
600 - 800	MEAN	5.3	4.3	5.3	4.7	3.7
	OBS	23.	26.	25.	26.	26.
	S.DEV	1.22	1.62	1.65	1.89	1.72
	CLASS	---	---	A	A	---
800 - 1000	MEAN	5.2	3.3	4.9	4.0	3.3
	OBS	6.	7.	7.	7.	7.
	S.DEV	2.14	2.21	1.35	2.00	2.36
	CLASS	---	---	AB	A	---
1000 - 1200	MEAN	5.5	4.5	4.0	5.0	2.5
	OBS	2.	2.	2.	2.	2.
	S.DEV	0.71	2.12	1.41	1.41	0.71
	CLASS	---	---	AB	A	---
MORE THAN 1200	MEAN	3.5	5.0	5.0	5.0	2.5
	OBS	2.	2.	2.	2.	2.
	S.DEV	2.12	1.41	1.41	1.41	2.12
	CLASS	---	---	AB	A	---
F, F95%		0.5 2.4	2.2 2.3	4.4 2.4	3.0 2.3	0.6 2.3

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Table: 4.9.13.B

MEANS OF B HUMAN RESOURCE DEVELOPMENT ACROSS BASIC+SOCI

		B.1 PROMOT. OPPORTUNITY	B.2 QUALITY OF SEARCH FOR VACANCIES	B.3 SUCCESS IN DEVELOP. PEOPLE FOR HIGHER JOBS	B.4 OPORTUNIT PROVISON & INDIVIDUAL DEVLOPEMENT	B.5 JOB CHALLENGING	B.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
200 - 400	MEAN	4.4	4.6	4.0	4.1	4.1	4.4
	OBS	8.	8.	8.	8.	8.	8.
	S.DEV	1.77	2.20	1.69	1.73	2.70	1.92
	CLASS	---	---	---	---	---	---
400 - 600	MEAN	5.1	4.2	5.3	5.1	4.7	4.0
	OBS	30.	32.	29.	31.	27.	32.
	S.DEV	1.90	2.00	1.71	1.77	2.32	1.09
	CLASS	---	---	---	---	---	---
600 - 800	MEAN	5.4	4.6	5.7	5.4	5.2	4.8
	OBS	25.	26.	25.	25.	23.	25.
	S.DEV	1.47	1.71	1.46	1.39	1.73	1.81
	CLASS	---	---	---	---	---	---
800 - 1000	MEAN	5.0	4.9	5.4	5.3	6.2	4.9
	OBS	7.	7.	7.	7.	6.	7.
	S.DEV	2.08	1.46	1.27	0.95	1.17	1.35
	CLASS	---	---	---	---	---	---
1000 - 1200	MEAN	5.0	4.5	5.5	4.0	6.0	2.0
	OBS	2.	2.	2.	2.	2.	2.
	S.DEV	0.00	0.71	0.71	1.41	0.00	0.00
	CLASS	---	---	---	---	---	---
MORE THAN 1200	MEAN	5.0	3.5	5.0	5.0	3.5	4.5
	OBS	2.	2.	2.	2.	2.	2.
	S.DEV	0.00	0.71	1.41	1.41	3.54	0.71
	CLASS	---	---	---	---	---	---
F, F95%		0.4 2.3	0.5 2.3	1.4 2.4	1.1 2.3	1.1 2.4	1.3 2.3

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Table: 4.9.14.1

MEANS OF 1 ORGANIZAT. CLARITY ACROSS TOTAL SALARY

		1.1 GOALS RELATED TO EVERY DAY FUNC	1.2 GOALS CLEARANCE	1.3 PLANNING FORMALITY	1.4 PLANNING LENGTH	1.5 VIEW RANGE LENGTH AS BASE FOR DEC. MAKING	1.6 PLAN DEFINIT. TO MEET GOALS
200 - 400	MEAN	5.3	5.0	5.1	4.3	4.1	4.6
	OBS	6.	6.	8.	8.	8.	5.
	S.DEV	1.21	1.55	1.25	2.31	1.64	1.34
	CLASS	---	---	---	---	---	---
400 - 600	MEAN	5.6	5.0	5.2	5.1	5.1	5.2
	OBS	25.	24.	27.	25.	26.	22.
	S.DEV	1.94	1.01	1.66	1.01	1.99	1.92
	CLASS	---	---	---	---	---	---
600 - 800	MEAN	5.6	4.7	6.2	5.6	5.4	5.0
	OBS	17.	17.	17.	17.	17.	15.
	S.DEV	1.41	1.65	1.09	1.54	1.50	2.00
	CLASS	---	---	---	---	---	---
800 - 1000	MEAN	5.5	5.1	5.9	5.3	5.9	6.1
	OBS	11.	10.	11.	11.	11.	10.
	S.DEV	1.21	1.45	1.22	1.68	1.22	0.74
	CLASS	---	---	---	---	---	---
1000 - 1200	MEAN	5.2	4.7	5.7	4.9	6.0	5.5
	OBS	9.	9.	9.	9.	8.	6.
	S.DEV	1.40	1.66	1.41	1.62	0.93	1.38
	CLASS	---	---	---	---	---	---
MORE THAN 1200	MEAN	4.8	4.3	4.7	3.5	3.8	2.8
	OBS	4.	4.	3.	4.	4.	4.
	S.DEV	1.50	2.22	2.52	3.00	2.75	2.06
	CLASS	---	---	---	---	---	---
F, F95%		0.4 2.4	0.2 2.4	1.6 2.3	1.2 2.3	2.0 2.3	2.3 2.4

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Table: 4.9.14.2

MEANS OF 2 DECISION MAKING STRUCTURE ACROSS TOTAL SALARY

	2.1 REPORT SY EFFECT ON STRATEGY IMPLEMENT.	2.2 REPORT SY EFFECT ON GOAL IMPLMENT	2.3 SYSTEM PROVISION OF INFORM F.D. MAKING	2.4 INFORM ADEQUACY AS A BASE F. DECISIONS	2.5 REPORT SY EFFECT ON COORDINAT.
200 - 400					
MEAN	3.8	3.8	4.9	5.0	4.9
OBS	5.	6.	8.	8.	8.
S.DEV	1.67	1.60	1.89	1.05	1.64
CLASS	...	...	...	...	...
400 - 600					
MEAN	3.9	4.2	4.4	5.6	4.6
OBS	19.	24.	27.	26.	25.
S.DEV	1.39	1.34	1.80	1.79	1.66
CLASS	...	...	...	...	...
600 - 800					
MEAN	4.5	4.5	5.1	5.4	5.1
OBS	17.	16.	17.	17.	17.
S.DEV	1.66	1.26	1.45	1.46	1.62
CLASS	...	...	...	...	...
800 - 1000					
MEAN	4.8	4.5	5.5	5.9	4.7
OBS	8.	10.	11.	11.	10.
S.DEV	1.49	1.08	1.13	1.22	1.57
CLASS	...	...	...	...	...
1000 - 1200					
MEAN	5.0	4.4	4.8	5.2	5.1
OBS	5.	9.	9.	9.	9.
S.DEV	1.58	1.74	1.20	2.05	1.62
CLASS	...	...	...	...	...
MORE THAN 1200					
MEAN	4.7	4.0	3.8	4.8	4.3
OBS	3.	4.	4.	4.	4.
S.DEV	0.58	1.15	2.50	2.63	0.96
CLASS	...	...	...	...	...
F.	0.9	0.4	0.7	0.5	0.4
F95%.	2.4	2.4	2.3	2.3	2.4

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Table: 4.9.14.3

MEANS OF 1 ORGANIZAT. INTEGRATION ACROSS TOTAL SALARY

	3.1 OTHER UNIT PROBLEM UNDRSTAND	3.2 QUALITY OF SAME LEVEL COMUNICAT.	3.3 QUALITY OF TOTAL COMMUNICAT.	3.4 MANAGERS CLEARANCE OF INTERR OTHERS JOB	3.5 GOALS UNDERSTAND. BETWEEN UNITS	3.6 COOPERAT. TROUGH UNITS	3.7 AWARE OF HAPPENINGS IN ORG. EFFECT THERS.
200 - 400							
MEAN	4.6	5.1	4.1	4.5	3.8	4.6	3.9
OBS	8.	8.	8.	8.	8.	7.	8.
S.DEV	2.45	2.23	1.96	1.60	1.50	1.01	2.53
CLASS	...	...	...	...	...	...	...
400 - 600							
MEAN	4.0	5.3	4.4	4.7	4.0	4.5	4.2
OBS	26.	29.	26.	25.	26.	26.	28.
S.DEV	1.65	2.05	1.70	1.54	1.82	1.60	1.93
CLASS	...	...	...	...	...	...	...
600 - 800							
MEAN	4.4	5.9	4.4	4.8	4.4	5.1	5.1
OBS	17.	16.	17.	15.	16.	17.	17.
S.DEV	1.58	1.34	1.77	1.15	1.45	1.52	1.41
CLASS	...	...	...	...	...	...	...
800 - 1000							
MEAN	4.5	5.7	5.0	5.4	5.4	5.2	4.8
OBS	11.	12.	11.	11.	11.	10.	12.
S.DEV	2.07	1.07	1.48	1.03	1.36	1.32	1.29
CLASS	...	...	...	...	...	...	...
1000 - 1200							
MEAN	4.2	6.4	4.3	5.3	4.3	4.6	5.2
OBS	9.	9.	9.	9.	9.	9.	9.
S.DEV	1.86	0.53	1.50	1.50	2.18	1.67	1.99
CLASS	...	...	...	...	...	...	...
MORE THAN 1200							
MEAN	2.8	5.3	4.0	4.3	3.5	3.3	5.5
OBS	4.	4.	4.	3.	4.	4.	4.
S.DEV	2.06	2.22	2.50	3.06	2.08	2.06	1.29
CLASS	...	...	...	...	...	...	...
F, F95%	0.8 2.3	0.9 2.3	0.3 2.3	0.7 2.4	1.3 2.3	1.1 2.4	1.2 2.3

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Table: 4.9.14.4

MEANS OF 4 MANAGEMENT STYLE ACROSS TOTAL SALARY

		4.1 INDEPEND. TO CARRY RESPONSIBILIT	4.2 RISK INCUMENT FOR EFFECTIVENESS	4.3 OPEN DISCUSSION ENCOURAGEMENT	4.4 JOB INNOVAT. ENCOURAGEMENT	4.5 CONSTRUCT CRITICISM ENCOURAGEMENT	4.6 COMMUNIC. FROM ABOVE	4.7 MANAGEM. SUPPORT FOR MANAGERS
200 - 400	MEAN	4.3	4.1	5.1	3.6	4.6	5.0	4.0
	OBS	8.	8.	8.	8.	8.	8.	8.
	S.DEV	2.12	2.23	2.17	1.77	2.45	1.20	1.98
	CLASS	...	...	...	...	...	...	AB
400 - 600	MEAN	5.3	4.5	5.5	4.4	4.5	5.5	5.0
	OBS	25.	25.	26.	26.	27.	26.	25.
	S.DEV	1.68	1.76	1.75	1.63	2.03	1.73	1.27
	CLASS	...	...	...	...	...	...	A
600 - 800	MEAN	5.3	5.1	5.4	5.2	5.4	5.4	5.0
	OBS	16.	17.	17.	17.	17.	16.	17.
	S.DEV	1.45	1.56	2.06	1.05	1.70	1.50	1.30
	CLASS	...	...	...	...	...	...	A
800 - 1000	MEAN	5.2	5.0	5.8	5.2	5.9	5.7	5.9
	OBS	11.	8.	11.	11.	11.	11.	10.
	S.DEV	1.40	0.76	1.25	0.87	1.14	1.01	1.10
	CLASS	...	...	...	...	...	...	A
1000 - 1200	MEAN	5.0	4.7	6.2	5.2	5.4	5.3	5.1
	OBS	9.	7.	9.	9.	9.	9.	7.
	S.DEV	1.41	1.60	1.10	1.72	1.51	1.66	2.04
	CLASS	...	...	...	...	...	...	AB
MORE THAN 1200	MEAN	3.0	3.5	6.3	5.0	4.5	4.5	3.3
	OBS	4.	4.	4.	4.	4.	4.	4.
	S.DEV	2.31	1.91	0.96	1.41	2.52	2.30	2.07
	CLASS	...	...	...	...	...	...	B
F, F95%		1.8 2.4	0.8 2.4	0.6 2.3	1.6 2.3	1.3 2.3	0.5 2.3	2.5 2.4

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Table: 4.9.14.5

MEANS OF 5 PERFORMANCE ORIENTATION ACROSS TOTAL SALARY

	5.1 PERSONAL ACCOUNTABILIT	5.2 CLEARANCE OF PERFORMANCE MEASURES	5.3 HIGH PERFORMANCE EXPECTATATION FROM MANAGERS	5.4 ORGANIZ. GOAL CHALLENGING	5.5 MANAG CLEARANCE CF RESULTS NEEDED
200 - 400					
MEAN	4.8	3.1	5.1	5.0	5.1
OBS	8.	8.	8.	8.	7.
S.DEV	2.19	1.96	1.91	1.67	1.77
CLASS	...	...	...	...	...
400 - 600					
MEAN	4.1	4.1	5.0	6.4	5.4
OBS	26.	24.	26.	24.	25.
S.DEV	1.81	1.04	1.85	0.00	1.53
CLASS	...	...	...	...	...
600 - 800					
MEAN	4.8	4.8	5.3	6.6	5.0
OBS	16.	16.	17.	17.	17.
S.DEV	1.47	1.52	1.36	0.71	0.97
CLASS	...	...	...	...	...
800 - 1000					
MEAN	5.0	4.9	6.0	6.8	5.1
OBS	11.	11.	11.	10.	10.
S.DEV	1.73	1.70	0.89	0.42	1.52
CLASS	...	...	...	...	...
1000 - 1200					
MEAN	4.9	4.2	5.2	6.6	5.4
OBS	9.	9.	9.	7.	7.
S.DEV	1.45	1.79	1.48	0.53	1.51
CLASS	...	...	...	...	...
MORE THAN 1200					
MEAN	4.0	3.5	6.5	5.5	3.8
OBS	4.	4.	4.	4.	4.
S.DEV	2.16	1.91	1.00	1.24	2.50
CLASS	...	...	...	...	...
F, F95%	0.7	1.5	1.1	2.2	1.3
	2.3	2.4	2.3	2.4	2.4

Table: 4.9.14.6

MEANS OF 6 ORGANIZAT. VITALITY ACROSS TOTAL SALARY

		6.1 RESPONSE TO CHANGES IN BUSINESS ENVIROMENT	6.2 DECISION MAKING INNOVATIVITY	6.3 DECISION MAKING TIMING	6.4 ORGANIZ. PACESETTING	6.5 URGENCY RAPIDITY RESPONSE VITALTY
200 - 400	MEAN	5.6	4.4	4.1	5.0	5.1
	OBS	8.	8.	8.	8.	8.
	S.DEV	1.51	2.00	1.96	1.75	2.10
	CLASS	...	...	...	...	...
400 - 600	MEAN	6.1	4.5	5.2	6.0	5.3
	OBS	25.	28.	26.	26.	26.
	S.DEV	1.20	1.91	1.83	1.46	1.67
	CLASS	...	...	...	...	...
600 - 800	MEAN	5.7	5.0	5.1	6.5	5.9
	OBS	16.	16.	17.	17.	17.
	S.DEV	1.25	1.41	1.50	0.87	1.36
	CLASS	...	...	...	...	...
800 - 1000	MEAN	5.8	4.8	5.4	6.4	6.4
	OBS	11.	11.	11.	11.	11.
	S.DEV	1.17	1.54	1.12	0.81	0.81
	CLASS	...	...	...	...	...
1000 - 1200	MEAN	5.9	4.7	5.1	6.4	5.6
	OBS	9.	9.	9.	8.	9.
	S.DEV	1.05	1.80	1.54	1.06	1.59
	CLASS	...	...	...	...	...
MORE THAN 1200	MEAN	5.3	4.3	3.5	6.0	5.3
	OBS	4.	4.	4.	4.	4.
	S.DEV	1.71	2.22	2.65	0.82	1.26
	CLASS	...	...	...	...	...
F, F95%		0.5 2.4	0.3 2.3	1.2 2.3	0.6 2.3	1.0 2.3

Table: 4.9.14.7

MEANS OF 7 COMPENSATION ACROSS TOTAL SALARY

		7.1 ORGANIZ. BENEFITS COMPET WITH SIMILAR	7.2 COMPENSAT SATISFACTION	7.3 PAY COMPETITIVE WITH SIMILARS IN ORGANIZ.	7.4 PAY COMPETITIVE WITH SIMILARS OUTSIDE ORGAN	7.5 COMPENSAT PERFORMANCE RELATATION
200 - 400	MEAN	5.1	2.4	2.0	2.3	2.6
	OBS	7.	8.	8.	8.	8.
	S.DEV	1.68	1.51	1.67	1.75	2.20
	CLASS	---	B	C	C	---
400 - 600	MEAN	4.9	3.1	3.4	3.3	3.3
	OBS	23.	26.	26.	26.	27.
	S.DEV	1.88	1.70	1.70	1.71	1.63
	CLASS	---	B	BC	BC	---
600 - 800	MEAN	4.9	3.0	4.9	3.9	3.4
	OBS	16.	17.	15.	17.	17.
	S.DEV	1.31	1.60	1.88	1.70	1.50
	CLASS	---	AB	AB	D	---
800 - 1000	MEAN	5.7	4.7	5.7	5.5	4.5
	OBS	9.	11.	11.	11.	11.
	S.DEV	1.12	1.49	0.79	1.21	1.06
	CLASS	---	A	A	A	---
1000 - 1200	MEAN	5.5	4.4	4.9	4.0	3.1
	OBS	8.	9.	9.	9.	9.
	S.DEV	1.93	1.80	1.62	2.05	1.96
	CLASS	---	AB	AB	AB	---
MORE THAN 1200	MEAN	4.8	4.5	5.0	5.3	3.0
	OBS	4.	4.	4.	4.	4.
	S.DEV	2.06	2.65	0.02	1.50	2.45
	CLASS	---	AB	AB	AB	---
F, F95%		0.5 2.4	1.0 2.3	5.6 2.4	5.0 2.3	1.2 2.3

"DSTPROQ :MACC   09/07/84 18:31:37"

Table: 4.9.14.8

MEANS OF A HUMAN RESOURCE DEVELOPEMENT ACROSS TOTAL SALA

	B.1 PROMOT. OPPORTUNITY	B.2 QUALITY OF SEARCH FOR VACANCIES	B.3 SUCCESS IN DEVELOP. PEOPLE FOR BIGGER JOBS	B.4 OPORTUNIT PROVISON & INDIVIDUAL DEVLOPEMENT	B.5 JOB CHALLENGING	B.6 MATCH BET MANAG. TALENT & THEIR JOB DEMAND
200 - 400						
MEAN	4.4	4.6	4.0	4.1	4.1	4.4
OBS	8.	8.	8.	8.	8.	8.
S.DEV	1.77	2.20	1.69	1.73	2.70	1.92
CLASS	...	...	...	...	...	...
400 - 600						
MEAN	5.1	4.2	5.2	5.0	4.7	3.6
OBS	26.	20.	25.	27.	23.	20.
S.DEV	1.90	2.02	1.71	1.72	2.40	1.73
CLASS	...	...	...	...	...	...
600 - 800						
MEAN	5.1	4.4	5.3	4.9	5.0	4.8
OBS	16.	17.	16.	17.	16.	16.
S.DEV	1.49	1.69	1.62	1.68	1.79	1.47
CLASS	...	...	...	...	...	...
800 - 1000						
MEAN	5.0	5.5	5.9	5.9	5.0	5.4
OBS	11.	11.	11.	10.	10.	11.
S.DEV	1.61	1.51	1.22	0.00	1.70	1.80
CLASS	...	...	...	...	...	...
1000 - 1200						
MEAN	5.2	4.7	5.8	5.2	6.3	4.0
OBS	9.	9.	9.	9.	7.	9.
S.DEV	1.92	1.32	1.30	1.30	0.76	2.10
CLASS	...	...	...	...	...	...
MORE THAN 1200						
MEAN	5.5	4.3	5.5	5.5	5.3	4.8
OBS	9.	9.	9.	9.	9.	9.
S.DEV	1.00	1.09	1.29	1.29	2.07	1.71
CLASS	...	...	...	...	...	...
F, F95%	0.4 2.3	1.0 2.3	1.6 2.4	1.3 2.3	0.9 2.4	2.0 2.3

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Table: 4.10.1   Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 18, 1985

Item	TMC	MEC	MPC	MD	PHARMACI
Q1	5.86±0.20: 7	4.67±1.35: 15	5.29±0.16: 90	5.39±0.32: 18	4.00±1.00: 2
Q2	5.00±0.58: 7	4.33±1.25: 15	4.75±0.18: 88	4.78±0.41: 18	4.00±1.00: 2
Q3	5.71±0.28: 7	5.46±1.25: 15	4.52±0.16: 93	4.71±0.36: 17	4.00±2.00: 2
Q4	5.14±0.40: 7	5.13±1.36: 15	4.92±0.20: 89	4.94±0.49: 18	3.00±1.00: 2
Q5	6.29±0.29: 7	5.53±1.36: 15	5.13±0.19: 91	5.33±0.42: 18	6.00± : 1
Q6	6.00±0.22: 7	5.53±0.35: 15	4.93±0.21: 79	5.24±0.47: 17	3.00± : 1
Q7	5.29±0.53: 5	4.13±1.42: 15	4.17±0.19: 64	4.23±0.44: 13	3.00± : 1
Q8	5.50±0.51: 6	5.20±1.46: 15	4.29±0.15: 87	4.59±0.32: 17	2.00±1.00: 2
Q9	3.20±0.62: 7	4.80±1.17: 15	4.94±0.16: 93	4.83±0.38: 18	3.50±0.50: 2
Q10	4.83±0.61: 7	4.67±1.19: 15	5.33±0.18: 93	5.44±0.49: 18	3.00±0.00: 2
Q11	5.00±0.68: 6	5.33±1.30: 15	4.85±0.17: 89	4.82±0.37: 17	2.00±1.00: 2
Q12	4.29±0.57: 7	3.73±1.34: 15	4.13±0.19: 93	4.28±0.48: 18	2.00±1.00: 2
Q13	4.71±0.42: 7	5.13±1.45: 15	5.59±0.18: 95	6.26±0.27: 18	1.67±0.36: 3
Q14	4.43±0.53: 7	4.47±1.42: 15	4.34±0.18: 92	4.44±0.39: 18	1.50±0.50: 2
Q15	4.36±1.00: 7	4.80±1.61: 15	4.78±0.18: 88	4.67±0.40: 17	1.00±1.00: 2
Q16	3.86±0.43: 7	3.73±1.48: 15	4.21±0.18: 92	4.67±0.46: 18	1.50±0.50: 2
Q17	5.00±0.28: 7	4.80±1.45: 15	4.54±0.17: 91	4.52±0.45: 17	3.00±1.00: 2
Q18	3.71±0.36: 7	3.73±1.65: 15	4.59±0.18: 96	4.44±0.42: 18	3.00±1.00: 3
Q19	5.67±0.21: 6	5.00±1.77: 15	5.02±0.18: 91	4.89±0.42: 18	4.00± : 1
Q20	5.13±0.21: 6	5.00±1.46: 15	4.54±0.18: 87	4.56±0.39: 16	4.00± : 1
Q21	6.00±0.45: 6	5.43±1.29: 14	4.52±0.18: 93	5.93±0.29: 18	4.00± : 1
Q22	5.83±0.40: 6	5.13±1.20: 15	4.62±0.17: 91	5.22±0.36: 18	4.00± : 2
Q23	6.33±0.21: 6	5.30±1.51: 15	4.89±0.20: 93	5.33±0.40: 18	4.50±0.50: 2

Item	PARAMEDI	ADMINIST	RESEARCH	ENGINEER	OTHER
Q1	4.00± : 1	5.19±0.21: 57	6.50±0.50: 2	6.00±1.00: 3	5.71±0.47: 7
Q2	7.00± : 1	4.79±0.23: 58	3.50±2.50: 2	5.67±0.88: 3	5.17±0.48: 6
Q3	7.00± : 1	4.36±0.20: 61	5.00±1.00: 2	6.00±1.00: 3	6.57±0.30: 7
Q4		4.36±0.23: 58	4.00±0.00: 2	5.00±1.00: 2	5.14±0.46: 7
Q5	7.00± : 1	4.90±0.23: 60	4.50±0.50: 2	4.00±2.00: 2	5.33±0.33: 6
Q6	6.00± : 1	4.94±0.27: 55	3.50±1.50: 2	5.00±1.50: 2	5.43±0.68: 5
Q7	4.00± : 1	4.07±0.23: 50	3.50±1.50: 2	5.00±1.00: 2	4.86±0.46: 7
Q8	1.00± : 1	4.25±0.17: 55	4.50±1.50: 2	5.00±1.00: 2	5.71± : 7
Q9	4.00± : 1	4.92±0.19: 61	1.50±1.50: 2	6.00±1.00: 3	5.29±0.18: 7
Q10	4.00± : 1	5.15±0.20: 63	4.00±3.00: 2	6.67±0.33: 3	5.71±3.78: 7
Q11	7.00± : 1	4.67±0.21: 57	4.00±0.00: 2	4.00±1.00: 3	5.29±0.47: 7
Q12	4.00± : 1	4.10±0.22: 60	5.00±1.00: 2	3.00±0.00: 2	5.00±0.58: 7
Q13	6.00± : 1	5.44±0.18: 63	5.00±1.00: 2	7.00±0.00: 3	5.14±0.34: 7
Q14	4.00± : 1	4.22±0.21: 63	5.50±1.50: 2	3.00±2.00: 2	5.00±0.62: 7
Q15	6.00± : 1	4.85±0.19: 57	2.50±1.50: 2	4.00±0.00: 2	5.14±0.26: 7
Q16	4.00± : 1	4.19±0.21: 59	3.50±0.50: 2	4.67±0.67: 3	5.00±0.71: 7
Q17	4.00± : 1	4.19±0.22: 59	4.00±1.00: 2	4.67±0.67: 3	4.00±0.00: 7
Q18	4.00± : 1	4.67±0.24: 60	4.00±0.00: 2	2.67±0.88: 3	5.00±0.58: 7
Q19	4.00± : 1	4.57±0.24: 60	5.00±0.00: 2	7.00±0.00: 3	4.71±0.52: 7
Q20	4.00± : 1	4.57±0.22: 60	4.00±1.00: 2	7.00±0.00: 3	5.71±0.18: 7
Q21	4.00± : 1	4.75±0.21: 60	4.00±1.00: 2	7.00±0.00: 3	5.71±0.57: 6
Q22	7.00± : 1	4.57±0.25: 60	4.50±1.50: 2	7.00±0.00: 3	6.14±0.26: 7

Table: 4.10.1/Contd.   Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 18, 1985

Item	TMC	MEC	MPC	MD	PHARMACI
Q24	4.83±0.43: 6	5.47±1.26: 15	5.36±0.16: 92	5.56±0.38: 18	3.50±0.50: 2
Q25	4.83±0.40: 6	5.36±1.03: 15	5.49±0.17: 89	5.12±0.54: 17	5.00± : 1
Q26	5.00±0.49: 5	4.60±1.40: 15	4.63±0.18: 90	4.94±0.42: 18	2.50±0.50: 2
Q27	4.20±0.58: 5	4.33±1.09: 15	4.16±0.19: 90	4.83±0.42: 18	2.50±1.50: 2
Q28	5.00±0.00: 5	5.13±1.30: 15	5.29±0.18: 93	4.94±0.38: 18	5.00±1.00: 2
Q29	6.60±0.24: 5	6.33±0.47: 15	4.36±0.13: 88	6.47±0.21: 17	5.00± : 1
Q30	5.60±0.24: 5	5.73±1.05: 15	5.29±0.15: 87	5.36±0.17: 17	5.00± : 1
Q31	5.60±0.24: 5	6.13±0.53: 15	5.02±0.14: 91	6.36±0.26: 18	4.50±0.52: 2
Q32	5.60±0.51: 5	4.60±1.00: 15	4.65±0.18: 94	5.17±0.29: 18	3.50±0.50: 2
Q33	5.60±0.24: 5	5.33±1.07: 15	4.86±0.18: 92	5.22±0.32: 18	6.00±1.00: 2
Q34	6.00±0.32: 5	6.00±0.75: 15	6.18±0.17: 91	6.29±0.22: 17	3.50±0.50: 2
Q35	6.00±0.32: 5	5.33±1.19: 15	5.56±0.16: 93	5.80±0.28: 18	2.50±0.50: 2
Q36	4.40±0.93: 5	4.53±1.83: 15	4.33±0.18: 84	5.62±0.35: 16	2.50±1.50: 2
Q37	4.40±0.24: 5	4.27±1.24: 15	3.53±0.19: 92	4.94±0.39: 18	2.50±0.50: 2
Q38	4.60±0.24: 5	4.27±1.69: 15	4.20±0.19: 90	4.44±0.25: 18	2.50±0.00: 2
Q39	4.60±0.24: 5	5.13±1.59: 15	3.77±0.20: 92	4.67±0.38: 18	2.00±0.00: 2
Q40	4.20±0.20: 5	3.27±1.48: 15	3.28±0.18: 94	3.67±0.48: 18	2.50±0.50: 2
Q41	5.80±0.37: 5	5.93±1.40: 15	4.96±0.19: 92	5.19±0.34: 18	3.50±0.50: 2
Q42	5.00±0.17: 5	4.13±1.63: 15	4.38±0.19: 95	5.00±0.39: 18	3.00±0.00: 2
Q43	5.00±0.32: 5	6.00±0.89: 15	6.12±0.17: 91	6.20±0.21: 18	1.50±0.50: 2
Q44	5.60±0.24: 5	5.40±1.08: 15	5.84±0.17: 92	5.11±0.29: 17	
Q45	5.40±0.24: 5	4.43±1.29: 15	4.61±0.24: 83	5.18±0.47: 16	4.00± : 1
Q46	5.00±0.32: 5	4.27±1.29: 15	4.30±0.19: 94	4.67±0.51: 18	

Item	PARAMEDI	ADMINIST	RESEARCH	ENGINEER	OTHER
Q24	4.00± : 1	5.36±0.19: 59	4.00±0.00: 2	6.00±1.00: 3	5.71±0.42: 7
Q25	7.00± : 1	5.56±0.19: 59	4.50±0.50: 2	7.00±0.00: 3	5.57±0.43: 7
Q26	4.00± : 1	4.02±0.23: 58	3.00±0.00: 2	6.50±0.50: 2	4.71±0.64: 7
Q27	4.00± : 1	3.95±0.22: 58	3.50±1.50: 2	5.50±1.50: 2	4.43±0.43: 7
Q28	7.00± : 1	5.05±0.22: 60	3.00±1.00: 2	5.00±1.00: 2	5.86±0.40: 7
Q29	7.00± : 1	6.28±0.14: 58	5.00±1.00: 2	7.00±0.00: 2	6.86±0.14: 7
Q30	7.00± : 1	5.39±0.17: 57	5.00±1.00: 2	7.00±0.00: 2	5.43±0.48: 7
Q31	1.00± : 1	5.92±0.16: 59	5.50±1.50: 2	7.00±0.00: 3	5.29±0.64: 7
Q32	1.00± : 1	4.59±0.23: 61	4.00±1.00: 2	5.33±0.88: 3	4.43±0.57: 7
Q33	4.00± : 1	4.77±0.24: 60	4.00±0.00: 2	5.33±0.33: 2	5.57±0.30: 7
Q34		6.10±0.16: 60	4.50±2.50: 2	7.00±0.00: 2	6.57±0.30: 7
Q35	7.00± : 1	5.37±0.11: 60	4.00±1.00: 2	6.33±0.67: 3	6.57±0.30: 7
Q36	1.00± : 1	4.96±0.22: 55	4.00±3.00: 2	4.00±3.00: 2	6.57±0.52: 6
Q37	1.00± : 1	3.17±0.22: 59	2.00±1.00: 2	2.33±0.88: 3	4.57±0.57: 7
Q38	1.00± : 1	3.83±0.23: 58	3.00±1.00: 2	4.00±1.76: 3	5.57±0.57: 6
Q39	1.00± : 1	3.27±0.19: 59	2.50±0.50: 2	3.00±2.00: 3	4.71±0.29: 7
Q40	1.00± : 1	3.11±0.19: 61	3.00±1.00: 2	1.00±0.00: 3	4.57±0.78: 7
Q41	1.00± : 1	4.90±0.24: 59	3.50±1.00: 2	7.00±0.00: 3	5.14±0.26: 7
Q42	4.00± : 1	4.02±0.24: 62	4.50±1.00: 2	6.33±0.67: 3	5.71±0.47: 7
Q43	4.00± : 1	4.78±0.22: 59	3.50±0.50: 2	7.00±2.00: 3	6.29±0.57: 7
Q44	4.00± : 1	4.78±0.22: 60	3.50±1.50: 2	7.00±0.00: 2	5.43±0.57: 7
Q45	1.00± : 1	4.33±0.11: 55	5.50±1.50: 2	7.00±0.00: 3	5.86±0.40: 7
Q46	1.00± : 1	4.05±0.22: 62	1.50±0.50: 2	6.00±1.00: 3	5.57±0.57: 7

Table: 4.10.2   Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 18, 1985

Item	TMC	MEC	MFC	PREMSD	HSD
Q1	5.86±0.80: 7	4.67±1.35: 15	5.27±0.16: 89	5.25±0.48: 12	5.38±0.46: 8
Q2	5.33±0.58: 7	4.33±1.35: 15	4.75±0.18: 87	5.58±0.38: 12	5.56±0.67: 8
Q3	5.71±0.36: 7	5.13±1.16: 15	4.53±0.16: 92	5.42±0.35: 12	5.75±0.74: 8

Table: 4.10.2/Contd.   Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 18, 1985

Item	TMC	MEC	MFC	PREMSD	HSD

Item	INSTITUT	UNIVERSI	MASTER	DOCTORAT

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Table: 4.10.3   Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 1:

Item	TNC	MEC	MPC	TREATMEN	EXTERNAL	ENVIRONP
Q1	5.86±0.80: 7	4.67±1.35: 15	5.21±0.18: 75	7.32± · : 1	4.71±0.47: 7	5.80±· ·
Q2	5.03±0.63: 7	5.33±1.25: 15	5.63±0.21: 73	1.00± · : 1	3.86±0.55: 7	5.86±· ·
Q3	5.71±0.88: 7	5.33±1.25: 15	5.42±0.18: 78	7.00± · : 1	4.29±0.57: 7	5.86±· ·
Q4	5.14±0.80: 7	5.13±1.36: 15	5.31±0.23: 75	7.00± · : 1	4.71±0.81: 7	5.86±· ·
Q5	6.29±0.29: 7	5.53±1.36: 15	5.34±0.21: 77	7.33± · : 1	4.71±0.68: 7	5.86±· ·
Q6	5.29±0.50: 5	5.53±0.88: 15	4.91±0.22: 67	7.33± · : 1	4.33±0.66: 6	5.86±· ·
Q7	5.60±0.60: 5	5.33±1.26: 15	4.19±0.16: 74	8.00± · : 1	4.29±0.60: 7	5.86±· ·
Q8	4.60±0.53: 5	6.60±1.17: 15	4.78±0.18: 78	7.33± · : 1	4.86±0.56: 7	5.86±· ·
Q9	4.83±0.51: 7	6.67±1.19: 15	5.19±0.26: 78	8.00± · : 1	5.14±0.96: 7	5.86±· ·
Q10	5.80±0.63: 5	5.33±1.34: 15	4.67±0.18: 76	8.00± · : 1	4.29±0.60: 7	5.86±· ·
Q11	4.29±0.57: 7	3.73±1.24: 15	3.90±0.21: 78	5.00± · : 1	2.57±0.55: 7	5.86±· ·
Q12	4.71±0.57: 7	5.13±1.45: 15	5.46±0.20: 82	7.00± · : 1	3.57±0.55: 7	5.86±· ·
Q13	4.43±0.53: 7	8.27±1.45: 15	4.24±0.19: 70	7.00± · : 1	3.57±0.55: 7	5.86±· ·

Item	TRANSPOR	FINANCIA	ORGANISA	SERVICE	GENJOBS	PUBLICHE
Q1	7.00± · : 1	4.88±0.27: 26	5.00±0.80: 4	4.17±0.95: 6	5.38±0.71: 8	6.00±· ·
Q2	7.00± · : 1	5.65±0.37: 26	4.00±0.71: 4	4.57±0.75: 7	5.88±0.55: 8	5.00±· ·
Q3	7.00± · : 1	5.15±0.23: 26	5.00±0.63: 5	4.50±0.78: 10	6.00±0.53: 7	5.00±· ·
Q4	6.00± · : 1	4.28±0.36: 25	3.60±0.87: 5	4.33±0.78: 9	6.29±0.18: 7	5.00±· ·
Q5	6.00± · : 1	4.79±0.32: 26	3.60±0.93: 5	3.40±0.55: 10	6.38±0.26: 8	5.00±· ·
Q6	7.00± · : 1	4.55±0.43: 22	4.33±0.88: 3	3.86±0.92: 7	6.33±1.33: 6	5.00±· ·
Q7	7.00± · : 1	3.63±0.34: 19	3.53±0.87: 3	4.75±0.41: 8	5.50±0.63: 8	5.00±· ·
Q8	7.00± · : 1	3.92±0.25: 24	4.20±0.77: 5	5.13±0.60: 10	6.63±0.58: 8	5.00±· ·
Q9	7.00± · : 1	5.90±0.29: 26	4.60±0.93: 5	3.78±0.76: 9	6.25±0.62: 8	5.00±· ·
Q10	7.00± · : 1	5.23±0.29: 26	4.20±0.36: 5	4.70±0.47: 10	6.38±0.63: 8	5.00±· ·
Q11	4.00± · : 1	4.75±0.32: 26	3.20±0.58: 5	5.10±0.28: 10	5.13±0.73: 8	5.00±· ·
Q12	7.00± · : 1	3.95±0.35: 26	5.80±0.37: 5	5.18±0.66: 10	5.28±0.73: 10	6.00±· ·
Q13	1.00± · : 1	5.33±0.39: 24	2.00±0.66: 5	4.60±0.78: 10	5.25±0.62: 8	5.00±· ·

Item	HOSPITAL	MEDSTORE	LEGAL	DENTISTS	SOCIALHE	
Q1	5.50±1.50: 2	3.00± · : 1	7.00±0.00: 4	5.33±0.88: 3	6.00± · : 1	
Q2	5.50±0.50: 2	3.00± · : 1	5.75±1.25: 4	5.67±0.33: 3	6.00± · : 1	
Q3	7.00±0.00: 2	2.00± · : 1	7.00±0.00: 4	5.00±0.58: 3	5.00± · : 1	
Q4	7.00±0.00: 2	· ·	7.00±0.00: 4	5.00±0.58: 3	6.00± · : 1	
Q5	2.50±0.50: 2	· ·	6.75±0.25: 4	5.33±0.33: 3	6.00± · : 1	
Q6	5.00±1.00: 2	1.00± · : 1	6.50±0.50: 4	4.67±1.20: 3	5.00± · : 1	
Q7	5.00±1.00: 2	5.00± · : 1	7.00±0.00: 4	5.67±0.67: 3	7.00± · : 1	
Q8	6.00±0.00: 2	2.00± · : 1	6.25±0.25: 4	4.67±0.33: 3	6.00± · : 1	
Q9	6.00±0.00: 2	1.00± · : 1	6.25±0.25: 4	5.67±0.88: 3	7.00± · : 1	
Q10	6.00±0.00: 2	6.00± · : 1	6.75±0.75: 4	6.00±0.00: 3	6.00± · : 1	
Q11	1.00±0.00: 2	· ·	6.25±0.75: 4	3.67±0.88: 3	5.00± · : 1	

Table: 4.10.3/Cmtd: Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 1:

Item	TNC	MEC	MPC	TREATMEN	EXTERNAL	ENVIRONP
Q15	4.36±0.46: 7	4.93±1.60: 15	4.77±0.17: 75	5.00± · : 1	4.29±0.36: 7	5.86±· ·
Q16	3.86±0.46: 7	3.73±1.23: 15	4.25±0.20: 78	5.00± · : 1	3.71±0.61: 7	5.86±· ·
Q17	5.43±0.34: 7	4.67±1.41: 15	4.42±0.18: 77	5.00± · : 1	3.57±0.57: 7	5.86±· ·
Q18	3.71±0.18: 7	3.73±1.66: 15	4.44±0.20: 82	5.00± · : 1	3.29±0.68: 7	5.86±· ·
Q19	5.67±0.21: 6	5.33±0.97: 15	4.90±0.20: 77	7.00± · : 1	4.29±0.84: 7	5.86±· ·
Q20	5.33±0.21: 6	5.33±1.34: 15	4.19±0.21: 74	7.00± · : 1	5.14±0.57: 7	5.86±· ·
Q21	5.00±0.45: 6	5.13±1.23: 15	4.31±0.21: 75	7.00± · : 1	5.14±0.46: 7	5.86±· ·
Q22	6.33±0.21: 6	5.13±1.51: 15	4.43±0.18: 75	7.00± · : 1	5.00±0.62: 7	5.86±· ·
Q23	5.33±0.40: 6	5.47±1.20: 15	4.79±0.22: 78	5.00± · : 1	4.33±1.12: 6	5.86±· ·
Q24	5.23±0.29: 6	5.00±1.53: 15	4.26±0.19: 75	7.00± · : 1	4.14±0.55: 7	5.86±· ·
Q27	5.20±0.24: 5	5.00±1.50: 15	4.51±0.20: 76	7.00± · : 1	3.86±0.45: 7	5.86±· ·
Q28	5.60±0.24: 5	5.13±1.50: 15	5.18±0.19: 78	7.00± · : 1	3.86±0.45: 7	5.86±· ·

Item	TRANSPOR	FINANCIA	ORGANISA	SERVICE	GENJOBS	PUBLICHE
Q15	4.00± · : 1	4.21±0.23: 26	3.80±0.36: 5	4.67±0.53: 9	5.75±0.56: 8	5.50±· ·
Q16	4.00± · : 1	4.04±0.24: 26	2.80±0.66: 5	3.90±0.35: 10	3.75±0.77: 8	5.17±· ·
Q17	4.00± · : 1	4.21±0.26: 26	4.50±0.87: 5	4.70±0.72: 10	4.70±0.64: 10	5.33±· ·
Q18	4.00± · : 1	4.40±0.35: 25	5.20±1.05: 5	3.80±0.74: 10	4.70±0.53: 10	4.67±· ·
Q19	7.00± · : 1	4.92±0.38: 24	4.60±0.81: 5	4.10±0.60: 10	5.50±0.60: 8	4.67±· ·
Q20	7.00± · : 1	4.63±0.33: 24	3.20±0.73: 5	3.40±0.65: 10	4.63±0.65: 8	5.33±· ·
Q21	7.00± · : 1	5.38±0.26: 24	3.60±0.58: 5	3.30±0.52: 10	4.88±0.77: 8	6.00±· ·
Q22	7.00± · : 1	5.21±0.32: 24	2.80±0.86: 5	3.30±0.66: 10	4.63±0.65: 8	5.33±· ·
Q23	7.00± · : 1	5.38±0.32: 24	3.80±0.73: 5	5.50±0.50: 10	5.38±0.38: 8	5.50±· ·
Q25	7.00± · : 1	5.29±0.33: 25	2.80±0.86: 5	5.20±0.49: 10	5.63±0.63: 8	4.00±· ·
Q26	7.00± · : 1	4.65±0.29: 26	2.60±0.81: 5	3.78±0.73: 9	5.33±0.61: 6	5.00±· ·
Q27	7.00± · : 1	3.50±0.32: 24	3.60±0.97: 5	4.20±0.66: 10	5.13±0.27: 8	5.17±· ·
Q28	4.00± · : 1	5.04±0.33: 24	3.20±0.84: 5	4.20±0.59: 10	5.50±0.60: 8	6.17±· ·

Item	HOSPITAL	MEDSTORE	LEGAL	DENTISTS	SOCIALHE	
Q15	5.50±1.50: 2	3.00± · : 1	4.75±0.75: 4	6.33±1.00: 2	6.00± · : 1	
Q16	5.50±1.50: 2	1.00± · : 1	4.00±1.22: 4	5.00±1.15: 3	5.00± · : 1	
Q17	6.50±0.50: 2	1.00± · : 1	4.75±0.75: 4	5.33±0.88: 3	5.00± · : 1	
Q18	6.50±0.50: 2	2.00± · : 1	4.00±1.22: 4	4.50±0.50: 4	6.00± · : 1	
Q19	6.50±0.50: 2	· ·	6.25±0.75: 4	5.33±0.88: 3	7.00± · : 1	
Q20	5.50±0.50: 2	7.00± · : 1	5.50±0.87: 4	3.33±1.45: 3	5.00± · : 1	
Q21	5.50±1.50: 2	4.00± · : 1	5.50±0.50: 4	1.67±0.67: 3	6.00± · : 1	
Q22	7.00±0.00: 2	6.00± · : 1	4.75±0.75: 4	5.67±0.33: 3	7.00± · : 1	
Q23	5.50±1.50: 2	1.00± · : 1	6.25±0.75: 4	5.33±0.88: 3	7.00± · : 1	
Q25	5.50±0.50: 2	· ·	7.00±0.00: 4	4.00±0.00: 3	6.00± · : 1	
Q26	5.50±1.50: 2	4.00± · : 1	4.75±0.75: 4	4.00±0.00: 3	7.00± · : 1	
Q27	5.50±1.50: 2	1.00± · : 1	4.75±0.75: 4	5.33±0.88: 3	6.00± · : 1	
Q28	7.00±0.00: 2	4.00± · : 1	6.25±0.75: 4	6.00±0.58: 3	7.00± · : 1	

Item	TMC	MEC	MFC	TREATMEN	EXTERNAL	ENVIRONP
229	6.63±0.24: 5	6.33±0.47: 15	6.32±0.12: 74	7.00± : 1	6.00±0.45: 6	6.00±0.71
230	5.00±0.37: 5	5.27±1.00: 15	5.22±0.16: 74	7.00± : 1	4.50±0.76: 6	
231	5.00±0.24: 5	6.13±0.50: 15	5.77±0.16: 77	7.00± : 1	5.57±0.68: 7	
232	5.60±0.51: 5	5.80±1.25: 15	4.56±0.23: 79	7.00± : 1	6.47±0.61: 7	
233	5.60±0.24: 5	5.33±1.07: 15	4.73±0.21: 78	7.00± : 1	5.57±0.37: 7	
234	6.20±0.20: 5	6.00±0.75: 15	6.38±0.15: 77	7.00± : 1	5.57±0.57: 7	
235	6.00±0.32: 5	5.33±1.19: 15	5.47±2.18: 78	6.00± : 1	5.67±0.46: 7	
236	4.20±0.92: 5	6.37±1.63: 15	4.90±0.21: 73	3.02±0.20: 1	4.55±0.46: 6	
237	4.60±0.24: 5	6.27±1.59: 15	4.31±0.20: 77	1.00± : 1	5.29±0.59: 7	
238	4.60±0.24: 5	5.13±1.59: 16	3.74±0.22: 78	5.00± : 1	5.57±0.61: 7	
239	6.20±0.24: 5	5.93±1.00: 15	3.15±0.19: 79	6.00± : 1	6.57±0.73: 7	
240	5.80±0.37: 5	4.13±1.63: 15	4.82±0.21: 73	7.00± : 1	6.14±0.59: 7	

Item	TRANSPOR	FINANCIA	ORGANISA	SERVICE	GENJOBS	PUBLICHE
229	7.00± : 1	6.39±0.17: 23	5.80±0.37: 5	5.70±0.45: 10	6.63±0.38: 8	6.67±0.33
230	7.00± : 1	4.97±0.19: 26	6.00±0.41: 5	4.73±0.65: 13	6.75±0.45: 8	5.17±0.75
231	7.00± : 1	5.97±0.23: 26	5.20±0.66: 5	5.00±0.55: 13	6.88±0.15: 8	6.33±0.44
232	4.00± : 1	4.31±0.30: 26	3.00±0.71: 5	3.44±0.60: 9	6.00±0.28: 8	5.17±1.01
233	6.00± : 1	4.46±0.31: 24	3.00±0.84: 5	5.02±0.50: 10	5.75±0.73: 7	6.00±0.50
234	7.00± : 1	6.00±0.25: 25	5.50±0.75: 5	5.50±0.70: 10	5.57±0.43: 7	6.17±0.51
235	7.00± : 1	4.79±0.38: 24	4.40±0.87: 5	4.89±0.56: 9	5.75±0.32: 8	5.33±0.79
236	4.00± : 1	3.21±0.23: 24	4.60±0.93: 5	2.20±0.49: 10	3.63±0.56: 8	5.83±0.31
237	1.00± : 1	3.88±0.29: 24	2.00±0.66: 5	2.20±0.73: 10	3.63±0.56: 8	5.67±0.21
238	1.00± : 1	3.33±0.35: 25	4.20±0.86: 5	2.80±0.51: 13	3.00±0.57: 3	3.17±1.22
239	7.00± : 1	2.88±0.19: 25	3.60±1.12: 5	6.00±0.67: 10	5.75±0.62: 8	5.83±0.49
240	7.00± : 1	3.38±0.32: 26	2.20±0.84: 5	1.50±0.67: 10	4.00±0.76: 8	5.33±0.47

Item	HOSPITAL	MEDSTORE	LEGAL	DENTISTS	SOCIALHE	
229	7.00±0.00: 2	• : 0	7.00±0.00: 4	6.33±0.33: 3	7.00± : 1	
230	5.50± : 2	4.00± : 1	7.00±0.00: 4	5.00±0.58: 3	7.00± : 1	
231	8.00±1.00: 2	3.00± : 1	7.00±0.00: 4	4.00±0.00: 3	7.00± : 1	
232	4.00±1.00: 2	7.00± : 1	7.00±0.00: 4	4.33±0.33: 3	7.00± : 1	
233	5.50±1.50: 2	2.00± : 1	7.00±0.00: 4	6.00±0.00: 3	7.00± : 1	
234	7.00± : 1	7.00± : 1	7.00±0.00: 4	5.67±0.67: 3	7.00± : 1	
235	4.00±0.00: 2	2.00± : 1	6.33±0.75: 4	4.33±0.33: 3	5.00± : 1	
236	4.00±0.00: 2	3.00± : 1	2.33±0.87: 4	2.00±0.67: 3	5.00± : 1	
237	3.00± : 2	3.00± : 1	3.75±0.75: 4	4.33±0.57: 3	5.00± : 1	
238	5.00±1.00: 2	3.00± : 1	4.00±0.00: 4	4.33±0.57: 3	5.00± : 1	
239	3.33±1.50: 2	3.00± : 1	3.75±0.75: 4	3.67±0.88: 3	5.00± : 1	
240	5.50±1.50: 2	3.00± : 1	6.25±0.75: 4	4.67±0.33: 3	6.00± : 1	

Item	TMC	MEC	MFC	TREATMEN	EXTERNAL	ENVIRONP
243	5.60±0.32: 5	6.00±0.89: 15	5.01±0.19: 77	7.00± : 1	5.71±0.29: 7	5.25±1.03
244	5.80±0.20: 5	5.40±1.00: 15	4.97±0.19: 78	7.00± : 1	5.50±0.34: 6	6.00±0.00
245	5.40±0.24: 5	4.80±1.29: 15	4.62±0.26: 71	7.00± : 1	4.86±0.40: 7	6.80±0.58
246	5.60±0.32: 5	4.27±1.29: 15	4.15±0.21: 79	7.00± : 1	3.14±0.30: 7	5.80±0.73

Item	TRANSPOR	FINANCIA	ORGANISA	SERVICE	GENJOBS	PUBLICHE
243	7.00± : 1	4.38±0.25: 24	5.00±0.71: 5	3.60±0.67: 10	6.13±0.45: 8	6.00±0.22
244	7.00± : 1	4.00±0.35: 26	5.00±0.89: 5	3.69±0.35: 9	6.00±0.63: 8	6.33±0.00
245	1.00± : 1	4.05±0.47: 22	2.30±0.97: 5	3.90±0.85: 13	4.33±0.80: 6	5.00±1.14
246	4.00± : 1	4.19±0.32: 26	2.60±0.75: 5	3.80±0.65: 13	3.38±0.58: 8	5.67±0.51

Item	HOSPITAL	MEDSTORE	LEGAL	DENTISTS	SOCIALHE	
243	5.50±1.50: 2	3.00± : 1	5.50±0.87: 4	5.30±1.20: 3	6.00± : 1	
244	5.00±1.50: 2	4.00± : 1	5.00±0.00: 4	3.67±0.33: 3	5.00± : 1	
245	4.00±3.00: 2	• : 0	7.00±0.00: 4	5.67±0.33: 3	7.00± : 1	
246	4.00±3.00: 2	4.00± : 1	3.25±0.75: 4	4.53±0.50: 2		

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Table: 4.10.6

TMC, MXC - SEX

Each entry is mean ± standard error ; number of cases

Item	THC	MEC	MXC	FEMALE	MALE

Table: 4.10.5　　　Each entry is mean ± standard error : number of cases　　　19:39 TUESDAY, JUNE 18, 198?

Item	TMC	MEC	MPC	LESS24	LESS29
Q1	5.86±0.40: 7	4.67±1.35: 15	5.29±0.16: 92	4.25±0.88: 8	4.20±0.78: 12
Q2	5.90±0.56: 7	4.33±1.06: 15	4.75±0.18: 88	4.57±0.67: 7	3.60±0.78: 12
Q3	5.71±0.36: 7	4.42±1.36: 15	5.42±0.16: 93	4.11±0.67: 9	5.56±0.42: 12
Q4	5.14±0.60: 7	4.47±1.31: 15	5.24±0.18: 89	3.62±0.78: 8	4.56±0.75: 12
Q5	6.29±0.29: 7	4.46±1.36: 15	5.24±0.18: 91	4.83±0.70: 6	4.75±0.75: 12
Q6	6.00±0.22: 7	4.56±1.08: 15	5.30±0.21: 79	4.33±0.90: 6	4.30±0.78: 10
Q7	5.28±0.58: 5	5.13±1.05: 15	4.17±0.19: 64	4.20±0.90: 6	4.71±0.57: 7
Q8	5.60±0.51: 5	4.82±1.06: 15	3.29±0.15: 87	4.18±0.91: 7	4.40±0.67: 9
Q9	3.60±0.62: 7	4.82±1.17: 15	4.94±0.16: 93	3.55±0.71: 9	4.42±0.48: 11
Q10	4.43±0.61: 7	4.67±1.19: 15	5.33±0.18: 93	3.55±0.69: 9	3.67±0.57: 12
Q11	5.40±0.68: 7	5.33±1.10: 15	4.85±0.17: 89	3.57±0.17: 7	5.08±0.69: 11
Q12	4.29±0.57: 7	3.73±1.26: 15	4.10±0.19: 92	3.00±0.38: 8	3.75±0.71: 12
Q13	4.71±0.52: 7	5.13±1.45: 15	5.59±0.16: 96	4.50±0.91: 6	5.55±0.56: 13
Q14	4.43±0.53: 7	4.47±1.08: 15	4.43±0.19: 92	2.63±0.56: 8	4.17±0.59: 12
Q15	4.86±0.40: 7	4.86±1.06: 15	4.78±0.18: 86	3.43±0.37: 7	4.67±0.61: 12
Q16	3.86±0.43: 7	3.73±1.05: 15	4.23±0.18: 92	2.63±0.32: 8	4.17±0.66: 12
Q17	5.00±0.38: 7	4.62±1.17: 15	4.54±0.17: 91	2.75±0.70: 8	4.42±0.63: 12
Q18	3.71±0.36: 7	3.73±1.65: 15	4.59±0.18: 96	3.63±0.97: 8	3.69±0.52: 13
Q19	5.67±0.21: 6	5.30±1.97: 15	5.33±0.18: 91	3.43±0.78: 8	3.64±0.74: 11
Q20	5.33±0.21: 6	5.49±1.46: 15	4.54±0.18: 87	2.75±0.45: 8	4.50±0.77: 12
Q21	6.00±0.45: 6	5.33±1.29: 15	5.33±0.18: 93	4.52±0.82: 8	4.00±0.72: 12
Q22	5.83±0.40: 6	5.13±1.29: 15	4.62±0.17: 93	3.13±0.88: 8	
Q23	6.33±0.21: 6	5.33±1.51: 15	4.89±0.20: 93	3.36±0.56: 8	

Item	LESS34	LESS39	LESS44	LESS49	LESS54
Q1	5.29±0.26: 21	5.65±0.27: 23	5.62±0.24: 13	4.33±0.34: 11	6.29±0.57: 7
Q2					
Q3					

(remaining rows illegible)

Table: 4.10.5/Contd.　　　Each entry is mean ± standard error : number of cases　　　19:39 TUESDAY, JUNE 18, 198?

Item	TMC	MEC	MPC	LESS24	LESS29
Q24	4.83±0.48: 6	5.47±1.26: 15	5.36±0.16: 92	4.89±3.79: 8	4.58±3.62: 12
Q25		5.47±1.33: 15	5.29±0.17: 89		4.00±0.68: 11

(remaining rows illegible)

Item	LESS34	LESS39	LESS44	LESS49	LESS54
Q24	5.14±0.29: 21	5.75±0.19: 23	5.42±0.38: 12	5.67±0.40: 12	6.29±0.42: 7

(remaining rows illegible)

Table: 4.10.4

TMC, MBC - LEVEL

Each entry is mean ± standard error : number of cases

19:39 TUESDAY, JUNE 18, 1985

Item	TMC	MEC	MPC	ASSUNDER	DEFTHEAD	CONTROLL	SECTIOHH	SUNSECT1

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                                          TMC, MEC- YEARS OF SERVICE
Table: 4.10.7                    Each entry is mean ± standard error : number of cases       19:39 TUESDAY, JUNE 18, 1985   13

Item  TMC              MEC              MPC              LESS5            LESS10           LESS15_Y         LESS20_Y         OVER20

Q1    5.86±0.40:  7    4.67±1.35: 15    5.29±0.16: 90    4.00±0.54: 11    5.50±0.36: 20    4.64±0.51: 11    5.22±0.43:  9    5.74±0.10: 39
Q2    5.00±0.58:  7    4.33±1.25: 15    4.75±0.18: 88    4.10±0.66: 10    4.68±0.41: 19    4.00±0.45: 11    4.60±0.56: 10    5.37±0.23: 38
Q3    5.71±0.36:  7    5.40±1.25: 15    5.52±0.16: 93    4.77±0.30: 13    5.55±0.39: 20    5.25±0.49: 12    5.20±0.59: 10    5.92±0.20: 38
Q4    5.14±0.40:  7    5.13±1.36: 15    4.92±0.20: 89    3.17±0.46: 12    4.74±0.40: 19    4.60±0.72: 10    4.90±0.57: 10    5.66±0.21: 38
Q5    6.29±0.29:  7    5.53±1.36: 15    5.13±0.18: 91    3.83±0.44: 12    4.74±0.43: 19    5.00±0.60: 11    5.20±0.61: 10    5.74±0.23: 39
Q6    6.00±0.22:  7    5.53±0.88: 15    4.90±0.21: 79    3.36±0.49: 11    4.53±0.52: 15    5.30±0.42: 10    4.50±0.69: 10    5.58±0.29: 33
Q7    5.20±0.58:  5    5.13±1.02: 15    4.17±0.19: 64    3.14±0.80:  7    4.25±0.45: 16    4.00±0.29:  9    5.00±0.49:  7    4.24±0.26: 25
Q8    5.60±0.51:  5    5.00±1.46: 15    4.29±0.15: 87    3.82±0.44: 11    4.76±0.20: 17    3.40±0.56: 10    4.30±0.40: 10    4.44±0.20: 39
Q9    3.00±0.62:  7    4.80±1.17: 15    4.94±0.16: 93    4.50±0.66: 12    5.00±0.36: 20    4.50±0.42: 12    4.80±0.49: 10    5.21±0.21: 39
Q10   4.43±0.61:  7    4.67±1.19: 15    5.33±0.18: 93    4.92±0.50: 13    4.80±0.47: 20    4.67±0.53: 12    5.10±0.60: 10    6.03±0.19: 38
Q11   5.40±0.68:  5    5.33±1.30: 15    4.85±0.17: 89    4.46±0.65: 13    4.76±0.42: 17    4.58±0.43: 12    5.10±0.38: 10    5.05±0.22: 37
Q12   4.29±0.57:  7    3.73±1.34: 15    4.10±0.19: 93    3.23±0.69: 13    4.37±0.40: 19    3.50±0.56: 12    3.90±0.55: 10    4.49±0.23: 39
Q13   4.71±0.52:  7    5.13±1.45: 15    5.59±0.18: 96    4.07±0.58: 14    5.50±0.49: 18    5.54±0.46: 13    6.10±0.28: 10    6.05±0.20: 41
Q14   4.43±0.53:  7    4.47±1.45: 15    4.34±0.18: 92    3.17±0.47: 12    4.11±0.40: 19    3.83±0.56: 12    4.50±0.58: 10    4.92±0.22: 39
Q15   4.86±0.40:  7    4.80±1.60: 15    4.78±0.15: 88    4.31±0.40: 13    4.53±0.34: 17    4.27±0.56: 11    4.20±0.47: 10    5.38±0.19: 37
Q16   3.86±0.40:  7    3.73±1.48: 15    4.23±0.18: 92    3.77±0.57: 13    4.47±0.39: 19    3.64±0.58: 11    3.80±0.47: 10    4.54±0.28: 39
Q17   5.00±0.38:  7    4.60±1.45: 15    4.54±0.17: 91    3.54±0.37: 13    4.56±0.49: 18    4.18±0.63: 11    4.70±0.52: 10    4.92±0.19: 39
Q18   3.71±0.36:  7    3.73±1.65: 15    4.59±0.18: 96    4.07±0.61: 14    4.74±0.46: 19    3.79±0.48: 14    5.00±0.52: 10    4.90±0.24: 39
Q19   5.67±0.21:  6    5.00±0.97: 15    5.02±0.18: 91    4.54±0.56: 13    5.11±0.48: 18    4.55±0.51: 11    4.60±0.56: 10    5.38±0.22: 39
Q20   5.33±0.21:  6    5.00±1.46: 15    4.54±0.18: 87    4.50±0.62: 12    4.06±0.44: 17    3.91±0.65: 11    4.60±0.54: 10    4.95±0.21: 37
Q21   6.00±0.45:  6    5.43±1.29: 14    5.52±0.18: 93    5.08±0.67: 13    5.63±0.41: 19    5.58±0.62: 12    5.50±0.52: 10    5.59±0.23: 39
Q22   5.83±0.40:  6    5.13±1.20: 15    4.62±0.17: 93    3.92±0.47: 13    4.84±0.40: 19    3.83±0.51: 12    4.50±0.37: 10    5.03±0.25: 39
Q23   6.33±0.21:  6    5.00±1.51: 15    4.89±0.20: 93    4.23±0.63: 13    5.11±0.43: 19    4.25±0.70: 12    4.60±0.65: 10    5.23±0.25: 39
Q24   4.83±0.48:  6    5.47±1.26: 15    5.36±0.16: 92    4.38±0.55: 13    5.53±0.34: 19    4.64±0.51: 11    4.80±0.51: 10    5.95±0.14: 39
Q25   5.83±0.40:  6    5.80±0.83: 15    5.49±0.17: 89    5.38±0.45: 13    5.50±0.44: 18    5.09±0.63: 11    5.60±0.58: 10    5.65±0.21: 37
Q26   5.20±0.49:  5    4.60±1.50: 15    4.68±0.18: 90    4.75±0.57: 12    4.80±0.41: 20    3.45±0.49: 11    4.70±0.54: 10    4.95±0.24: 37
Q27   4.20±0.58:  5    4.33±1.49: 15    4.16±0.19: 90    3.46±0.60: 13    4.22±0.45: 18    3.27±0.56: 11    3.80±0.51: 10    4.71±0.24: 38
Q28   5.60±0.24:  5    5.13±1.50: 15    5.29±0.16: 93    4.85±0.53: 13    4.89±0.37: 19    5.42±0.57: 12    5.50±0.56: 10    5.54±0.20: 39
Q29   6.60±0.24:  5    6.33±0.47: 15    6.36±0.10: 88    5.92±0.46: 13    6.33±0.21: 18    6.27±0.30: 11    6.20±0.29: 10    6.61±0.11: 36
Q30   5.80±0.37:  5    5.27±1.00: 15    5.29±0.16: 87    4.69±0.44: 13    5.12±0.43: 17    5.50±0.34: 10    4.90±0.57: 10    5.62±0.20: 37
Q31   5.60±0.24:  5    6.13±0.50: 15    5.82±0.14: 91    5.85±0.30: 13    5.39±0.41: 18    4.64±0.54: 11    5.50±0.37: 10    6.44±0.11: 39
Q32   5.60±0.51:  5    4.80±1.05: 15    4.65±0.18: 94    4.38±0.65: 13    4.40±0.37: 20    3.83±0.52: 12    4.00±0.42: 10    5.28±0.24: 39
Q33   5.60±0.24:  5    5.33±1.07: 15    4.86±0.18: 92    3.50±0.38: 12    4.74±0.42: 19    3.75±0.58: 12    4.40±0.58: 10    5.79±0.18: 39
Q34   6.20±0.20:  5    6.20±0.75: 15    6.18±0.13: 91    5.31±0.49: 13    6.11±0.34: 19    6.09±0.44: 11    6.22±0.22:  9    6.51±0.12: 39
Q35   6.00±0.32:  5    5.33±1.19: 15    5.56±0.16: 93    5.08±0.45: 13    5.47±0.38: 19    5.17±0.60: 12    4.90±0.67: 10    6.05±0.14: 39
Q36   4.20±0.92:  5    4.53±1.63: 15    4.94±0.19: 84    3.92±0.56: 12    5.18±0.40: 17    3.91±0.61: 11    4.78±0.55:  9    5.54±0.23: 35
Q37   4.40±0.24:  5    4.07±1.24: 15    3.53±0.19: 92    3.15±0.49: 13    3.56±0.57: 18    3.50±0.53: 12    3.50±0.48: 10    3.67±0.26: 39
Q38   4.60±0.24:  5    4.27±1.69: 15    4.20±0.19: 90    3.92±0.40: 13    4.22±0.53: 18    3.18±0.57: 11    4.67±0.65:  9    4.46±0.25: 39
Q39   4.60±0.24:  5    5.13±1.59: 15    3.77±0.20: 92    3.08±0.51: 13    3.94±0.47: 18    3.00±0.63: 12    4.70±0.54: 10    3.92±0.28: 39
Q40   4.40±0.24:  5    3.27±1.48: 15    3.28±0.18: 94    3.08±0.57: 13    3.15±0.44: 20    3.25±0.63: 12    3.00±0.42: 10    3.49±0.23: 39
Q41   6.20±0.20:  5    5.93±1.00: 15    4.96±0.19: 92    3.77±0.54: 13    5.05±0.46: 19    4.27±0.70: 11    4.30±0.45: 10    5.67±0.19: 39
Q42   5.80±0.37:  5    4.13±1.63: 15    4.38±0.19: 95    4.54±0.61: 13    4.55±0.43: 20    3.67±0.67: 12    4.40±0.52: 10    4.45±0.26: 40
Q43   6.00±0.32:  5    6.00±0.89: 15    5.12±0.17: 91    4.08±0.51: 13    4.67±0.48: 18    4.91±0.56: 11    5.50±0.37: 10    5.64±0.19: 39
Q44   5.80±0.20:  5    5.40±1.08: 15    5.04±0.17: 92    4.23±0.57: 13    5.11±0.33: 19    4.58±0.53: 12    5.22±0.49:  9    5.38±0.23: 39
Q45   5.40±0.24:  5    4.43±1.29: 15    4.61±0.24: 83    3.00±0.67: 12    4.65±0.64: 17    3.40±0.70: 10    4.80±0.55: 10    5.47±0.27: 34
Q46   5.00±0.32:  5    4.27±1.29: 15    4.30±0.19: 94    4.38±0.51: 13    4.45±0.39: 20    3.42±0.60: 12    4.10±0.60: 10    4.51±0.29: 39
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Table: 4.10.8

TMC, MEC — YEARS IN POSITION

19:39 TUESDAY, JUNE 18, 1985

Each entry is mean ± standard error ; number of cases

Item	TMC	MEC	MPC	LESS1	UPTO2	UPTP5	UPTO10	OVER15

Table: 4.10.9   Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 13, 1

Item	TMC		MEC		MPC		NONE		UPTO2	
Q1	5.86±0.80	7	4.67±1.35	15	5.29±0.16	93	4.67±0.88	3	5.57±0.53	7
Q2	5.00±0.53	7	4.33±1.25	15	4.75±0.18	88	4.67±0.88	3	3.83±0.91	6
Q3	5.71±0.36	7	5.40±1.25	15	5.52±0.16	93	4.33±0.33	3	6.00±0.00	7
Q4	5.14±0.43	7	5.13±1.36	15	4.92±0.22	89	4.33±0.33	3	5.33±0.61	6
Q5	6.29±0.29	7	5.13±1.36	15	5.13±0.18	91	4.33±0.33	3	5.83±0.40	6
Q6	6.00±0.22	7	5.53±0.88	15	4.90±0.21	79	3.33±0.67	3	6.20±0.37	5
Q7	5.22±0.58	5	5.13±1.42	15	4.17±0.19	64	4.80±1.00	2	4.43±0.68	5
Q8	5.60±0.51	5	5.00±1.46	15	4.29±0.15	87	4.67±0.23	3	5.57±0.53	7
Q9	5.00±0.62	7	4.00±1.17	15	4.94±0.16	93	5.33±0.33	3	5.29±0.57	7
Q10	4.43±0.61	7	4.67±1.19	15	5.23±0.15	93	5.33±0.67	3	4.67±0.33	6
Q11	5.40±0.68	5	5.33±1.34	15	4.85±0.17	89	4.00±1.15	3	3.50±0.22	6
Q12	4.29±0.57	7	3.73±1.34	15	4.13±0.19	93	3.33±0.67	3	3.50±0.22	6
Q13	4.71±0.52	7	5.13±1.45	15	5.59±0.18	96	6.00±0.58	3	4.33±0.26	6
Q14	4.43±0.53	7	4.47±1.42	15	4.34±0.18	92	1.33±0.33	3	4.17±0.61	6
Q15	4.86±0.80	7	4.80±1.60	15	4.78±0.15	88	4.00±1.00	3	4.71±0.18	6
Q16	3.86±0.80	7	3.73±1.48	15	4.23±0.13	92	2.67±0.33	3	4.33±0.61	6
Q17	5.00±0.38	7	4.60±1.45	15	4.54±0.17	91	3.33±0.67	3	4.71±0.18	7
Q18	3.71±0.36	7	3.73±1.65	15	4.59±0.17	96	4.67±0.33	3	4.00±0.00	6
Q19	5.67±0.21	6	5.33±1.46	15	5.32±0.18	91	4.33±1.20	3	5.00±0.00	6
Q20	5.33±0.49	6	4.33±1.29	14	5.54±0.15	87	4.33±0.88	3	5.83±0.49	6
Q21	6.00±0.45	6	5.13±1.28	15	5.55±0.18	93	5.67±0.88	3	4.67±0.49	6
Q22	5.33±0.44	6	5.13±1.29	15	4.89±0.17	93	5.00±1.00	3	4.67±0.49	6
Q23	6.13±0.21	6	5.00±1.51	15	4.89±0.20	93	4.33±1.20	3	6.07±0.56	6

Item	UPTO5		UPTO10		UPTO15		UPTO20		OVER20	
Q1	5.30±0.45	10	5.16±0.31	19	4.88±0.74	8	5.00±0.95	7	5.54±0.22	36
Q2	4.91±0.39	11	4.94±0.42	18	3.88±0.76	8	5.14±0.46	7	5.89±0.29	35
Q3	5.25±0.39	12	5.60±0.44	20	6.00±0.49	7	5.14±0.67	7	5.44±0.31	37
Q4	3.75±0.62	12	5.63±0.41	19	5.00±0.76	8	5.33±0.67	6	5.63±0.31	35
Q5	3.42±0.03	12	5.58±0.41	19	5.13±0.79	8	5.86±0.55	7	6.00±0.34	36
Q6	4.11±0.32	9	4.94±0.45	17	5.00±0.94	8	5.33±0.34	6	4.33±0.24	31
Q7	3.38±0.63	8	4.12±0.47	12	4.00±0.63	7	3.75±1.31	4	4.38±0.28	36
Q8	3.73±0.43	11	4.31±0.46	17	3.75±0.71	8	4.25±0.48	7	4.97±0.27	37
Q9	4.83±0.49	12	5.53±0.37	19	3.75±0.66	8	5.29±0.79	7	5.49±0.28	37
Q10	4.83±0.52	12	5.53±0.63	19	4.25±0.80	8	4.25±0.56	6	5.58±0.25	38
Q11	5.29±0.49	11	4.94±0.22	17	3.63±0.73	8	2.57±0.43	7	5.78±0.26	37
Q12	4.17±0.60	12	5.16±0.33	19	4.63±0.88	8	5.86±0.34	7	5.26±0.23	38
Q13	4.62±0.67	13	5.00±0.41	20	4.38±0.71	8	3.29±0.47	7	5.45±0.27	39
Q14	4.08±0.54	12	4.95±0.43	19	4.00±0.63	7	4.33±0.80	6	5.38±0.22	37
Q15	4.27±0.52	11	5.16±0.31	19	3.14±0.80	7	2.71±0.47	7	5.05±0.22	38
Q16	4.25±0.55	12	4.74±0.39	19	4.38±0.60	8	3.71±0.57	7	4.79±0.24	39
Q17	4.36±0.49	11	4.33±0.49	18	4.38±0.67	8	5.17±0.17	6	5.51±0.24	39
Q18	5.00±0.55	13	4.33±0.49	19	4.57±0.97	7	5.00±0.62	7	5.71±0.26	38
Q19	4.75±0.57	12	5.33±0.36	19	4.38±0.73	8	3.71±0.57	7	5.71±0.26	38
Q20	4.83±0.56	12	4.89±0.46	18	5.13±0.61	8	4.43±0.85	7	5.78±0.23	38
Q21	5.67±0.17	12	4.94±0.38	19	5.13±0.61	8	4.43±0.57	7	5.71±0.26	38
Q22	3.00±0.17	12	5.00±0.38	19	5.13±0.61	8	4.43±0.57	7	5.71±0.26	38
Q23	3.92±0.63	12	5.16±0.42	20	5.57±0.72	7	3.36±0.83	7	5.91±0.29	36

Table: 4.10.9/Contd.   Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 13, 1

Item	TMC		MEC		MPC		NONE		UPTO2	
Q24	4.83±0.48	6	5.47±1.25	15	5.36±0.16	92	4.67±0.33	3	5.83±0.60	6
Q25	5.33±0.40	6	5.80±1.53	15	5.49±0.17	89	4.33±1.20	3	6.29±0.47	7
Q26	5.33±0.49	5	4.00±1.49	15	4.68±0.18	90	5.00±0.58	3	4.60±0.24	5
Q27	4.20±0.58	5	4.33±1.55	15	5.15±0.19	90	4.00±1.15	3	4.60±0.75	5
Q28	5.60±0.24	5	5.13±1.50	15	5.29±0.16	93	4.00±0.67	3	4.00±0.73	5
Q29	6.00±0.00	5	6.13±0.47	15	5.36±0.16	88	5.13±0.67	3	6.00±0.55	5
Q30	5.40±0.37	5	5.27±1.00	15	5.29±0.16	87	5.13±0.33	3	6.00±0.45	5
Q31	5.60±0.51	5	6.13±0.48	15	5.82±0.13	91	4.67±1.20	3	5.60±0.75	6
Q32	5.00±0.51	5	4.80±1.05	15	4.65±0.13	94	4.67±0.33	3	6.00±0.59	6
Q33	6.20±0.20	5	5.33±1.07	15	6.18±0.13	92	6.67±0.23	3	6.00±0.73	6
Q34	6.00±0.32	5	5.33±0.75	15	5.56±0.16	93	6.13±0.58	3	6.14±0.33	6
Q35	4.20±0.92	5	4.53±1.63	15	4.94±0.19	84	4.67±0.88	3	4.67±0.63	6
Q36	4.60±0.24	5	4.27±1.24	15	3.53±0.19	92	3.33±1.33	3	1.17±0.63	6
Q37	4.60±0.24	5	5.13±1.59	15	3.77±0.20	92	3.00±0.88	3	2.17±0.45	7
Q38	6.00±0.24	5	3.77±1.48	15	3.28±0.18	94	2.67±1.20	3	3.86±0.46	7
Q39	5.00±0.37	5	5.93±1.03	15	4.96±0.19	92	4.33±1.15	3	3.29±0.80	7
Q40	5.00±0.24	5	6.00±0.89	15	5.12±0.17	91	4.67±1.20	3	5.86±0.45	7
Q41	5.00±0.32	5	4.33±1.29	15	4.61±0.24	83	5.00±2.00	3	5.24±0.73	7
Q42	5.00±0.32	5	4.27±1.29	15	4.33±0.19	94	1.33±0.33	3	5.24±0.73	7

Item	UPTO5		UPTO10		UPTO15		UPTO20		OVER20	
Q24	4.83±0.49	12	6.26±0.17	19	4.71±0.81	7	4.71±0.64	7	5.29±0.24	38
Q25	5.33±0.48	12	5.74±0.30	19	5.88±0.30	8	5.43±0.61	7	5.34±0.31	38
Q26	4.08±0.66	12	5.18±0.44	20	4.13±0.52	8	5.14±0.66	5	4.66±0.28	38
Q27	2.58±0.42	12	5.00±0.44	19	4.14±0.63	7	4.71±0.59	7	4.66±0.28	37
Q28	4.67±0.54	12	6.00±0.35	19	4.88±0.58	8	4.86±0.63	7	5.47±0.16	38
Q29	6.25±0.25	12	5.84±0.13	19	6.63±0.24	8	6.00±0.49	7	5.11±0.16	35
Q30	5.55±0.39	11	5.37±0.36	19	5.11±0.38	7	5.33±0.33	6	5.71±0.21	38
Q31	5.92±0.00	11	5.84±0.42	19	6.13±0.34	7	6.33±0.44	7	5.11±0.29	37
Q32	4.27±0.66	11	5.58±0.38	20	5.00±0.38	7	4.57±0.90	7	5.11±0.27	37
Q33	3.92±0.51	12	6.00±0.38	19	5.63±0.68	8	5.86±0.63	7	5.15±0.15	38
Q34	5.00±0.63	12	5.95±0.55	19	5.63±0.50	8	5.14±0.59	7	5.79±0.21	38
Q35	3.25±0.58	12	5.26±0.37	19	5.00±0.77	6	4.43±0.98	5	4.91±0.30	35
Q36	2.33±0.51	12	3.17±0.43	19	3.63±0.71	8	3.00±0.82	7	3.88±0.30	38
Q37	3.33±0.58	12	4.11±0.50	18	4.00±0.38	7	3.17±0.63	6	4.00±0.31	38
Q38	3.33±0.52	12	3.89±0.46	19	1.63±0.68	8	2.83±0.70	6	3.18±0.29	38
Q39	4.75±0.37	12	3.79±0.56	19	3.50±0.87	7	3.00±0.49	7	5.10±0.27	38
Q40	4.08±0.38	12	5.32±0.41	19	3.88±0.63	8	3.14±0.63	7	4.70±0.25	38
Q41	4.75±0.37	12	5.68±0.44	19	4.57±0.69	8	4.71±0.61	7	5.55±0.24	38
Q42	4.33±0.56	11	5.55±0.31	20	4.00±0.65	8	4.00±0.87	6	5.44±0.24	38
Q43	4.50±0.62	12	4.35±0.44	20	4.06±0.60	8	3.29±0.75	7	4.32±0.21	37

TMC, MEC - NATIONALITY

Table: 4.10.10 Each entry is mean ± standard error : number of cases

TMC	MEC	NPC	KUWAITIS	NON KUWAITIS

TMC, MEC - BASIC

Table: 4.10.11   Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 18, 1...

Item	TMC	MEC	MFC	UPTO200	UPTO400
Q1	5.86±0.40: 7	4.67±1.35: 15	5.49±0.16: 77	5.50±1.50: 2	5.52±0.27: 31
Q2	5.00±0.58: 7	4.33±1.25: 15	4.84±0.20: 76	6.15±1.50: 2	5.71±0.34: 30
Q3	5.71±0.16: 7	5.40±1.25: 15	5.56±0.17: 75	...	...
Q4	5.14±0.40: 7	5.13±1.36: 15	5.06±0.22: 74	4.57±1.33: 3	...
Q5	6.29±0.29: 7	5.53±1.36: 15	5.22±0.21: 74	...	...
Q6	6.00±0.22: 7	5.53±0.88: 15	5.11±0.23: 62	...	...
Q7	5.20±0.58: 5	5.33±1.02: 15	5.15±0.21: 53	...	...
Q8	5.60±0.51: 5	5.30±1.06: 15	4.29±0.16: 69	...	...
Q9	3.33±0.62: 7	5.44±1.17: 15	4.96±0.18: 76	...	...
Q10	4.43±0.61: 7	4.67±1.19: 15	5.43±0.20: 75	4.33±1.33: 3	...
Q11	5.40±0.68: 5	5.33±1.30: 15	4.81±0.18: 73	...	...
Q12	4.29±0.57: 7	3.73±1.34: 15	4.20±0.21: 75	...	...
Q13	4.71±0.52: 7	4.13±1.45: 15	4.63±0.19: 78	...	...
Q14	4.43±0.53: 7	4.47±1.45: 15	4.40±0.20: 75	...	...
Q15	2.86±0.40: 7	4.80±1.60: 15	4.87±0.17: 71	...	...
Q16	3.86±0.63: 7	3.73±1.48: 15	4.28±0.19: 74	...	...
Q17	5.20±0.35: 7	4.60±1.45: 15	4.56±0.19: 73	...	...
Q18	3.71±0.16: 7	3.73±1.65: 15	4.34±0.19: 78	...	...
Q19	5.67±0.61: 6	5.00±1.47: 15	5.24±0.18: 73	3.33±1.23: 3	...
Q20	6.33±0.33: 6	5.40±1.45: 15	5.50±0.20: 69	2.67±0.67: 3	...
Q21	5.83±0.48: 6	4.40±1.29: 15	5.53±0.20: 75	3.67±1.67: 3	...
Q22	5.50±0.43: 6	5.13±1.30: 15	4.73±0.19: 75	2.67±1.67: 3	...
Q23	6.33±0.21: 6	5.86±1.51: 15	5.34±0.22: 76	2.67±0.93: 3	...

Item	UPTO600	UPTO800	UPTO1000	UPTO1200	
Q1	5.68±0.22: 31	5.40±0.45: 5	4.00±.: 1	4.00±0.00: 2	
Q2	5.90±0.31: 31	4.80±0.73: 5	5.00±.: 1	4.00±0.00: 2	
Q3	6.00±0.24: 31	4.75±1.03: 5	6.00±.: 1	5.00±1.00: 2	
Q4	5.27±0.31: 30	4.60±0.77: 5	7.00±.: 1	6.00±.00: 2	
Q5	5.59±0.27: 29	4.80±0.37: 5	5.00±.: 1	6.00±.00: 2	
Q6	5.55±0.29: 29	3.40±1.15: 5	...	5.00±.00: 2	
Q7	4.29±0.33: 24	4.20±0.58: 5	4.00±.: 1	4.00±.00: 2	
Q8	5.39±0.25: 28	4.20±0.49: 5	4.00±.: 1	5.00±.00: 2	
Q9	5.53±0.24: 30	3.60±0.81: 5	5.00±.: 1	4.00±.00: 2	
Q10	5.93±0.26: 30	4.60±0.93: 5	6.00±.: 1	4.00±0.00: 2	
Q11	5.82±0.23: 28	4.60±0.51: 5	6.00±.: 1	4.00±0.00: 2	
Q12	4.43±0.31: 30	5.60±0.75: 5	1.00±.: 1	4.00±1.00: 2	
Q13	5.97±0.23: 31	3.60±0.55: 5	4.00±.: 1	6.00±.00: 2	
Q14	5.53±0.27: 30	4.80±0.89: 5	3.00±.: 1	5.00±.00: 2	
Q15	5.14±0.21: 29	4.25±1.11: 4	6.00±.: 1	4.00±.00: 2	
Q16	4.93±0.29: 29	3.60±0.85: 5	8.00±.: 1	4.00±.00: 2	
Q17	4.62±0.28: 29	4.20±0.85: 5	8.00±.: 1	5.00±.00: 2	
Q18	5.14±0.31: 29	6.20±0.26: 5	3.00±.: 1	6.00±.00: 2	
Q19	4.67±0.24: 27	3.75±0.95: 4	7.00±.: 1	5.00±1.76: 2	
Q20	5.87±0.21: 30	3.80±0.73: 5	4.00±.: 1	5.00±.00: 2	
Q21	5.33±0.27: 30	4.60±0.81: 5	7.00±.: 1	5.00±.00: 2	
Q22	4.51±0.24: 31	4.00±0.93: 5	7.00±.: 1	...	

Table: 4.10.11/Contd.   Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 18, 19...

Item	TMC	MEC	MFC	UPTO200	UPTO400
Q24	4.83±0.28: 6	5.47±1.26: 15	5.36±0.18: 74	5.00±1.20: 3	5.15±0.29: 31
Q25	4.83±0.40: 6	5.60±1.03: 15	5.40±0.19: 71	4.33±1.20: 3	...
Q26	5.20±0.49: 5	6.20±1.50: 15	5.77±0.20: 74	5.00±0.58: 3	...
Q27	4.20±0.58: 5	4.33±1.49: 15	4.28±0.21: 72	3.00±0.58: 3	...
Q28	5.60±0.24: 5	5.13±1.50: 15	4.28±0.18: 75	5.00±1.53: 3	...
Q29	6.60±0.24: 5	6.33±0.47: 15	6.44±0.11: 73	5.00±1.53: 3	...
Q30	5.80±0.17: 5	5.27±1.43: 15	5.14±0.18: 73	6.00±0.58: 3	...
Q31	5.60±0.24: 5	6.13±0.50: 15	5.35±0.14: 73	...	...
Q32	5.80±0.51: 5	4.00±1.45: 15	4.64±0.20: 76	...	...
Q33	5.60±0.24: 5	5.33±1.47: 15	4.97±0.20: 75	4.67±1.33: 3	...
Q34	6.20±0.20: 5	6.20±0.77: 15	6.20±0.14: 74	6.33±1.20: 3	...
Q35	6.00±0.32: 5	5.20±1.19: 15	5.51±0.18: 75	6.33±1.20: 3	...
Q36	4.20±0.92: 5	5.87±1.63: 15	5.39±0.20: 67	1.00±0.00: 3	...
Q37	4.40±0.24: 5	4.27±1.24: 15	3.64±0.21: 75	1.00±0.00: 3	...
Q38	4.60±0.24: 5	4.27±1.69: 15	4.26±0.21: 73	1.00±0.00: 3	...
Q39	4.60±0.24: 5	5.13±1.59: 15	3.92±0.22: 75	1.00±0.00: 3	...
Q40	4.40±0.24: 5	3.73±1.30: 15	3.37±0.21: 76	1.00±0.00: 3	...
Q41	5.20±0.20: 5	5.93±1.00: 15	5.09±0.20: 74	5.00±0.58: 3	...
Q42	5.80±0.37: 5	4.13±1.03: 15	4.55±0.21: 77	3.00±1.00: 3	...
Q43	6.00±0.32: 5	4.60±1.06: 15	5.30±0.19: 73	3.00±0.00: 3	...
Q44	3.80±0.20: 5	5.40±1.08: 15	5.38±0.18: 75	4.33±0.33: 3	...
Q45	5.40±0.24: 5	4.13±1.29: 15	4.94±0.26: 68	4.33±1.76: 3	...
Q46	5.00±0.32: 5	4.27±1.29: 15	4.12±0.21: 76	4.33±0.88: 3	3.94±0.32: 32

Item	UPTO600	UPTO800	UPTO1000	UPTO1200	
Q24	5.62±0.26: 29	4.64±0.75: 5	4.00±.: 1	5.00±1.00: 2	
Q25	5.93±0.31: 28	3.75±0.95: 4	4.00±.: 1	5.00±0.00: 2	
Q26	6.94±0.31: 31	4.20±0.66: 5	3.00±.: 1	3.50±0.50: 2	
Q27	4.83±0.33: 29	3.60±0.87: 5	4.00±.: 1	4.00±0.00: 2	
Q28	5.83±0.26: 30	6.00±0.32: 5	5.00±.: 1	3.50±0.50: 2	
Q29	5.79±0.24: 28	5.75±0.95: 4	7.00±.: 1	6.00±1.00: 2	
Q30	6.17±0.20: 29	5.60±0.24: 5	4.00±.: 1	5.50±0.50: 2	
Q31	5.29±0.26: 31	3.60±0.68: 5	2.00±.: 1	5.50±0.50: 2	
Q32	5.40±0.27: 30	4.60±0.77: 5	4.00±.: 1	4.50±0.50: 2	
Q33	6.42±0.16: 31	6.20±0.20: 5	4.00±.: 1	6.20±.: 2	
Q34	5.93±0.25: 30	5.80±0.75: 5	6.00±.: 1	5.50±0.50: 2	
Q35	5.48±0.30: 27	3.60±0.75: 5	6.00±.: 1	5.50±0.50: 2	
Q36	4.27±0.32: 30	3.60±0.75: 5	2.00±.: 1	4.50±1.00: 2	
Q37	4.40±0.32: 29	4.00±0.75: 5	5.00±.: 1	5.00±1.00: 2	
Q38	4.77±0.34: 30	2.60±0.60: 5	1.00±.: 1	5.00±0.00: 2	
Q39	3.70±0.29: 30	2.40±0.60: 5	3.00±.: 1	2.50±0.50: 2	
Q40	5.45±0.30: 29	4.40±0.68: 5	5.00±.: 1	4.00±0.00: 2	
Q41	5.79±0.23: 29	4.00±0.45: 5	6.00±.: 1	5.00±1.00: 2	
Q42	5.37±0.24: 30	5.60±0.51: 5	6.00±.: 1	6.00±1.00: 2	
Q43	5.00±0.37: 25	5.60±0.65: 5	6.00±.: 1	2.50±0.50: 2	
Q44	4.84±0.32: 31	4.75±0.25: 4	4.00±.: 1	...	

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Table: 4.10.12

TMC, MCC - MASIC & SOCIAL.

Each entry is mean ± standard error : number of cases

Item	THC	MEC	MPC	UPTO400	UPTO600	UPTO800	UPTO1000	UPTO1200
O1								
O2								
O3								
O4								
O5								
O6								
O7								
O8								
O9								
O10								
O11								
O12								
O13								
O14								
O15								
O16								
O17								
O18								
O19								
O20								
O21								
O22								
O23								
O24								
O25								
O26								
O27								
O28								
O29								
O30								
O31								
O32								
O33								
O34								
O35								
O36								
O37								
O38								
O39								
O40								
O41								
O42								
O43								
O44								
O45								
O46								

TMC, MEC - BASIC, SOCIAL & TECHNICAL

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Table: 4.10.13          Each entry is mean ± standard error : number of cases          19:39 TUESDAY, JUNE 18, 1985
Item      TMC               MEC               MFC               UPTO400           UPTO600

Q1        5.86±0.40:  7     4.67±1.35: 15     5.49±0.16: 72     5.33±0.49:  6     5.52±0.28: 29
Q2        5.00±0.58:  7     4.33±1.25: 15     4.34±0.20: 73     5.00±0.63:  6     4.93±0.36: 29
Q3        5.71±0.36:  7     5.40±1.25: 15     5.56±0.17: 75     5.13±0.44:  8     5.35±0.30: 31
Q4        5.14±0.40:  7     5.13±1.36: 15     5.04±0.22: 74     4.25±0.92:  8     5.14±0.30: 29
Q5        6.29±0.29:  7     5.53±1.36: 15     5.22±0.21: 74     4.13±0.58:  8     5.67±0.30: 30
Q6        6.00±0.22:  7     5.53±0.88: 15     5.11±0.23: 62     4.60±0.68:  5     5.00±0.40: 25
Q7        5.20±0.58:  5     5.13±1.42: 15     4.15±0.21: 53     3.60±0.75:  5     4.05±0.36: 22
Q8        5.60±0.51:  5     5.20±1.46: 15     4.29±0.16: 69     3.83±0.65:  6     4.25±0.27: 28
Q9        3.00±0.62:  7     4.80±1.17: 15     4.96±0.13: 76     4.88±0.67:  8     5.00±0.32: 31
Q10       4.43±0.61:  7     4.67±1.19: 15     5.43±0.22: 75     5.00±0.65:  8     5.57±0.32: 30
Q11       5.40±0.68:  5     5.33±1.30: 15     4.81±0.18: 73     4.88±0.58:  8     4.69±0.34: 29
Q12       4.29±0.57:  7     3.73±1.34: 15     4.20±0.21: 75     4.63±0.86:  8     4.07±0.32: 30
Q13       4.71±0.52:  7     5.13±1.45: 15     5.60±0.19: 78     5.13±0.79:  8     5.33±0.35: 33
Q14       4.43±0.53:  7     4.47±1.45: 15     4.44±0.20: 75     4.13±0.69:  8     4.53±0.32: 30
Q15       4.86±0.40:  7     4.80±1.50: 15     4.37±0.17: 71     4.50±0.57:  8     4.76±0.28: 29
Q16       3.86±0.40:  7     3.73±1.48: 15     4.28±0.20: 74     3.75±0.56:  8     4.10±0.34: 30
Q17       5.00±0.38:  7     4.53±1.45: 15     4.56±0.19: 73     4.57±0.69:  7     4.57±0.31: 30
Q18       3.71±0.36:  7     3.73±1.65: 15     4.64±0.20: 78     3.88±0.90:  8     4.28±0.34: 32
Q19       5.67±0.21:  6     5.00±0.97: 15     5.01±0.22: 73     4.25±0.75:  8     5.31±0.31: 29
Q20       5.33±0.21:  6     5.00±1.46: 15     4.52±0.20: 69     4.13±0.79:  8     4.52±0.33: 29
Q21       6.00±0.45:  6     5.43±1.29: 14     5.63±0.20: 75     5.13±0.77:  8     5.40±0.34: 30
Q22       5.83±0.40:  6     5.13±1.20: 15     4.73±0.19: 75     3.63±0.63:  8     4.53±0.31: 30
Q23       6.33±0.21:  6     5.00±1.31: 15     5.04±0.22: 76     4.50±0.38:  8     4.65±0.36: 31

Item      UPTO800           UPTO1000          UPTO1200          OVER1200

Q1        5.81±0.23: 26     5.14±0.55:  7     4.00±0.00:  2     4.00±0.00:  2
Q2        4.88±0.28: 26     5.17±0.79:  6     3.00±0.00:  2     3.50±1.50:  2
Q3        6.15±0.23: 26     5.43±0.53:  7     5.00±0.00:  2     2.00± .   :  1
Q4        5.54±0.29: 26     4.29±0.81:  7     5.00±1.00:  2     3.00±2.00:  2
Q5        5.81±0.25: 26     5.67±0.76:  6     5.00±1.00:  2     3.00±2.00:  2
Q6        5.76±0.30: 25     3.33±1.20:  3     4.50±0.50:  2     3.00±2.00:  2
Q7        4.32±0.34: 22     5.00±0.00:  3     3.50±0.50:  2     4.00± .   :  1
Q8        4.63±0.23: 24     4.00±0.58:  7     3.50±0.50:  2     4.00±1.00:  2
Q9        5.00±0.25: 26     4.86±0.55:  7     4.00±0.00:  2     2.50±1.50:  2
Q10       5.54±0.32: 26     5.86±0.26:  7     4.00±1.00:  2     3.50±2.50:  2
Q11       5.08±0.28: 25     4.71±0.52:  7     4.00±0.00:  2     4.00±1.00:  2
Q12       4.65±0.31: 26     3.14±0.77:  7     4.00±1.00:  2     2.50±1.50:  2
Q13       6.08±0.21: 26     5.29±0.64:  7     6.00±0.00:  2     6.50±0.50:  2
Q14       4.62±0.31: 26     4.43±0.69:  7     3.50±0.50:  2     3.00±2.00:  2
Q15       5.21±0.25: 24     5.29±0.47:  7     4.50±2.50:  2     1.00± .   :  1
Q16       4.84±0.33: 25     4.57±0.72:  7     3.00±0.00:  2     2.50±1.50:  2
Q17       5.04±0.31: 25     4.43±0.57:  7     4.00±1.00:  2     3.00±2.00:  2
Q18       5.22±0.34: 27     4.29±0.75:  7     5.00±1.00:  2     6.50±0.50:  2
Q19       5.36±0.25: 25     4.86±0.76:  7     5.00±0.00:  2     3.00±2.00:  2
Q20       5.00±0.27: 25     4.33±0.67:  3     4.50±0.50:  2     3.00±2.00:  2
Q21       5.69±0.33: 26     6.29±0.35:  7     6.00±0.00:  2     6.50±0.50:  2
Q22       5.31±0.30: 26     4.86±0.55:  7     4.50±1.50:  2     4.50±1.50:  2
Q23       5.62±0.33: 26     5.86±0.40:  7     4.50±0.50:  2     3.00±2.00:  2
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Table: 4.10.13/Contd.   Each entry is mean ± standard error : number of cases          19:39 TUESDAY, JUNE 18, 1985
Item      TMC               MEC               MFC               UPTO400           UPTO600

Q24       4.33±0.33:  6     5.47±1.26: 15     5.36±0.18: 74     5.00±0.42:  8     5.43±0.32: 30
Q25       5.83±0.40:  6     5.80±0.83: 15     5.46±0.19: 71     4.75±0.70:  8     5.69±0.33: 29
Q26       5.20±0.49:  5     4.60±1.50: 15     4.72±0.20: 74     4.75±0.77:  8     4.63±0.33: 30
Q27       4.20±0.58:  5     4.33±1.49: 15     4.35±0.21: 72     3.13±0.69:  8     4.21±0.35: 28
Q28       5.60±0.24:  5     5.13±1.50: 15     5.35±0.18: 75     5.25±0.67:  8     5.03±0.33: 30
Q29       6.60±0.24:  5     6.33±0.47: 15     6.40±0.11: 70     5.75±0.59:  8     6.40±0.16: 28
Q30       5.80±0.37:  5     5.27±1.00: 15     5.34±0.18: 70     5.14±0.67:  7     5.41±0.27: 29
Q31       5.60±0.24:  5     6.13±0.58: 15     5.85±0.14: 73     5.63±0.53:  8     5.03±0.24: 29
Q32       5.60±0.51:  5     4.80±1.65: 15     4.64±0.20: 76     4.38±0.71:  8     4.50±0.33: 29
Q33       5.60±0.24:  5     5.33±1.47: 15     4.97±0.20: 75     4.13±0.69:  8     5.10±0.33: 30
Q34       6.20±0.20:  5     6.20±0.75: 15     6.20±0.14: 74     5.75±0.62:  8     5.27±0.26: 30
Q35       6.00±0.32:  5     5.33±1.19: 15     5.61±0.16: 75     5.13±0.74:  8     5.50±0.30: 30
Q36       4.20±0.92:  5     4.53±1.63: 15     5.09±0.20: 67     5.14±0.63:  7     4.50±0.36: 27
Q37       4.40±0.24:  5     4.27±1.24: 15     3.64±0.21: 75     2.38±0.53:  8     3.33±0.33: 30
Q38       4.60±0.24:  5     4.27±1.69: 15     4.26±0.21: 73     2.75±0.59:  8     3.60±0.33: 29
Q39       4.00±0.24:  5     5.13±1.59: 15     3.92±0.22: 75     2.25±0.62:  8     3.52±0.31: 30
Q40       4.40±0.24:  5     3.27±1.49: 15     3.37±0.21: 76     4.63±0.78:  8     3.48±0.30: 31
Q41       4.20±0.20:  5     5.93±1.00: 15     5.09±0.20: 74     4.38±0.53:  8     5.12±0.35: 33
Q42       5.80±0.37:  5     4.13±1.63: 15     4.52±0.21: 77     4.63±0.78:  9     4.21±0.35: 33
Q43       6.00±0.32:  5     6.00±0.89: 15     5.30±0.19: 73     4.00±0.60:  8     5.31±0.32: 29
Q44       5.80±0.20:  5     5.40±1.08: 15     5.38±0.18: 75     4.13±0.61:  8     5.26±0.32: 31
Q45       5.40±0.24:  5     4.43±1.29: 15     4.94±0.26: 68     4.13±0.95:  8     4.70±0.45: 27
Q46       5.00±0.32:  5     4.27±1.29: 15     4.32±0.21: 76     4.38±0.68:  9     3.97±0.33: 32

Item      UPTO800           UPTO1200          UPTO1200          OVER1200

Q24       5.68±0.25: 25     4.86±0.59:  7     5.00±1.00:  2     4.00±2.00:  2
Q25       5.88±0.29: 26     4.25±1.25:  4     5.00±0.00:  2     2.50±1.50:  2
Q26       5.00±0.31: 25     4.86±0.59:  7     3.50±0.50:  2     3.00±1.00:  2
Q27       5.00±0.31: 25     3.57±0.53:  7     3.50±0.50:  2     3.00±2.00:  2
Q28       5.65±0.25: 26     5.86±0.40:  7     4.00±0.00:  2     6.00±1.00:  2
Q29       6.62±0.12: 26     6.00±0.71:  4     6.50±0.50:  2     5.50±0.50:  2
Q30       5.77±0.23: 26     4.75±0.85:  4     3.50±0.50:  2     2.50±1.50:  2
Q31       5.92±0.22: 25     5.29±0.52:  7     5.50±0.50:  2     5.50±0.50:  2
Q32       5.20±0.28: 25     4.00±0.76:  7     4.50±0.50:  2     3.50±1.50:  2
Q33       5.46±0.24: 26     4.43±0.72:  7     4.50±0.50:  2     2.50±1.50:  2
Q34       6.54±0.16: 26     6.14±0.34:  7     6.00± .   :  1     6.00±0.00:  2
Q35       6.08±0.24: 26     5.43±0.61:  7     5.00±0.00:  2     4.50±0.50:  2
Q36       5.30±0.25: 23     5.17±0.87:  6     5.50±0.50:  2     3.50±1.50:  2
Q37       4.31±0.32: 26     3.29±0.34:  7     4.50±1.50:  2     5.00±1.00:  2
Q38       5.28±0.33: 25     4.86±0.51:  7     4.00±1.00:  2     5.00±1.00:  2
Q39       4.73±0.37: 26     4.00±0.76:  7     5.00±1.00:  2     5.00±1.00:  2
Q40       3.65±0.34: 26     3.29±0.39:  7     2.50±0.50:  2     2.50±1.50:  2
Q41       5.36±0.29: 25     5.00±0.79:  7     5.00±0.00:  2     5.00±0.00:  2
Q42       4.85±0.34: 26     4.86±0.55:  7     4.50±0.50:  2     3.50±0.50:  2
Q43       5.68±0.29: 25     5.43±0.48:  7     5.50±0.50:  2     5.00±1.00:  2
Q44       5.44±0.28: 25     5.29±0.36:  7     4.00±1.00:  2     5.00±1.00:  2
Q45       5.22±0.36: 23     6.17±0.48:  6     6.00±0.00:  2     3.50±2.50:  2
Q46       4.76±0.30: 25     4.86±0.51:  7     2.00±0.00:  2     4.50±0.50:  2
```

TMC, MEC - TOTAL SALARY

Table: 4.10.14   Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 18, 19

Item	TMC		MEC		MFC		UPTC800		UPTC800	
Q1	5.86±0.20:	7	4.67±1.35:	15	5.49±0.16:	72	5.33±2.49:	6	5.65±0.29:	25
Q2	5.83±0.58:	7	4.33±1.25:	15	4.84±0.20:	70	5.20±0.63:	6	5.95±0.32:	27
Q3	5.71±0.36:	7	5.44±1.25:	15	4.56±0.17:	75	5.13±0.82:	8	5.12±0.36:	25
Q4	5.14±0.40:	7	5.13±1.36:	15	5.04±0.22:	74	4.08±0.62:	8	5.11±0.36:	27
Q5	6.29±0.29:	7	5.53±1.36:	15	5.11±0.23:	62	4.75±0.56:	8	5.69±0.31:	19
Q6	6.00±0.22:	7	5.53±0.68:	15	4.29±0.16:	69	4.80±0.75:	8	4.17±0.27:	24
Q7	5.20±0.58:	7	5.00±1.40:	15	4.96±0.18:	76	4.63±0.67:	8	4.93±0.35:	27
Q8	5.60±0.51:	5	4.30±1.17:	15	5.43±0.20:	76	4.88±0.58:	8	5.64±0.33:	26
Q9	3.22±0.62:	7	5.33±1.34:	15	4.81±0.19:	76	4.88±0.86:	8	4.60±0.33:	28
Q10	4.43±0.51:	7	5.13±1.45:	15	5.05±0.21:	75	4.63±0.59:	8	4.83±0.38:	29
Q11	5.43±0.63:	5	4.67±1.45:	15	4.37±0.17:	77	5.13±0.79:	8	4.72±0.31:	25
Q12	4.29±0.57:	7	4.84±1.63:	15	4.23±0.20:	74	4.75±0.56:	8	4.85±0.33:	26
Q13	4.71±0.52:	7	4.50±1.45:	15	4.66±0.19:	73	4.57±0.69:	7	4.21±0.36:	26
Q14	4.86±0.43:	7	3.73±1.45:	15	4.64±0.20:	78	4.25±0.75:	8	5.19±0.35:	26
Q15	5.00±0.38:	7	5.00±0.77:	15	4.62±0.23:	69	4.13±0.79:	8	5.18±0.35:	26
Q16	4.71±0.36:	7	5.13±1.20:	15	5.53±0.22:	75	5.13±0.77:	8	5.40±0.33:	26
Q17	5.67±0.21:	6	5.30±1.51:	15	4.73±0.19:	76	4.63±0.86:	8	4.50±0.39:	27

Item	UPTO800		UPTO1000		UPTO1200		OVER1200	
Q1	5.65±0.34:	17	5.45±0.27:	11	5.22±0.49:	9	4.75±2.75:	4
Q2	4.71±0.42:	17	5.10±0.46:	10	4.67±0.55:	9	4.25±1.11:	4
Q3	6.24±0.26:	17	5.91±0.37:	11	5.67±0.37:	9	4.67±1.11:	3
Q4	5.59±0.37:	17	5.27±0.51:	11	5.89±0.54:	9	3.75±1.33:	4
Q5	5.41±0.37:	17	5.91±0.37:	11	6.20±0.33:	8	2.75±1.11:	4
Q6	5.30±0.52:	15	6.10±0.23:	10	5.50±0.56:	8	4.67±0.33:	3
Q7	4.54±0.46:	13	3.75±0.53:	8	4.44±0.68:	9	3.75±1.36:	4
Q8	4.53±0.21:	16	5.36±0.34:	11	4.78±0.44:	9	4.75±1.11:	4
Q9	5.12±0.34:	17	5.45±0.34:	11	5.22±0.64:	9	4.75±1.11:	4
Q10	5.35±0.35:	17	5.91±0.37:	11	5.11±0.62:	9	4.25±1.11:	4
Q11	5.12±0.39:	17	4.73±0.50:	11	4.22±0.64:	9	4.50±1.23:	4
Q12	4.41±0.38:	17	4.55±0.62:	11	6.44±0.18:	9	4.25±1.11:	4
Q13	5.94±0.34:	16	5.67±0.31:	12	4.33±0.53:	9	4.25±1.11:	4
Q14	4.41±0.43:	17	5.36±0.31:	11	4.33±0.73:	9	4.50±1.29:	4
Q15	4.20±0.30:	15	5.36±0.60:	11	4.33±0.73:	9	4.33±1.24:	3
Q16	4.38±0.36:	16	4.73±0.45:	11	4.56±0.66:	9	4.75±1.48:	4
Q17	5.24±0.37:	17	5.36±0.31:	11	4.22±0.64:	9	4.75±1.11:	4
Q18	5.35±0.30:	17	4.75±0.45:	11	4.33±0.73:	9	4.33±1.11:	4
Q19	5.37±0.36:	16	5.18±0.50:	11	4.71±0.61:	7	4.75±1.11:	4
Q20	5.26±0.38:	17	5.00±0.55:	8	4.67±0.63:	9	5.00±0.71:	4
Q21	5.18±0.35:	17	5.18±0.36:	11	4.78±0.63:	9	4.75±1.26:	4
Q22	5.41±0.41:	17	5.91±0.34:	11				

Table: 4.10.14/Cmtd   Each entry is mean ± standard error : number of cases   19:39 TUESDAY, JUNE 18, 19

Item	TMC		MEC		MFC		UPTC800		UPTC800	
Q23	4.53±0.48:	6	5.47±1.26:	15	5.36±0.18:	74	5.30±0.42:	8	5.66±0.34:	26
Q24	5.43±0.48:	6	5.40±0.43:	15	5.25±0.19:	71	4.75±0.73:	8	4.75±0.34:	26
Q25	4.20±0.50:	5	4.33±1.50:	15	4.20±0.21:	74	3.13±0.77:	8	4.82±0.36:	25
Q26	5.60±0.24:	5	5.13±1.50:	15	5.02±0.20:	75	4.75±0.67:	8	4.67±0.31:	26
Q27	5.33±0.37:	5	6.13±1.47:	15	5.40±0.11:	78	4.13±0.51:	8	6.11±0.36:	25
Q28	5.80±0.48:	5	6.13±0.60:	15	4.85±0.14:	73	3.63±0.71:	8	5.55±0.31:	26
Q29	5.60±0.51:	5	4.80±1.45:	15	4.97±0.20:	76	4.38±0.71:	8	6.11±0.36:	26
Q30	6.20±0.58:	5	6.20±0.75:	15	5.61±0.14:	74	4.75±0.64:	8	6.00±0.29:	26
Q31	4.20±0.92:	5	5.33±1.19:	15	5.09±0.20:	75	4.13±0.61:	8	3.85±0.39:	26
Q32	4.40±0.34:	5	4.53±1.63:	15	5.64±0.20:	76	4.13±0.70:	7	5.08±0.33:	26
Q33	4.40±0.24:	5	4.27±1.24:	15	4.37±0.21:	73	4.63±0.62:	8	5.12±0.31:	27
Q34	4.40±0.24:	5	5.13±1.59:	15	3.92±0.21:	76	4.63±0.78:	8	4.26±0.38:	28
Q35	6.20±0.20:	5	5.27±1.48:	15	5.17±0.20:	74	4.63±0.63:	8	5.08±0.33:	25
Q36	5.80±0.37:	5	5.93±1.40:	15	5.39±0.20:	76	4.13±0.68:	8	4.78±0.33:	27
Q37	5.33±0.32:	5	4.13±1.63:	15	5.52±0.19:	77	4.63±0.78:	8	5.32±0.36:	26
Q38	5.40±0.24:	5	6.20±0.89:	15	4.86±0.19:	73	4.13±0.61:	8	4.72±0.38:	28
Q39	4.40±0.24:	5	4.43±1.29:	15	4.94±0.26:	68	4.25±0.61:	8	5.11±0.35:	25
Q40	5.00±0.32:	5	4.27±1.29:	15	4.32±0.21:	76	4.38±0.60:	8	5.64±0.33:	28

Item	UPTO800		UPTO1000		UPTO1200		OVER1200	
Q24	5.38±0.38:	16	5.73±0.30:	11	5.33±0.55:	9	4.50±1.19:	4
Q25	5.76±0.32:	16	5.90±0.35:	10	5.14±0.77:	7	3.25±1.44:	4
Q26	4.81±0.37:	16	5.00±0.52:	11	4.89±0.48:	9	4.00±1.08:	4
Q27	4.31±0.38:	16	4.91±0.63:	11	4.20±0.20:	9	3.50±0.96:	4
Q28	5.29±0.33:	17	6.00±0.27:	11	5.22±0.49:	9	5.50±0.50:	4
Q29	4.59±0.17:	17	6.82±0.13:	10	6.57±0.20:	7	5.25±0.65:	4
Q30	5.76±0.24:	17	5.18±0.48:	10	5.43±0.57:	7	3.75±1.25:	4
Q31	5.69±0.31:	16	5.82±0.35:	11	5.89±0.35:	9	5.25±0.85:	4
Q32	5.30±0.35:	16	4.82±0.46:	11	4.67±0.60:	9	4.25±1.11:	4
Q33	5.12±0.36:	17	5.36±0.24:	11	5.11±0.51:	9	3.50±1.32:	4
Q34	6.53±0.21:	17	6.36±0.24:	11	6.38±0.38:	8	6.00±0.41:	4
Q35	5.88±0.33:	17	6.36±0.17:	11	5.56±0.68:	8	5.25±0.63:	4
Q36	4.38±0.33:	16	5.67±0.17:	9	5.56±0.68:	8	4.75±1.32:	4
Q37	3.76±0.39:	17	4.73±0.45:	11	4.89±0.54:	9	4.50±1.32:	4
Q38	4.87±0.49:	15	5.73±0.24:	11	4.39±0.54:	9	5.00±1.41:	4
Q39	3.94±0.43:	17	5.00±0.43:	11	4.78±0.60:	9	5.25±0.75:	4
Q40	3.41±0.36:	17	4.45±0.56:	11	3.11±0.65:	9	4.25±0.22:	4
Q41	5.31±0.37:	16	5.00±0.49:	11	4.67±0.44:	9	4.00±0.65:	4
Q42	4.35±0.41:	17	5.91±0.17:	11	4.78±0.43:	9	4.50±0.65:	4
Q43	5.31±0.41:	16	5.90±0.28:	10	4.67±0.17:	9	4.00±0.95:	4
Q44	4.94±0.41:	17	5.00±0.36:	11	4.00±0.30:	7	4.50±1.41:	4
Q45	4.81±0.37:	16	5.30±0.54:	11	4.00±0.73:	9	4.75±0.85:	4

Comparison of THC and MFC for the 46 items

19:18 TUESDAY, JUNE 11, 1985

TTEST PROCEDURE

VARIABLE: Q1

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
THC	93	5.2888889	1.50836204	0.15099532	1.0000000	7.0000000	UNEQUAL	-1.3047	8.0	0.2270
MFC	7	5.8571428C	1.0690449?	0.40404102	5.0000000	7.0000000	EQUAL	-0.9756	95.0	0.3318

FOR H0: VARIANCES ARE EQUAL, F'= 1.99 WITH 09 AND 6 DF PROB > F'= 0.3098

VARIABLE: Q2

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
THC	88	4.7500000	1.7036138?	0.18160501	1.0000000	7.0000000	UNEQUAL	-0.4131	7.2	0.6916
MFC	7	5.0000000	1.5275252?	0.57735027	3.0000000	7.0000000	EQUAL	-0.3761	93.0	0.7077

FOR H0: VARIANCES ARE EQUAL, F'= 1.24 WITH 87 AND 6 DF PROB > F'= 0.8610

VARIABLE: Q3

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
THC	93	5.5161290?	1.5004295	0.15637677	1.0000000	7.0000000	UNEQUAL	-0.5354	8.5	0.6262
MFC	7	5.7142857?	0.9511897?	0.35951593	4.0000000	7.0000000	EQUAL	-0.3416	90.0	0.7334

FOR H0: VARIANCES ARE EQUAL, F'= 2.51 WITH 92 AND 6 DF PROB > F'= 0.2417

VARIABLE: Q4

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
THC	89	4.9213483?	1.0661368	0.19200765	1.0000000	7.0000000	UNEQUAL	-0.4924	9.2	0.6340
MFC	7	5.1428571	1.0690449?	0.40404102	4.0000000	7.0000000	EQUAL	-0.3891	94.0	0.7579

FOR H0: VARIANCES ARE EQUAL, F'= 3.05 WITH 88 AND 6 DF PROB > F'= 0.1597

VARIABLE: Q5

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
THC	91	5.1318681?	1.7504430?	0.18437604	1.0000000	7.0000000	UNEQUAL	-3.3933	11.9	0.0054
MFC	7	6.2857142?	0.7559209?	0.28571429	5.0000000	7.0000000	EQUAL	-1.7169	96.0	0.0892

FOR H0: VARIANCES ARE EQUAL, F'= 5.41 WITH 90 AND 6 DF PROB > F'= 0.0624

Comparison of TMC and MPC for the 46 items

19:10 TUESDAY, JUNE 11, 1985

TTEST PROCEDURE

VARIABLE: Q6

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	79	4.89873418	1.07031715	0.21132719	1.00000000	7.00000000	UNEQUAL	-1.6253	21.1	0.0816
MPC	7	6.00000000	0.57735027	0.21821709	5.00000000	7.00000000	EQUAL	-1.5373	84.0	0.1280

FOR H0: VARIANCES ARE EQUAL, F' = 10.58 WITH 78 AND 6 DF   PROB > F' = 0.0007

VARIABLE: Q7

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	64	4.17187500	1.54872980	0.19359112	1.00000000	7.00000000	UNEQUAL	-1.6734	4.9	0.1562
MPC	5	5.20000000	1.30384040	0.58309519	4.00000000	7.00000000	EQUAL	-1.4422	67.0	0.1539

FOR H0: VARIANCES ARE EQUAL, F' = 1.41 WITH 63 AND 4 DF   PROB > F' = 0.8221

VARIABLE: Q8

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	87	4.20735632	1.35464706	0.14523350	1.00000000	7.00000000	UNEQUAL	-2.0758	4.7	0.0692
MPC	5	5.60000000	1.14017543	0.50990195	4.00000000	7.00000000	EQUAL	-2.1220	90.0	0.0367

FOR H0: VARIANCES ARE EQUAL, F' = 1.41 WITH 86 AND 4 DF   PROB > F' = 0.8178

VARIABLE: Q9

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	93	4.93548387	1.56598664	0.16238525	1.00000000	7.00000000	UNEQUAL	3.0326	6.9	0.0196
MPC	7	3.00000000	1.63299316	0.61721343	1.00000000	6.00000000	EQUAL	3.1451	98.0	0.0022

FOR H0: VARIANCES ARE EQUAL, F' = 1.09 WITH 6 AND 92 DF   PROB > F' = 0.7517

VARIABLE: Q10

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	93	5.33333333	1.73414139	0.17982229	1.00000000	7.00000000	UNEQUAL	1.4191	7.1	0.1984
MPC	7	4.42857143	1.61633719	0.61167774	2.00000000	7.00000000	EQUAL	1.3365	98.0	0.1845

FOR H0: VARIANCES ARE EQUAL, F' = 1.15 WITH 92 AND 6 DF   PROB > F' = 0.9585

Comparison of TMC and MPC for the 46 items   19:10 TUESDAY, JUNE 11, 1985

TTEST PROCEDURE

VARIABLE: Q11

TMC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	89	4.05393258	1.57790541	0.16725764	1.00000000	7.00000000	UNEQUAL	-0.7817	4.5	0.4739
TMC	5	5.40000000	1.51657509	0.67023100	3.00000000	7.00000000	EQUAL	-0.7542	92.0	0.4526

FOR H0: VARIANCES ARE EQUAL, F'= 1.08 WITH 88 AND 4 DF   PROB > F'= 1.0000

VARIABLE: Q12

TMC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	91	4.09677419	1.78003096	0.18541017	1.00000000	7.00000000	UNEQUAL	-0.3175	7.4	0.7597
TMC	7	4.28571429	1.49602640	0.56544406	2.00000000	6.00000000	EQUAL	-0.2721	98.0	0.7861

FOR H0: VARIANCES ARE EQUAL, F'= 1.43 WITH 92 AND 6 DF   PROB > F'= 0.6957

VARIABLE: Q13

TMC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	96	5.59375000	1.73059063	0.17744416	1.00000000	7.00000000	UNEQUAL	1.5961	7.5	0.1529
TMC	7	4.71428571	1.30613112	0.52164053	3.00000000	6.00000000	EQUAL	1.3065	101.0	0.1943

FOR H0: VARIANCES ARE EQUAL, F'= 1.59 WITH 95 AND 6 DF   PROB > F'= 0.5085

VARIABLE: Q14

TMC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	92	4.33695652	1.69059136	0.17709839	1.00000000	7.00000000	UNEQUAL	-0.1645	7.4	0.8730
TMC	7	4.42857143	1.39727626	0.52812079	3.00000000	6.00000000	EQUAL	-0.1390	97.0	0.8898

FOR H0: VARIANCES ARE EQUAL, F'= 1.46 WITH 91 AND 6 DF   PROB > F'= 0.6625

VARIABLE: Q15

TMC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	88	4.78409091	1.44197234	0.15371477	1.00000000	7.00000000	UNEQUAL	-0.1692	7.9	0.8701
TMC	7	4.85714286	1.06904697	0.40406102	4.62500000	7.00000000	EQUAL	-0.1309	93.0	0.0961

FOR H0: VARIANCES ARE EQUAL, F'= 1.82 WITH 87 AND 6 DF   PROB > F'= 0.4620

Comparison of THC and MPC for the 46 items   19:10 TUESDAY, JUNE 11, 1985

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VARIABLE: Q16

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	92	4.22826087	1.77345048	0.18489429	1.00000000	7.00000000	UNEQUAL	0.8352	8.8	0.4259
MPC	7	3.85714286	1.06904497	0.40406102	3.00000000	6.00000000	EQUAL	0.5446	97.0	0.5873

FOR H0: VARIANCES ARE EQUAL, F'= 2.75 WITH 91 AND 6 DF   PROB > F'= 0.1995

VARIABLE: Q17

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	91	4.53846154	1.61457841	0.16925297	1.00000000	7.00000000	UNEQUAL	-1.1145	6.6	0.2953
MPC	7	5.02226300	1.02220000	0.37796447	4.00000000	6.00000000	EQUAL	-0.7433	96.0	0.4591

FOR H0: VARIANCES ARE EQUAL, F'= 2.61 WITH 90 AND 6 DF   PROB > F'= 0.2239

VARIABLE: Q18

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	96	4.59375000	1.80396120	0.18411603	1.00000000	7.00000000	UNEQUAL	2.1773	9.5	0.0559
MPC	7	3.71428571	0.95116973	0.35951593	2.00000000	5.00000000	EQUAL	1.2728	101.0	0.2060

FOR H0: VARIANCES ARE EQUAL, F'= 3.60 WITH 95 AND 6 DF   PROB > F'= 0.1079

VARIABLE: Q19

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	91	5.02197802	1.69297911	0.17747243	1.00000000	7.00000000	UNEQUAL	-2.3394	14.2	0.0344
MPC	6	5.66666667	0.51639770	0.21081051	5.00000000	6.00000000	EQUAL	-0.9258	95.0	0.3569

FOR H0: VARIANCES ARE EQUAL, F'= 10.75 WITH 90 AND 5 DF   PROB > F'= 0.0175

VARIABLE: Q20

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	87	4.54022989	1.70365269	0.18265074	1.00000000	7.00000000	UNEQUAL	-2.0433	14.8	0.0124
MPC	6	5.33333333	0.51639770	0.21081051	5.00000000	6.00000000	EQUAL	-1.1315	91.0	0.2600

FOR H0: VARIANCES ARE EQUAL, F'= 10.08 WITH 86 AND 5 DF   PROB > F'= 0.3171

Comparison of THC and MPC for the 46 items

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VARIABLE: Q21

THC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	93	5.51619923	1.76692378	0.18322146	1.00000000	7.00000000	UNEQUAL	-1.0012	6.8	0.3511
THC	6	6.00000000	1.09544512	0.44721360	5.00000000	7.00000000	EQUAL	-0.6637	97.0	0.5104

FOR H0: VARIANCES ARE EQUAL, F'= 2.60 WITH 92 AND 5 DF   PROB > F'= 0.2016

VARIABLE: Q22

THC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	93	4.62365591	1.64700388	0.17007768	1.00000000	7.00000000	UNEQUAL	-2.7729	7.0	0.0277
THC	6	5.83333333	0.98319200	0.40130649	4.00000000	7.00000000	EQUAL	-1.7724	97.0	0.0795

FOR H0: VARIANCES ARE EQUAL, F'= 2.81 WITH 92 AND 5 DF   PROB > F'= 0.2448

VARIABLE: Q23

THC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	93	4.89247312	1.90230847	0.19725027	1.00000000	7.00000000	UNEQUAL	-4.9906	16.9	0.0001
THC	6	6.33333333	0.51639778	0.21081851	6.00000000	7.00000000	EQUAL	-1.8427	97.0	0.0604

FOR H0: VARIANCES ARE EQUAL, F'= 13.57 WITH 92 AND 5 DF   PROB > F'= 0.0112

VARIABLE: Q24

THC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	92	5.35869565	1.49317566	0.15577458	1.00000000	7.00000000	UNEQUAL	1.0465	6.1	0.3350
THC	6	4.83333333	1.16904519	0.47726070	3.00000000	6.00000000	EQUAL	0.8430	96.0	0.4013

FOR H0: VARIANCES ARE EQUAL, F'= 1.63 WITH 91 AND 5 DF   PROB > F'= 0.6136

VARIABLE: Q25

THC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	89	5.49438202	1.60343095	0.16996334	1.00000000	7.00000000	UNEQUAL	-0.7776	6.9	0.4625
THC	6	5.83333333	0.98319200	0.40130649	5.00000000	7.00000000	EQUAL	-0.5098	93.0	0.6114

FOR H0: VARIANCES ARE EQUAL, F'= 2.66 WITH 80 AND 5 DF   PROB > F'= 0.2707

Comparison of TMC and MPC for the 46 items

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VARIABLE: Q26

TMC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	90	4.67777778	1.70147179	0.17935007	1.00000000	7.00000000	UNEQUAL	-1.0010	5.1	0.3618
TMC	5	5.20000000	1.09544512	0.48909795	4.00000000	6.00000000	EQUAL	-0.6766	93.0	0.5004

FOR H0: VARIANCES ARE EQUAL, F'= 2.41 WITH 89 AND 4 DF   PROB > F'= 0.4045

VARIABLE: Q27

TMC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	90	4.15555556	1.79032276	0.18955965	1.00000000	7.00000000	UNEQUAL	-0.0725	4.9	0.9451
TMC	5	4.20000000	1.30304040	0.50309519	3.00000000	6.00000000	EQUAL	-0.0543	93.0	0.9568

FOR H0: VARIANCES ARE EQUAL, F'= 1.90 WITH 89 AND 4 DF   PROB > F'= 0.5650

VARIABLE: Q28

TMC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	93	5.29032258	1.58512546	0.16436905	1.00000000	7.00000000	UNEQUAL	-1.0490	8.3	0.3234
TMC	5	5.60000000	0.54772256	0.24494097	5.00000000	6.00000000	EQUAL	-0.4336	96.0	0.6656

FOR H0: VARIANCES ARE EQUAL, F'= 8.30 WITH 92 AND 4 DF   PROB > F'= 0.0558

VARIABLE: Q29

TMC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF.	PROB > |T|
MPC	88	6.36363636	0.94473193	0.10497278	2.00000000	7.00000000	UNEQUAL	-0.0069	5.6	0.4119
TMC	5	6.60000000	0.54772256	0.24494897	6.00000000	7.00000000	EQUAL	-0.5302	91.0	0.5973

FOR H0: VARIANCES ARE EQUAL, F'= 3.23 WITH 87 AND 4 DF   PROB > F'= 0.2500

VARIABLE: Q30

TMC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	87	5.28735632	1.46291572	0.15259151	1.00000000	7.00000000	UNEQUAL	-1.2627	5.5	0.2576
TMC	5	5.80000000	0.83666003	0.37416574	5.00000000	7.00000000	EQUAL	-0.7700	90.0	0.4433

FOR H0: VARIANCES ARE EQUAL, F'= 3.09 WITH 86 AND 4 DF   PROB > F'= 0.2763

Comparison of TMC and MPC for the 46 items

TTEST PROCEDURE

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VARIABLE: Q31

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	91	5.82417582	1.30654625	0.14115640	1.00000000	7.00000000	UNEQUAL	0.7938	7.1	0.4536
MPC	5	5.60000000	0.54772256	0.24494097	5.00000000	6.00000000	EQUAL	0.3691	94.0	0.7129

FOR H0: VARIANCES ARE EQUAL, F'= 6.04 WITH 90 AND 4 DF   PROB > F'= 0.0944

VARIABLE: Q32

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	94	4.64893617	1.75797680	0.18132147	1.00000000	7.00000000	UNEQUAL	-1.7574	5.1	0.1305
MPC	5	5.60000000	1.14017543	0.50990195	4.00000000	7.00000000	EQUAL	-1.1931	97.0	0.2357

FOR H0: VARIANCES ARE EQUAL, F'= 2.38 WITH 93 AND 4 DF   PROB > F'= 0.4132

VARIABLE: Q33

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	92	4.85869565	1.74520707	0.18195042	1.00000000	7.00000000	UNEQUAL	-2.4294	9.5	0.0367
MPC	5	5.60000000	0.54772256	0.24494097	5.00000000	6.00000000	EQUAL	-0.9431	95.0	0.3480

FOR H0: VARIANCES ARE EQUAL, F'= 10.15 WITH 91 AND 4 DF   PROB > F'= 0.0346

VARIABLE: Q34

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	91	6.17582418	1.22559198	0.12847695	2.00000000	7.00000000	UNEQUAL	-0.1017	7.9	0.9215
MPC	5	6.20000000	0.44721360	0.20000000	6.00000000	7.00000000	EQUAL	-0.0438	94.0	0.9652

FOR H0: VARIANCES ARE EQUAL, F'= 7.51 WITH 90 AND 4 DF   PROB > F'= 0.0665

VARIABLE: Q35

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	93	5.55913978	1.53553010	0.15922702	1.00000000	7.00000000	UNEQUAL	-1.2452	6.3	0.2578
MPC	5	6.20000000	0.70710678	0.31622777	5.00000000	7.00000000	EQUAL	-0.6359	96.0	0.5263

FOR H0: VARIANCES ARE EQUAL, F'= 4.72 WITH 92 AND 4 DF   PROB > F'= 0.1411

Comparison of ThC and MPC for the 46 items

TTEST PROCEDURE

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VARIABLE: Q36

ThC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	84	4.94047619	1.71703857	0.18734427	1.00000000	7.00000000	UNEQUAL	0.7916	4.3	0.4700
ThC	5	4.20000000	2.04939015	0.91651514	1.00000000	6.00000000	EQUAL	0.9278	87.0	0.3561

FOR H0: VARIANCES ARE EQUAL, F'= 1.42 WITH 4 AND 83 DF PROB > F' = 0.4661

VARIABLE: Q37

ThC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	92	3.53260870	1.01235738	0.10095132	1.00000000	7.00000000	UNEQUAL	-2.0430	10.0	0.0686
ThC	5	4.40000000	0.54772256	0.24494897	4.00000000	5.00000000	EQUAL	-1.0628	95.0	0.2906

FOR H0: VARIANCES ARE EQUAL, F'= 10.95 WITH 91 AND 4 DF PROB > F' = 0.0301

VARIABLE: Q38

ThC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	93	4.20000000	1.70759772	0.10042934	1.00000000	7.00000000	UNEQUAL	-1.2963	10.0	0.2247
ThC	5	4.60000000	0.54772256	0.24494897	4.00000000	5.00000000	EQUAL	-0.4960	96.0	0.6205

FOR H0: VARIANCES ARE EQUAL, F'= 10.65 WITH 89 AND 4 DF PROB > F' = 0.0317

VARIABLE: Q39

ThC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	92	3.77173913	1.89912219	0.19799717	1.00000000	7.00000000	UNEQUAL	-2.6297	10.7	0.0239
ThC	5	4.60000000	0.54772256	0.24494897	4.00000000	5.00000000	EQUAL	-0.9686	95.0	0.3352

FOR H0: VARIANCES ARE EQUAL, F'= 12.02 WITH 91 AND 4 DF PROB > F' = 0.0252

VARIABLE: Q40

ThC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
MPC	94	3.27659574	1.70643472	0.17608530	1.00000000	7.00000000	UNEQUAL	-3.7245	9.1	0.0047
ThC	5	4.40000000	0.54772256	0.24494897	4.00000000	5.00000000	EQUAL	-1.4617	97.0	0.1471

FOR H0: VARIANCES ARE EQUAL, F'= 9.71 WITH 93 AND 4 DF PROB > F' = 0.0376

Comparison of TMC and MPC for the 46 items

TTEST PROCEDURE

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VARIABLE: Q41

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	92	4.95652174	1.79690236	0.18734002	1.00000000	7.00000000	UNEQUAL	-1.5376	13.6	0.0005
MPC	5	6.20000000	0.44721360	0.20000000	6.00000000	7.00000000	EQUAL	-1.5376	95.0	0.1275

FOR H0: VARIANCES ARE EQUAL, F' = 16.14 WITH 91 AND 4 DF   PROB > F' = 0.0144

VARIABLE: Q42

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	95	4.37894737	1.04033229	0.10681388	1.00000000	7.00000000	UNEQUAL	-2.3907	6.3	0.0130
MPC	5	5.80000000	0.50366303	0.37416574	5.00000000	7.00000000	EQUAL	-1.7100	98.0	0.0903

FOR H0: VARIANCES ARE EQUAL, F' = 4.04 WITH 94 AND 4 DF   PROB > F' = 0.1253

VARIABLE: Q43

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	91	5.12087912	1.64543253	0.17240819	1.00000000	7.00000000	UNEQUAL	-2.4486	6.7	0.0464
MPC	5	6.00000000	0.70710678	0.31622777	5.00000000	7.00000000	EQUAL	-1.1839	94.0	0.2394

FOR H0: VARIANCES ARE EQUAL, F' = 5.41 WITH 90 AND 4 DF   PROB > F' = 0.1129

VARIABLE: Q44

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	92	5.04347826	1.62340737	0.16925192	2.00000000	7.00000000	UNEQUAL	-2.8874	11.5	0.0142
MPC	5	6.00000000	0.00000000	0.00000000	6.00000000	6.00000000	EQUAL	-1.0352	95.0	0.3032

FOR H0: VARIANCES ARE EQUAL, F' = 13.18 WITH 91 AND 4 DF   PROB > F' = 0.0212

VARIABLE: Q45

	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM	VARIANCES	T	DF	PROB > |T|
TMC	83	4.61445783	2.22968512	0.24473974	1.00000000	7.00000000	UNEQUAL	-2.2606	15.2	0.0383
MPC	5	5.40000000	0.54772256	0.24494897	5.00000000	6.00000000	EQUAL	-0.7824	86.0	0.4361

FOR H0: VARIANCES ARE EQUAL, F' = 16.57 WITH 82 AND 4 DF   PROB > F' = 0.0194

Comparison of THC and HPC for the 46 items

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VARIABLE: C46

THC	N	MEAN	STD DEV	STD ERROR	MINIMUM	MAXIMUM
HPC	94	4.29787234	1.84233248	0.19002209	1.00000000	7.00000000
THC	5	5.20000000	0.70710678	0.31622777	4.00000000	6.00000000

VARIANCES	T	DF	PROB > |T|
UNEQUAL	-1.9032	7.4	0.0960
EQUAL	-0.8454	97.0	0.4000

FOR H0: VARIANCES ARE EQUAL, F' = 6.79 WITH 93 AND 4 DF   PROB > F' = 0.0725

APPENDIX 5

Tables 5.2.1-14 The New Dimensions Across the Factor

Tables 5.3 STEPWISE Results

Table: 5.2.1

CATEGORY MEANS ACROSS PROFESSION

	1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
DOCTOR								
MEAN	5.0	5.0	5.0	5.4	5.7	5.5	4.7	5.4
OBS	157.	86.	88.	193.	71.	88.	54.	69.
S.DEV	1.67	1.76	1.67	1.67	1.49	1.30	1.05	1.66
CLASS	B	AB	A	A	A	A	AB	AB
PHARMACIST								
MEAN	4.5	3.9	3.0	4.3	4.5	2.5	2.8	3.0
OBS	12.	11.	11.	10.	0.	10.	6.	6.
S.DEV	1.30	1.92	1.30	1.33	1.60	1.10	.90	.75
CLASS	C	B	B	A	A	C	B	BC
PARAMEDIC								
MEAN	4.3	5.0	4.0	5.1	2.0	2.2	2.0	2.5
OBS	9.	5.	5.	11.	3.	5.	3.	4.
S.DEV	2.27	1.41	.00	1.51	1.73	2.68	1.73	1.73
CLASS	BC	AB	AB	AB	B	C	B	C
ADMINISTRATOR								
MEAN	4.9	4.7	4.5	5.0	5.3	4.1	4.0	4.5
OBS	512.	279.	296.	648.	240.	291.	102.	236.
S.DEV	1.67	1.80	1.72	1.77	1.69	1.09	1.07	1.07
CLASS	B	B	A	B	A	B	B	B
RESEARCHER								
MEAN	4.1	5.0	4.7	4.2	4.6	3.1	4.2	3.9
OBS	14.	13.	10.	22.	8.	10.	6.	0.
S.DEV	1.23	.94	.95	1.07	1.69	1.10	1.47	1.36
CLASS	BC	AB	A	B	A	BC	AB	BC
ENGINEER								
MEAN	5.3	5.2	4.7	6.2	6.0	4.0	4.8	6.0
OBS	21.	13.	13.	27.	10.	14.	9.	9.
S.DEV	1.72	2.23	1.80	1.57	1.33	2.72	2.91	2.12
CLASS	AB	AB	A	A	A	BC	AB	A
OTHER								
MEAN	5.7	5.6	5.3	5.7	5.5	5.3	5.1	6.0
OBS	60.	30.	35.	76.	20.	33.	21.	20.
S.DEV	1.34	1.46	1.30	1.29	1.40	1.29	1.53	1.29
CLASS	A	A	A	A	A	A	A	A
F, PROB	5.7 2.1	2.1 2.1	3.6 2.1	6.2 2.1	3.5 2.1	13.0 2.1	3.2 2.1	7.2 2.1

"NSTP*OK :MPC   18/09/05 20:00:59"

Table: 5.2.2

CATEGORY MEANS ACROSS EDUCATION

		1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
LESS THAN H. SCHOOL D.	MEAN	5.1	5.3	4.8	5.1	5.5	4.1	3.9	4.7
	OBS	115.	61.	69.	148.	55.	69.	42.	54.
	S.DEV	1.30	1.60	1.57	1.73	1.54	2.06	1.56	1.02
	CLASS	AB	A	...	ABC	...	B	...	A
H. SCHOOL E.	MEAN	4.6	4.6	4.8	4.7	5.2	3.9	3.8	4.4
	OBS	75.	41.	48.	98.	35.	44.	27.	35.
	S.DEV	1.05	2.02	1.93	2.01	2.04	1.91	2.24	2.17
	CLASS	B	AB	...	C	...	B	...	A
INSTITUTE DIPLOMA	MEAN	5.1	5.0	4.6	5.3	5.4	4.5	4.5	5.1
	OBS	71.	40.	41.	86.	32.	40.	24.	31.
	S.DEV	1.30	1.53	1.79	1.56	1.37	1.54	1.77	1.50
	CLASS	AB	AB	...	AB	...	AB	...	A
UNIVERSITY D.	MEAN	4.7	4.5	4.4	5.0	5.3	4.2	4.2	4.5
	OBS	329.	181.	186.	403.	152.	184.	116.	148.
	S.DEV	1.12	1.85	1.72	1.76	1.67	1.91	1.97	1.86
	CLASS	B	B	...	BC	...	B	...	A
MASTER D.	MEAN	5.2	5.1	5.0	5.4	5.6	5.2	4.6	5.2
	OBS	157.	87.	88.	196.	71.	86.	54.	69.
	S.DEV	1.61	1.63	1.55	1.56	1.74	1.76	1.95	1.89
	CLASS	A	A	...	A	...	A	...	A
DOCTORATE D.	MEAN	5.0	4.9	4.8	5.2	5.1	4.5	4.5	5.4
	OBS	42.	24.	25.	54.	19.	23.	15.	19.
	S.DEV	1.43	1.69	1.43	1.44	1.45	1.65	1.77	1.64
	CLASS	AB	AB	...	ABC	...	AB	...	A
F, F.95		3.9 2.2	3.4 2.2	2.0 2.2	2.6 2.2	.5 2.2	4.7 2.2	1.3 2.2	2.3 2.2

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CATEGORY MEANS ACROSS DEPARTMENTS:

Table: 5.2.3

	1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
FINANCIAL AFFAIRS								
MEAN	4.6	4.6	4.4	4.9	5.2	4.1	3.8	4.3
OBS	21.	110.	121.	265.	99.	120.	75.	90.
S.DEV	1.56	1.72	1.48	1.56	1.58	1.02	1.56	1.72
CLASS	CD	AB	AB	BC	BC	ABCD	B	B
ORGANIZATION & CONTROL								
MEAN	4.1	3.8	4.0	4.1	4.2	4.1	3.3	3.8
OBS	41.	22.	24.	54.	20.	25.	15.	20.
S.DEV	1.62	1.89	1.90	1.97	1.96	1.05	2.19	2.00
CLASS	D	B	B	C	C	ABCD	B	B
SERVICE & TECH. STAFF								
MEAN	4.3	4.4	4.2	4.2	4.5	3.4	3.5	3.0
OBS	11.	41.	49.	100.	39.	49.	30.	39.
S.DEV	1.31	2.10	1.95	2.02	1.89	2.07	2.06	2.00
CLASS	D	AB	B	C	C	CD	B	B
GENERAL JOBS								
MEAN	5.1	4.7	4.7	5.3	6.3	4.0	4.3	5.1
OBS	63.	37.	42.	86.	31.	37.	24.	30.
S.DEV	1.50	2.00	1.04	1.71	1.32	1.67	2.04	1.09
CLASS	BC	AB	AB	ABC	AB	ABCD	AB	AB
PUBLIC HEALTH & PLANNING								
MEAN	5.5	5.4	5.3	5.6	5.9	5.6	4.8	5.8
OBS	51.	28.	30.	65.	24.	28.	10.	23.
S.DEV	1.39	1.95	2.07	1.94	1.85	1.40	2.29	1.54
CLASS	ABC	AB	AB	AB	BC	A	AB	AB
HOSPITALS								
MEAN	5.0	5.5	4.8	5.8	4.9	4.4	4.3	5.1
OBS	17.	10.	10.	22.	7.	10.	6.	8.
S.DEV	2.29	1.27	1.03	1.41	2.05	2.99	2.00	2.66
CLASS	BCD	AB	AB	AB	BC	ABC	AB	AB
MEDICAL STORES								
MEAN	2.1	3.4	2.0	3.9	4.0	2.0	2.3	3.7
OBS	6.	5.	5.	7.	4.	5.	3.	3.
S.DEV	1.03	2.41	1.00	1.77	2.16	.71	1.15	.50
CLASS	E	B	C	C	C	D	B	B
LEGAL AFFAIRS								
MEAN	6.2	5.4	4.7	5.0	7.0	4.9	5.5	4.9
OBS	16.	17.	20.	44.	16.	20.	12.	16.
S.DEV	1.11	1.54	1.92	1.49	.00	2.20	1.67	1.01

Continuation/- Table: 5.2.3

	1	2	3	4	5	6	7	8
ILLEGAL AFFAIRS								
MEAN	6.2	5.4	4.7	5.8	7.0	4.9	5.5	4.9
OBS	10.	19.	20.	44.	16.	20.	12.	16.
S.DEV	1.41	1.54	1.92	1.49	.00	2.20	1.57	1.81
CLASS	A	AB	AB	AB	A	AB	A	AB
DENTISTS & PARAMEDICS								
MEAN	4.5	4.6	4.9	5.1	5.0	3.0	3.9	4.7
OBS	20.	16.	15.	32.	12.	15.	9.	11.
S.DEV	1.21	1.31	1.44	1.54	1.04	1.52	1.62	1.19
CLASS	CD	AB	AB	ABC	BC	BCD	AB	AB
SOCIAL HEALTH								
MEAN	5.0	6.2	6.0	6.5	7.0	5.6	5.3	6.0
OBS	5.	5.	5.	11.	4.	5.	3.	4.
S.DEV	.07	.84	.71	.82	.00	1.34	1.15	.82
CLASS	ABC	A	A	A	AB	AB	AB	AB
TREATMENT ABROAD								
MEAN	6.3	5.6	5.8	6.5	7.0	4.2	5.3	7.0
OBS	2.	5.	5.	11.	4.	5.	3.	4.
S.DEV	2.12	1.34	1.10	.93	.00	1.79	1.53	.00
CLASS	AB	AB	AB	A	AB	ABCD	AB	A
EXTERNAL MEDICAL SERV.								
MEAN	4.5	4.3	4.3	4.8	5.0	5.3	4.0	5.0
OBS	61.	34.	35.	73.	20.	34.	21.	27.
S.DEV	1.47	1.77	1.47	1.58	1.37	1.30	1.75	1.70
CLASS	CD	AB	AB	BC	BC	AB	AB	AB
ENVIRONMENT PROTECTION								
MEAN	5.1	5.2	4.7	5.1	4.8	4.6	4.8	5.6
OBS	42.	21.	23.	50.	19.	23.	15.	10.
S.DEV	1.25	1.03	.97	1.19	1.46	1.73	1.74	1.58
CLASS	BC	AB	AB	BC	C	AB	AB	AB
TRANSSECRETAT.								
MEAN	4.7	4.6	4.6	5.9	5.5	4.0	5.0	4.7
OBS	12.	5.	5.	11.	4.	5.	3.	4.
S.DEV	2.00	2.51	1.34	1.51	1.73	3.00	3.46	2.07
CLASS	BCD	AB	AB	AB	ABC	ABCD	AB	AB
F, F95%	6.9 1.7	2.1 1.7	2.6 1.7	6.9 1.7	5.3 1.8	4.1 1.7	2.0 1.8	3.9 1.8

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Table: 5.2.4

CATEGORY MEANS ACROSS LEVEL

	1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
ASSIST. UNDER SECRETARY								
MEAN	5.1	5.3	5.5	5.2	5.2	4.6	4.6	5.2
CES	21.	15.	14.	29.	12.	15.	9.	12.
S.DEV	.92	.98	.76	.98	1.29	1.64	1.59	.07
CLASS	AB	...	...	AB	...	...	...	...
DEPARTMENT HEAD								
MEAN	5.0	4.9	4.4	5.3	5.5	4.8	4.4	5.3
CES	102.	58.	58.	123.	47.	59.	36.	45.
S.DEV	1.76	1.64	1.79	1.59	1.52	1.89	1.87	1.68
CLASS	AB	...	...	AB	...	...	...	...
COUNCILLOR								
MEAN	5.1	5.1	4.9	5.5	5.6	4.1	4.3	5.1
CES	99.	56.	58.	128.	47.	57.	35.	45.
S.DEV	1.71	1.70	1.50	1.49	1.50	1.93	1.98	1.79
CLASS	AB	...	...	A	...	...	...	...
SECTION HEAD								
MEAN	4.8	4.7	4.6	5.0	5.3	4.3	4.1	4.6
CES	551.	299.	310.	693.	253.	310.	193.	248.
S.DEV	1.68	1.85	1.73	1.79	1.72	1.91	1.93	1.93
CLASS	B	...	...	B	...	...	...	...
SUB-SECTION HEAD								
MEAN	5.0	5.0	5.0	5.4	5.2	4.9	4.1	4.0
CES	21.	10.	10.	22.	9.	10.	0.	10.
S.DEV	1.22	1.03	1.49	1.60	1.79	1.91	1.64	1.63
CLASS	A	...	...	AB	...	...	...	...
F, F95%	2.4	.8	2.4	2.4	.4	1.1	.3	2.3
	2.4	2.9	1.6	2.9	2.4	2.4	2.4	2.9

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Table: 5.2.5

CATEGORY MEANS ACROSS AGE

	1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
20 - 24								
MEAN	3.7	3.4	3.2	3.9	4.0	3.1	3.1	3.2
CES	70.	37.	30.	88.	33.	37.	26.	33.
S.DEV	1.98	1.82	1.79	1.90	2.11	1.75	2.08	1.80
CLASS	D	C	C	D	C	D	B	D
25 - 29								
MEAN	4.5	4.4	4.7	4.7	4.8	4.5	3.9	4.1
CES	93.	54.	61.	130.	47.	60.	36.	47.
S.DEV	2.01	2.19	2.01	2.10	1.98	2.17	2.31	2.15
CLASS	C	B	AB	C	B	BC	AB	C
30 - 34								
MEAN	4.7	4.7	4.5	5.2	5.0	4.2	4.2	4.0
CES	184.	105.	104.	227.	86.	105.	65.	83.
S.DEV	1.60	1.82	1.52	1.65	1.60	1.80	1.92	1.93
CLASS	BC	AB	B	B	B	C	A	B
35 - 39								
MEAN	5.4	5.2	4.8	5.4	6.0	4.3	4.4	5.1
CES	174.	93.	100.	216.	77.	90.	59.	75.
S.DEV	1.34	1.66	1.57	1.42	1.22	1.96	1.73	1.56
CLASS	A	A	AB	AB	A	BC	A	AB
40 - 44								
MEAN	5.3	5.1	4.9	5.3	5.6	4.3	4.3	4.9
CES	102.	59.	60.	129.	50.	58.	30.	50.
S.DEV	1.53	1.44	1.55	1.69	1.40	1.74	1.56	1.56
CLASS	AB	A	AB	BC	A	BC	A	B
45 - 49								
MEAN	5.1	5.2	4.8	5.4	5.7	4.9	4.5	5.3
CES	102.	56.	60.	120.	47.	60.	36.	46.
S.DEV	1.38	1.32	1.58	1.29	1.29	1.69	1.48	1.62
CLASS	AB	A	AB	A	A	B	A	AB
50 - 54								
MEAN	5.3	5.3	5.4	5.7	6.0	5.7	4.9	5.0
CES	62.	30.	35.	77.	20.	33.	21.	26.
S.DEV	1.70	1.55	1.29	1.43	1.13	1.23	2.19	1.49
CLASS	A	A	A	A	A	A	A	A
F, F(ST)	12.6	6.6	7.1	13.1	10.7	7.1	2.4	8.2
	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1

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Table: 5.2.6

CATEGORY MEANS ACROSS SEX

	1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT- OF REWARDS
FEMALE								
MEAN	4.9	4.6	4.8	4.8	4.5	4.0	3.7	4.2
CASES	44.	25.	25.	58.	19.	25.	15.	20.
S.DEV	1.72	1.61	1.38	1.70	1.90	2.17	2.19	1.58
CLASS	...	...	...	...	B	...	...	...
MALE								
MEAN	4.9	4.8	4.6	5.1	5.4	4.4	4.2	4.8
CASES	754.	413.	433.	941.	349.	426.	266.	340.
S.DEV	1.67	1.79	1.70	1.71	1.63	1.09	1.09	1.00
CLASS	...	...	...	...	A	...	...	...
F, PROB	.3 .3	.4 3.9	.3 3.9	1.5 3.8	5.9 3.9	1.4 3.9	.9 3.9	2.0 3.9

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Table: 5.2.7

CATEGORY MEANS ACROSS YEARS IN SERVICE IN NPH

		1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 GEENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT- OF REWARDS
3 - 5	MEAN	4.3	3.9	4.0	4.7	4.8	3.8	3.8	3.9
	CASES	100.	58.	66.	191.	51.	64.	39.	51.
	S.DEV	1.76	2.18	1.84	2.00	1.87	1.82	2.10	2.03
	CLASS	C	C	C	C	B	B	---	C
6 - 10	MEAN	4.3	4.7	4.7	5.1	5.1	4.5	4.2	4.7
	CASES	165.	91.	91.	203.	76.	90.	59.	74.
	S.DEV	1.77	1.92	1.84	1.78	1.78	2.11	2.09	1.97
	CLASS	B	B	AB	B	B	AB	---	AB
11 - 15	MEAN	4.5	4.4	4.1	4.6	4.5	3.8	3.7	4.1
	CASES	98.	58.	50.	124.	46.	50.	35.	45.
	S.DEV	1.74	1.83	1.83	2.02	1.96	2.09	2.24	2.10
	CLASS	B	BC	C	C	B	B	---	BC
16 - 20	MEAN	4.8	5.0	4.5	5.0	5.0	4.5	3.9	4.9
	CASES	33.	47.	50.	110.	39.	48.	30.	39.
	S.DEV	1.65	1.62	1.59	1.69	1.56	1.80	1.56	1.64
	CLASS	B	AB	BC	BC	B	AB	---	AB
MORE THAN 20	MEAN	5.3	5.2	5.0	5.4	6.0	4.7	4.5	5.2
	CASES	113.	182.	193.	417.	156.	191.	118.	151.
	S.DEV	1.42	1.44	1.42	1.40	1.18	1.72	1.67	1.57
	CLASS	A	A	A	A	A	A	---	A
F, PROB%		16.2 / 2.4	7.6 / 2.4	6.6 / 2.4	8.9 / 2.4	12.3 / 2.4	4.6 / 2.4	2.1 / 2.4	7.0 / 2.4

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Table: 5.2.8

CATEGORY MEANS ACROSS YEARS IN POSITION

		1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COMMERCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
LESS THAN 1 YEAR	MEAN	4.0	3.6	4.0	4.3	4.4	3.9	3.3	3.8
	CES	54.	27.	30.	66.	24.	29.	18.	24.
	S.DEV	1.74	1.76	1.63	1.60	1.59	1.46	1.45	1.74
	CLASS	C	C	C	C	C	A	...	C
1 - 2	MEAN	4.7	4.5	4.4	4.7	5.2	4.1	4.2	4.5
	CES	217.	123.	117.	290.	110.	134.	84.	106.
	S.DEV	1.95	1.96	1.97	1.96	1.92	2.00	2.17	2.09
	CLASS	B	B	BC	BC	B	A	...	BC
3 - 5	MEAN	5.3	5.3	5.1	5.7	5.5	4.8	4.8	5.0
	CES	226.	124.	128.	276.	104.	125.	78.	102.
	S.DEV	1.63	1.84	1.65	1.55	1.55	2.00	1.98	1.89
	CLASS	A	A	A	A	AB	A	...	AB
6 - 10	MEAN	4.7	4.8	4.5	4.9	5.2	4.3	4.0	4.7
	OES	163.	91.	94.	210.	76.	94.	59.	75.
	S.DEV	1.56	1.45	1.48	1.57	1.50	1.83	1.71	1.59
	CLASS	B	AB	BC	B	B	A	...	B
MORE THAN 15	MEAN	5.3	5.1	4.8	5.4	6.0	4.5	4.5	5.5
	OES	121.	66.	69.	149.	54.	69.	42.	53.
	S.DEV	1.36	1.35	1.29	1.34	1.12	1.52	1.52	1.45
	CLASS	A	A	AB	A	A	A	...	A
F. TEST		12.5	6.8	4.8	17.2	4.9	2.5	1.8	4.7
		2.7	2.1	2.0	2.4	2.0	2.4	2.4	2.4

Table: 5.2.9

CATEGORY MEANS ACROSS NO. OF SUBORDINATES

		1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
0	MEAN	4.4	4.3	3.8	4.6	5.3	3.9	3.6	4.2
	OBS	27.	14.	15.	31.	12.	15.	9.	12.
	S.DEV	.97	1.54	1.61	1.41	1.23	1.64	1.67	2.05
	CLASS	AB	AB	B	BC		A		AB
1 – 2	MEAN	5.2	4.8	4.7	5.1	5.4	4.7	4.2	4.7
	OBS	34.	31.	29.	62.	24.	29.	20.	24.
	S.DEV	1.05	1.30	1.16	1.34	1.47	1.65	2.05	1.33
	CLASS	A	AB	AB	AB		A		AB
3 – 5	MEAN	4.3	4.6	4.5	4.5	5.0	3.8	3.8	3.8
	OBS	101.	55.	59.	111.	47.	59.	36.	46.
	S.DEV	1.60	1.96	1.02	1.96	1.00	1.90	1.91	1.97
	CLASS	B	AB	AB	C		A		B
6 – 10	MEAN	5.2	5.2	4.9	5.5	5.6	4.5	4.6	5.3
	OBS	107.	87.	94.	210.	77.	94.	50.	74.
	S.DEV	1.66	1.74	1.69	1.65	1.60	2.03	2.01	1.09
	CLASS	A	A	A	A		A		A
11 – 15	MEAN	4.7	4.3	4.2	5.1	5.3	4.4	3.8	4.2
	OBS	73.	35.	30.	85.	31.	37.	23.	30.
	S.DEV	1.94	2.07	1.86	1.01	1.70	1.80	1.73	1.03
	CLASS	AB	AB	AB	AB		A		B
16 – 20	MEAN	4.8	4.1	4.2	4.7	5.3	3.7	3.6	4.1
	OBS	63.	32.	33.	74.	20.	30.	21.	27.
	S.DEV	1.78	1.74	1.73	1.74	1.90	1.91	1.86	2.04
	CLASS	AB	AB	AB	BC		A		B
MORE THAN 20	MEAN	5.0	5.0	4.7	5.2	5.4	4.6	4.4	5.1
	OBS	312.	184.	190.	400.	144.	107.	110.	107.
	S.DEV	1.62	1.72	1.64	1.64	1.58	1.84	1.86	1.70
	CLASS	A	A	AB	AB		A		A
F, $P(>X)$		4.1 2.1	2.6 2.1	2.1 2.1	5.9 2.1	.6 2.1	2.6 2.1	1.5 2.1	5.0 2.1

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Table: 5.2.10

CATEGORY MEANS ACROSS NATIONALITY

	1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT-ENESS OF REWARDS
KUWAITI								
MEAN	4.8	4.7	4.5	4.9	5.0	4.9	4.1	4.7
CBS	121.	102.	107.	104.	152.	108.	115.	150.
S.DEV	1.79	1.91	1.05	1.08	1.02	1.99	2.04	1.09
CLASS	D	B	B	B	B	...	...	D
NCE KWUAITI								
MEAN	5.2	5.1	4.9	5.4	5.8	4.6	4.6	5.2
CBS	311.	171.	170.	140.	143.	172.	109.	130.
S.DEV	1.49	1.50	1.40	1.46	1.28	1.81	1.76	1.70
CLASS	A	A	A	A	A	...	...	A
F, F95%	9.9 3.9	4.5 3.9	4.4 3.9	17.0 1.9	17.6 3.9	.6 3.9	2.9 3.9	5.9 3.9

Table: 5.2.11

CATEGORY MEANS ACROSS BASIC SALARY

		1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
LESS THAN 200	MEAN	5.0	5.0	4.3	4.0	5.2	2.0	4.0	3.9
	CASES	24.	13.	15.	13.	12.	14.	9.	12.
	S.DEV	1.57	1.87	1.94	1.96	1.75	2.22	2.00	1.78
	CLASS	AB	---	---	C	AB	C	---	B
200 – 400	MEAN	4.9	4.8	4.5	5.1	5.2	4.2	4.2	4.7
	CASES	201.	159.	160.	164.	134.	166.	104.	134.
	S.DEV	1.77	1.92	1.82	1.83	1.80	1.92	2.04	2.01
	CLASS	AB	---	---	AB	AB	BC	---	AB
400 – 600	MEAN	5.1	5.1	5.0	5.6	5.0	5.1	4.6	5.3
	CASES	202.	106.	147.	121.	121.	146.	90.	115.
	S.DEV	1.53	1.69	1.45	1.45	1.34	1.74	1.81	1.58
	CLASS	A	---	---	A	A	A	---	A
600 – 800	MEAN	4.7	4.7	4.5	4.6	4.8	4.3	4.0	4.8
	CASES	41.	24.	24.	51.	20.	25.	15.	19.
	S.DEV	1.59	1.60	1.91	1.65	1.57	1.70	1.60	1.34
	CLASS	B	---	---	BC	B	ABC	---	AB
800 – 1000	MEAN	4.7	4.0	4.2	4.9	4.0	4.5	3.3	4.7
	CASES	7.	5.	5.	10.	4.	4.	3.	4.
	S.DEV	1.11	2.12	1.30	1.52	1.41	1.73	2.08	.96
	CLASS	AB	---	---	ABC	B	ABC	---	AB
1000 – 1200	MEAN	4.2	4.3	4.3	4.6	5.0	4.0	4.0	4.4
	CASES	10.	10.	10.	22.	7.	10.	6.	8.
	S.DEV	.92	1.96	1.06	1.18	.82	1.84	1.26	1.77
	CLASS	B	---	---	BC	AB	AB	---	AB
F, F_{95X}		4.5 2.2	1.1 2.2	1.8 2.2	9.1 2.2	3.3 2.2	6.5 2.2	.9 2.3	2.7 2.2

Table: 5.2.12

CATEGORY MEANS ACROSS BASIC+SOCIAL SALARY

		1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
200 - 400	MEAN	4.8	4.8	4.2	4.8	5.0	3.7	3.9	4.3
	CBS	13.	39.	42.	93.	35.	43.	27.	34.
	S.DEV	1.60	1.92	1.07	1.99	1.82	2.18	2.22	2.01
	CLASS	AB	...	...		...		...	...
400 - 600	MEAN	3.1	5.0	4.8	5.3	5.6	4.6	4.4	5.0
	CBS	373.	202.	212.	456.	170.	205.	129.	167.
	S.DEV	1.71	1.03	1.70	1.73	1.64	1.07	1.93	1.89
	CLASS	A	...	...	A	...	A	...	...
600 - 800	MEAN	3.1	4.9	4.7	5.3	5.5	4.6	4.5	5.1
	CBS	140.	82.	81.	180.	66.	83.	50.	63.
	S.DEV	1.55	1.56	1.51	1.45	1.43	1.07	1.79	1.61
	CLASS	A	...	...	A	...	A	...	...
800 - 1000	MEAN	4.4	4.7	4.5	4.7	4.6	4.6	4.0	4.9
	CBS	33.	24.	24.	50.	20.	24.	15.	20.
	S.DEV	1.60	1.70	1.91	1.75	1.66	1.61	1.77	1.28
	CLASS	B	...	...	A	...		...	...
1000 - 1200	MEAN	4.2	4.3	4.3	4.6	5.0	4.0	4.0	4.4
	CBS	13.	10.	10.	22.	7.	10.	6.	8.
	S.DEV	.92	1.16	1.06	1.18	.02	1.14	1.26	1.77
	CLASS	B	...	...	A	...	A	...	...
F, F95		3.0 2.4	.9 2.4	1.3 2.4	3.9 2.4	2.1 2.4	2.5 2.4	.6 2.4	1.3 2.4

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Table: 5.2.13

CATEGORY MEANS ACROSS BASIC+SOCIAL +TECHN SALARY

	1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
200 - 400								
MEAN	3.6	4.7	4.2	4.7	5.0	3.5	3.9	4.2
OBS	64.	35.	39.	87.	32.	39.	24.	32.
S.DEV	1.66	1.98	1.89	1.99	1.87	2.13	2.17	1.95
CLASS	B	...	B	BC	B	B	...	B
400 - 600								
MEAN	4.9	4.0	4.6	5.1	5.4	4.2	4.2	4.7
OBS	261.	142.	150.	324.	121.	146.	93.	119.
S.DEV	1.78	1.97	1.77	1.77	1.74	1.93	1.97	1.97
CLASS	B	...	AB	B	AB	B	...	AB
600 - 800								
MEAN	5.4	5.2	5.1	5.6	5.8	5.1	4.6	5.3
OBS	230.	126.	126.	282.	102.	126.	77.	98.
S.DEV	1.43	1.54	1.36	1.44	1.25	1.64	1.77	1.62
CLASS	A	...	A	A	A	A	...	A
800 - 1000								
MEAN	4.3	4.7	4.5	5.1	5.0	4.5	4.4	5.4
OBS	33.	35.	35.	64.	28.	34.	21.	27.
S.DEV	1.65	1.76	1.70	1.56	1.73	1.94	2.06	1.22
CLASS	B	...	AB	B	B	AB	...	A
1000 - 1200								
MEAN	4.2	4.3	4.3	4.6	5.0	4.8	4.0	4.4
OBS	13.	10.	10.	22.	7.	10.	6.	8.
S.DEV	.92	1.16	1.06	1.18	.82	1.14	1.26	1.77
CLASS	BC	...	AB	BC	AB	AB	...	AB
MORE THAN 1200								
MEAN	3.4	4.2	3.4	4.0	4.4	4.6	3.7	4.5
OBS	17.	9.	9.	22.	8.	10.	6.	8.
S.DEV	1.06	2.17	2.06	2.06	1.92	1.26	1.51	1.69
CLASS	C	...	B	C	B	AB	...	AB
F, PROB	7.7 2.2	1.4 2.2	1.9 2.2	8.1 2.2	2.8 2.2	6.4 2.2	.8 2.3	2.0 2.2

Table: 5.2.14

CATEGORY MEANS ACROSS TOTAL SALARY

	1 ALERTNESS	2 SUPPORT	3 EXPECTATIONS	4 COHERENCE	5 OPENNESS	6 CLARITY	7 COMPETITIVE PAY/STRUCTURE	8 APPROPRIAT. OF REWARDS
200 - 400								
MEAN	4.6	4.7	4.2	4.7	5.0	3.5	3.9	4.2
CES	94.	35.	39.	47.	32.	39.	24.	32.
S.DEV	1.66	1.98	1.09	1.99	1.87	2.13	2.17	1.95
CLASS	BC	---	CD	C	---	C	---	C
400 - 600								
MEAN	4.9	4.7	4.5	5.0	5.4	4.0	4.2	4.6
CES	220.	125.	130.	280.	105.	127.	81.	103.
S.DEV	1.76	1.82	1.77	1.78	1.75	1.94	1.99	1.97
CLASS	AB	---	BCD	BC	---	C	---	BC
600 - 800								
MEAN	5.2	5.0	4.9	5.4	5.6	4.7	4.3	5.0
CES	153.	83.	81.	104.	66.	82.	50.	65.
S.DEV	1.57	1.64	1.41	1.53	1.39	1.74	1.72	1.62
CLASS	A	---	AB	A	---	B	---	ABC
800 - 1000								
MEAN	5.1	5.2	5.2	5.6	5.6	5.6	5.0	5.5
CES	94.	55.	55.	115.	44.	53.	33.	42.
S.DEV	1.38	1.55	1.26	1.20	1.20	1.20	1.60	1.45
CLASS	A	---	A	A	---	A	---	A
1000 - 1200								
MEAN	5.1	5.0	4.9	5.3	5.5	5.0	4.3	5.3
CES	72.	43.	42.	91.	35.	44.	27.	34.
S.DEV	1.45	1.73	1.73	1.59	1.50	1.70	1.92	1.68
CLASS	AB	---	ABC	AB	---	AB	---	AB
MORE THAN 1200								
MEAN	4.0	4.4	3.9	4.6	4.7	4.9	4.2	5.2
CES	19.	19.	19.	44.	16.	20.	12.	16.
S.DEV	1.99	2.03	2.13	2.06	2.02	1.61	2.01	1.73
CLASS	C	---	D	C	---	AB	---	ABC
F, P95%	4.6 / 2.2	1.1 / 2.2	3.2 / 2.2	5.3 / 2.2	1.3 / 2.2	9.6 / 2.2	1.2 / 2.3	3.2 / 2.2

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STEPWISE RESULTS
STEPWISE REGRESSION PROCEDURE FOR DEPENDENT VARIABLE R1

WARNING: 41 OBSERVATIONS DELETED DUE TO MISSING VALUES.

STEP 1   VARIABLE SERV ENTERED   R SQUARE = 0.18215460   C(P) = 3.20567056

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	1	21.20279056	21.20279056	12.92	0.0007
ERROR	58	95.55637148	1.64752365		
TOTAL	59	116.83916204			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	3.74029136				
SERV	0.05691969	0.23041944	21.20279056	12.92	0.0007

STEP 2   VARIABLE BASIC ENTERED   R SQUARE = 0.23192776   C(P) = 1.67761701

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	2	27.09024552	13.54912276	8.61	0.0005
ERROR	57	89.74091651	1.57440204		
TOTAL	59	116.83916204			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	3.73711075				
SERV	1.05742037	0.25535307	26.99023642	17.15	0.0001
BASIC	-0.55171613	0.20706593	5.81545496	3.69	0.0596

NO OTHER VARIABLES MET THE 0.1500 SIGNIFICANCE LEVEL FOR ENTRY INTO THE MODEL.

- 2 -

STEPWISE REGRESSION PROCEDURE FOR DEPENDENT VARIABLE R2

WARNING: 42 OBSERVATIONS DELETED DUE TO MISSING VALUES.

STEP 1   VARIABLE SERV ENTERED   R SQUARE = 0.13720260   C(P) = -1.01559740

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	1	10.83711075	10.83711075	9.07	0.0039
ERROR	57	68.10304932	1.19479034		
TOTAL	58	70.94016008			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	3.75932704				
SERV	0.61436442	0.20399295	10.83711075	9.07	0.0039

STEP 2   VARIABLE NAT ENTERED   R SQUARE = 0.17617029   C(P) = -1.44890782

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	2	13.90691055	6.95345527	5.99	0.0044
ERROR	56	65.03324953	1.16130003		
TOTAL	58	70.94016008			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	3.68147076				
SERV	0.50057448	0.21294429	6.41730730	5.53	0.0223
NAT	0.40310818	0.29714134	3.06979979	2.64	0.1096

NO OTHER VARIABLES MET THE 0.1500 SIGNIFICANCE LEVEL FOR ENTRY INTO THE MODEL.

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STEPWISE REGRESSION PROCEDURE FOR DEPENDENT VARIABLE R3

WARNING: 37 OBSERVATIONS DELETED DUE TO MISSING VALUES.

STEP 1   VARIABLE SERV ENTERED   R SQUARE = 0.13025172   C(P) =   -3.34615254

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	1	16.10663164	16.10663164	9.28	0.0034
ERROR	62	107.55109476	1.73469508		
TOTAL	63	123.65772640			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	3.31374390				
SERV	0.71102314	0.23334202	16.10663164	9.28	0.0034

NO OTHER VARIABLES MET THE 0.1500 SIGNIFICANCE LEVEL FOR ENTRY INTO THE MODEL.

STEPWISE REGRESSION PROCEDURE FOR DEPENDENT VARIABLE R4

WARNING: 41 OBSERVATIONS DELETED DUE TO MISSING VALUES.

STEP 1   VARIABLE AGE ENTERED   R SQUARE = 0.13165736   C(P) = 0.70049160

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	1	12.10759775	12.10759775	8.79	0.0044
ERROR	58	79.85534103	1.37681622		
TOTAL	59	91.96293878			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	4.24700249				
AGE	0.69001667	0.23510204	12.10759775	8.79	0.0044

STEP 2   VARIABLE HAT ENTERED   R SQUARE = 0.16657635   C(P) = 0.42805143

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	2	15.31005099	7.65942550	5.70	0.0056
ERROR	57	76.64000770	1.34463312		
TOTAL	59	91.96293878			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	4.16400305				
AGE	0.52291204	0.25074441	5.49107201	4.00	0.0480
HAT	0.51495031	0.33321915	3.21125324	2.39	0.1270

NO OTHER VARIABLES MET THE 0.1500 SIGNIFICANCE LEVEL FOR ENTRY INTO THE MODEL.

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STEPWISE REGRESSION PROCEDURE FOR DEPENDENT VARIABLE R5

WARNING: 41-OBSERVATIONS DELETED DUE TO MISSING VALUES.

STEP 1   VARIABLE SERV ENTERED   R SQUARE = 0.11586915   C(P) =   4.00530979

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	1	10.49776379	10.49776379	7.60	0.0078
ERROR	58	80.10239825	1.38107583		
TOTAL	59	90.60016204			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	4.15067357				
SERV	0.60103055	0.21029038	10.49776379	7.60	0.0078

NO OTHER VARIABLES MET THE 0.1500 SIGNIFICANCE LEVEL FOR ENTRY INTO THE MODEL.

SAS

STEPWISE REGRESSION PROCEDURE FOR DEPENDENT VARIABLE R6

WARNING: 41 OBSERVATIONS DELETED DUE TO MISSING VALUES.

STEP 1   VARIABLE SERV ENTERED   R SQUARE = 0.18602273   C(P) = 0.26139340

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	1	19.19092297	19.19092297	13.33	0.0006
ERROR	58	83.56653537	1.44080233		
TOTAL	59	102.76545833			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	4.15690052				
SERV	0.01380729	0.22296055	19.19092297	13.33	0.0006

STEP 2   VARIABLE NAT ENTERED   R SQUARE = 0.24601641   C(P) = -1.00939650

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	2	25.36420119	12.68210060	9.34	0.0003
ERROR	57	77.40125714	1.35791679		
TOTAL	59	102.76545833			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	4.04956281				
SERV	0.64096329	0.22907494	10.82256377	7.97	0.0065
NAT	0.60124180	0.31971395	6.16527022	4.54	0.0374

NO OTHER VARIABLES MET THE 0.1500 SIGNIFICANCE LEVEL FOR ENTRY INTO THE MODEL.

SAS   16:47 WEDNESDAY, JUNE 27, 1984   7

STEPWISE REGRESSION PROCEDURE FOR DEPENDENT VARIABLE R7

WARNING: 41 OBSERVATIONS DELETED DUE TO MISSING VALUES.

STEP 1   VARIABLE DEPT ENTERED   R SQUARE = 0.15984126   C(P) = -3.03667720

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	1	14.39473010	14.39473010	11.03	0.0016
ERROR	58	75.66172015	1.30451242		
TOTAL	59	90.05645833			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	3.47073171				
DEPT	1.05295250	0.31697930	14.39473010	11.03	0.0016

STEP 2   VARIABLE SERV ENTERED   R SQUARE = 0.21637060   C(P) = -4.60077109

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	2	19.48629062	9.74314531	7.87	0.0010
ERROR	57	70.57016771	1.23807312		
TOTAL	59	90.05645833			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	2.07641909				
DEPT	0.92720529	0.31495029	10.73166093	8.67	0.0047
SERV	-0.42746402	0.21000067	5.09155244	4.11	0.0473

NO OTHER VARIABLES MET THE 0.1500 SIGNIFICANCE LEVEL FOR ENTRY INTO THE MODEL.

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STEPWISE REGRESSION PROCEDURE FOR DEPENDENT VARIABLE HO

WARNING: 41 OBSERVATIONS DELETED DUE TO MISSING VALUES.

STEP 1   VARIABLE SERV ENTERED   R SQUARE = 0.14939457   C(P) = 6.37298098

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	1	14.69526072	14.69526072	10.19	0.0023
ERROR	58	83.67021277	1.44259988		
TOTAL	59	98.36540148			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	3.61489362				
SERV	0.71205674	0.22309002	14.69526072	10.19	0.0023

STEP 2   VARIABLE DEPT ENTERED   R SQUARE = 0.20193310   C(P) = 4.52044304

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	2	19.86325434	9.93162717	7.21	0.0016
ERROR	57	78.50222714	1.37723206		
TOTAL	59	98.36540148			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	3.53601656				
DEPT	0.34988014	0.33210763	5.16790563	3.75	0.0577
SERV	0.62731900	0.22233222	10.96425901	7.96	0.0066

STEP 3   VARIABLE HAT ENTERED   R SQUARE = 0.24087052   C(P) = 3.66466049

	DF	SUM OF SQUARES	MEAN SQUARE	F	PROB>F
REGRESSION	3	23.69413200	7.89804403	5.92	0.0015
ERROR	56	74.67134940	1.33341695		
TOTAL	59	98.36540148			

	B VALUE	STD ERROR	TYPE II SS	F	PROB>F
INTERCEPT	3.45354292				
DEPT	0.63232725	0.32692715	4.98024506	3.74	0.0582
SERV	0.49075044	0.22154236	6.10707809	4.64	0.0356
HAT	0.53710878	0.31688092	3.03087774	2.07	0.0956

NO OTHER VARIABLES MET THE 0.1500 SIGNIFICANCE LEVEL FOR ENTRY INTO THE MODEL.

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