

ASSESSMENT OF COORDINATION NEEDS (ACN)
IN ADMINISTRATION : A MACRO STUDY

MD. SHIRAJUL ISLAM

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
SAVAR, DHAKA
DECEMBER 1994

TABLE OF CONTENTS

CHAPTER	PAGE
Preface	(i)
Acronym	(ii)
 I INTRODUCTION	
Conceptual Model of Coordination	1
Objectives	4
Scope	4
Limitations	4
Methodology	4
 II EMPIRICAL FINDINGS	
Respondent's Distribution	6
Respondent's Background	7
Organisational Interdependence	8
Intra-organisational	8
Inter-organisational	9
Impact for Lack of Coordination	10
Perception of Goals of Objectives	11
Motivation & Frustration	11
Religion & Ethics in Motivation	14
Power of Communication	16
Modes of Communication	17
Cooperation	19
Direct Interaction	20
Rules & Regulations	21
Political Interference	22
Major Problems of Coordination	22
 III RECOMMENDATIONS AND CONCLUSIONS	
Recommendations	26
Conclusion	28
 APPENDIX	
1 Questionnaire	31
2 References	36
3 Table-4	37
4 Table-5	38
5 Table-7	39
6 Table-8	40
7 Table-9	41
8 Table-10	42
9 Table-12	43
10 Table-13	44
11 Table-16	45
12 Table-17	46
13 Table-18	47
14 Table-21	48

FIGURES	PAGE
1. Degree of Standardized Coordination	3
2. Motivation by Religion & Ethics (MBRE)	14

LIST OF TABLES

1. Course-wise Distribution of Respondents	5
2. Cadre, Status & Institution-wise Distribution of Respondents	6
3. Status-wise Length of Service of Respondents	8
4. Intra-organisational Interdependence	37
5. Inter-organisational Interdependence	38
6. Respondent-wise Basic Inter-Organisational Interdependency Relations	10
7. Intra and Inter-organisational Impact of Coordination	39
8. Status-wise Perception of Goals & Objectives	40
9. Perception According to Typology of Goals & Objectives	41
10. Status-wise Motivation & Frustration	42
11. Most and Least Motivated & Frustrated Cadres	12
12. Effect of Promotion and Fresh Appointment on Motivation & Frustration	43
13. Cadre-wise Level of Motivation and Frustration	44
14. Most Motivated and Least Frustrated Cadres	13
15. Religion of Ethics in Motivation	15
16. Power of Direct Intra-organisational Communication	45
17. Power of Direct Inter-organisational Communication	46
18. Modes of Communication	47
19. Most Preferred and Least Preferred Modes of Communication	18
20. Level of Cooperation Received by Respondents From Supervisors, Peers and Subordinates	20
21. Supervisor-subordinate Interaction Process	48
22. Adequacy of Rules and Regulations	21
23. Political Interference	22
24. Major Problems of Coordination	23
25. Classification of Major Coordination Problems.	24

Preface

Coordination forms integral part of management and organisation. without it, management becomes dysfunctional and organisation loses synergism. Leadership, communication, decision-making and other managerial functions are bungled. From the early 20th century, most management thinkers have, thus, espoused this concept.

Coordination, since, is a function of organisational interdependence, intensity of coordination depends on the forms and nature of such interdependence. If the interdependency relations changes, coordination needs would change. Unfortunately, the macro coordination policy like Rules of Business, 1973 and other rules & regulations of the government of Bangladesh formulated long before and modelled on British traditions and values are highly rigid and are not founded on empiricism and changed interdependent conditions. This paper, thus, aimed at identifying the intra and inter-organisational interdependence of some government departments, determine coordination needs and impact of coordination on administration and development and find out major coordination barriers in order to provide inputs for a more realistic coordination policy formulation.

Empirical results presented in this paper, established high mutual intra and inter-organisational interdependence, high intensity of coordination between government departments, identified serious adverse impact of coordination on administration and development and also identified atleast 20 major coordination barriers. Recommendations proposed in the paper, if implemented, would bring substantial improvement in the management efficiency of the government contributing to the development of Bangladesh.

In preparing this research paper, expenses involved were met from the Bangladesh Public Administration Training Centre's exchequer. I am indebted to the Rector of BPATC Kazi Muhammad Munjur-1-Mowla, Member Directing Staff (Research & Consultancy) Mr. Rafiqul Islam Bhuiyan and other officers & staff of the centre who were involved in the approval, processing and management of the research projects. Mrs Selima Begum and Mr. Md. Helal Uddin performed the most arduous job in getting this report a beautiful shape. I am also thankful to them. Many other officers and staff also helped me in preparing this report, it is not possible to name all of them. But I pay my highest regards to all of them.

MD. SHIRAJUL ISLAM

ACRONYMS

ACAD	=	Advanced Course on Administration and Development
BPATC	=	Bangladesh Public Administration Training Centre
BMDC	=	Bangladesh Management Development Centre
DSE	=	Deputy Secretary & Equivalent
FLO	=	Foundation Level (Class-I) Officers
FC	=	Foundation Course
JSE	=	Joint Secretary & Equivalent
MIS	=	Management Information System
N	=	Total Number of Respondents/Response
SSC	=	Senior Staff Course
$\bar{X}$	=	Mean

ASSESSMENT OF COORDINATION NEEDS (ACN) IN ADMINISTRATION : A MACRO STUDY

ABSTRACT

Coordination, basically, is a function of organisational interdependence. Nature and forms of interdependence determine the intensity of coordination. Realistic and effective coordination policy and strategy, thus, should be modelled on this hypothesis. Moreover, changing conditions warrants for revision of coordination policy and strategy. Unfortunately, rules, regulations particularly the macro coordination policy like Rules of Business, 1973, modelled on British traditions and values are highly rigid and are not founded on empiricism and changed interdependent conditions. This paper, thus, aimed at identifying the intra and inter-organisational interdependence of some government departments, determine coordination needs and impact of coordination on administration and development and find out major coordination barriers in order to provide inputs for a more realistic coordination policy formulation. The recommendations proposed in this paper, if implemented, could bring substantial improvement in the management efficiency of the government contributing to the development of Bangladesh. Moreover, the research model may be useful for other researchers to conduct further research in the area.

I. INTRODUCTION

Conceptual Model of Coordination

Coordination is a sine qua non for every interdependent situation. Man as a social being, is not fully dependent, one way or other, he is dependent on others. This dependency relations motivate him to coordinate with others. Coordination subsists, even when a baby born. Initially, he remains dependent on his parents and, as he grows, gradually his dependency relations extended to other surroundings. The synergism produced in human body is basically the result of coordinated efforts of different organs. Any system, whether organisational management or others having interrelated parts or subparts must coordinate with each other in order to produce synergism. Unfortunately, this important concept, until the birth of management during early 20th century was not formalised. However, the concept informally subsisted from the birth of human civilisation as an inherent process.

Transformation of manual production process into mechanised system during 18th century industrial revolution with concurrent massive effect on production, employment, marketing and development of more mills and factories formed the foundation for development of management and coordination. Entrepreneurs and managers were facing grim challenges in organising and motivating unskilled labourers mostly migrated from agriculture sector with agriculture norms and habits. Written code of conducts were either absent or scarce. Management and coordination functions were mingled with technical and commercial functions. Towne, a mechanical engineer, at a seminar entitled "The Engineers as Economist" first pronounced that management like engineering should be a separate discipline. This pronouncement, subsequently, provoked management thinkers to develop management as a separate discipline.

Gaol (1841-1925), a french mining engineer, probably pioneered in separating management from technical and commercial functions and introduced coordination as one of the main managerial functions (such as planning, organising, commanding, coordinating and controlling). He defined coordination as "... binding together unifying and harmonizing all activity and effort."¹ This proves that coordination forms integral part of management. Mooney and Reiley considered coordination as extremely important and called coordination as the first principle of organisation. They described that coordination "... expresses the principles of organisation in its totality; nothing less. This does not mean that there are no subordinate principles: it simply means that all the others are contained in this one of coordination."² According to them coordination "... is the orderly arrangement of group effort, to provide unity of action in the pursuit of a common purpose."³ Macfarland amplifying their ideas termed coordination as the process whereby an executive develops an orderly pattern of group effort among his subordinates and secures unity of action in the pursuit of common purpose.⁴ Like Mooney and Reiley, Lippitt termed formal organisation as "... a system of consciously coordinated activities or forces of two or more persons."⁵ Gullick incorporated the concept of coordination as an universal management functions. His famous FOSDROB (Planning, organizing, staffing, directing, coordination, reporting and budgeting) principles defined coordination as "... interrelating the various parts of the work."⁶

Coordination basically is a function of interdependence. Hampton states that coordination "... depends upon two things - the interdependence that exists between departments and the results effected by that interdependence."⁷ Thompson divided such interdependence into three categories - pooled, sequential and reciprocal. Pooled interdependence occurs when "... each part renders a discrete contribution to the whole and each is supported by the whole."⁸ Not necessarily that each part should be depended on, and supports every other parts directly. In sequential interdependence, the output of one unit becomes the input of another. Two units will stand in reciprocal

interdependence with each other if each poses contingencies for the other.⁹

Figure-1 depicts intensity of coordination under different interdependence¹⁰ :

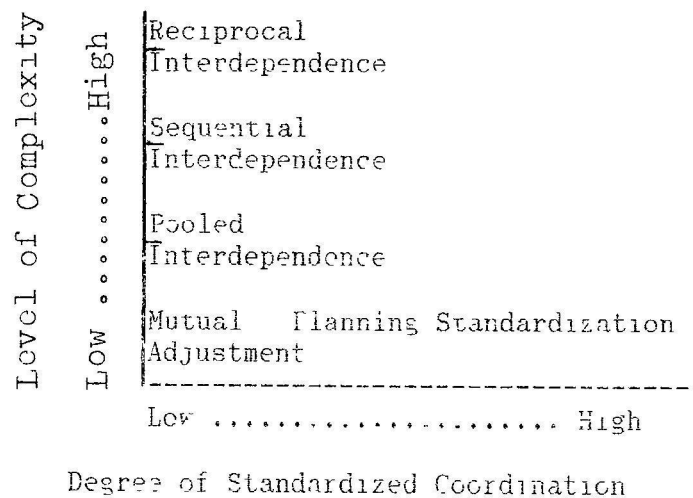


Figure-1 : Determinants of Coordination Modes.

Intensity of coordination in case of reciprocal is the highest while in case of pooled interdependence is the lowest. The more complex the interdependence greater the burden of coordination.

Organisational humanists (McGregor, Argyris, Likert) restructured the theory of coordination. They incorporated human elements into the structured coordination and argued that in addition to organisation structure, conditions must be created so men feel motivated to work. McGregor calls for "creation of conditions for work" and seeks to integrate the individual with the organisation¹¹ and Likert looks for an organisation design consisting of multiple, overlapping group structure for smooth decision making and implementation.¹²

Review of literatures portray that without coordination, management basically becomes dysfunctional and organisation loses synergism. Leadership, communication, decision-making and other managerial functions are also bungled. Changed global conditions, especially after failure of socialism, have added new dimensions. Interdependency and competition between and within nations and organisations have increased manifold. This changed interdependency relations warrant determination of coordination needs particularly of government departments afresh. Unfortunately, administrative structure, rules, regulations, particularly the macro coordination policy instrument like Rules of Business, 1975 are highly rigid and modelled on British traditions and values. Moreover, the macro coordination policy lacks empiricism and is not founded on changed interdependency relations.

This research, thus, from macro viewpoint is directed, basically, to assess the intra and inter-organisational interdependence, determine coordination needs and identify major coordination problems in order to suggest improvement for a more realistic and need based coordination policy.

Objectives

The conceptual model of the paper specifically calls for addressing the following main issues of coordination :

- a. identify intra and inter-organisational inter-dependence;
- b. determine impact of above interdependence;
- c. find out major problems of coordination and
- d. provide inputs for appropriate coordination policy formulation.

Scope

Coordination subsists in all forms of organisations. It is not possible to study all of them. Organisations, represented by respondents, are covered all in a study. From macro viewpoint, the study intends to get wide intensity of coordination, identify certain common problems in order to provide inputs for coordination policy which may be applicable for all organisations.

Variables directly related to the concept of coordination such as major tasks performed by each respondent, interdependence (both intra and inter) between tasks/departments/units; understanding of various organisational, departmental; individual goals and objectives, motivation & frustration, communication; cooperation; political interference are analysed in this paper.

Limitations

The aims of the survey cannot cover in-depth study of any specific organisation. There are several studies in this area. Moreover, this kind of study will not help formulating common coordination policies. Thus, as a study method for this survey was abandoned.

Political institutions, foreign organisations, private organisations including NGOs were not included in this study. Participants mostly represented from universities, universities field administration were included in this study. Table-2.

Methodology

The research study entitled 'Assessment of Coordination Needs in Administration - A Macro Study' scheduled during the FY 1983-84, is basically founded on primary data. Since the data on the research topic are scarce, a structured questionnaire

(appendix-1) was designed to creat fresh data in probing the research hypotheses or objectives. Conceptual model, however, were built on the secondary source. A list of references is given in Appendix-2.

The questionnaire was distributed amongst the participants of the SSC, ACAD and FC (Table-1). Out of 152 respondents, 108 (64.4 percent) responses were received and processed in this paper. In selecting the respondents census method for SSC and ACAD and stratified random sampling method for FC were adopted.

In SSC and ACAD number of observations being very low, census method was followed while in case of FC, number of observations being high, stratified random sampling method was adopted. Furthermore, in FC, representation of cadres are not equal. In some cadres the turn-up is very high while in other cases, the turn-up is very low. Cadre where participant turn-up is five or less, all of them were accepted.

A table showing cadre-wise distribution of participants are presented below :

Table-1

Course-wise Distribution of Respondents

Course	Participant's Level	Total Respondents	Response Received	No percent	Sampling Technique
a. SSC (18th & 20th)	JSE	24	11	45.8	Census
b. ACAD (18th & 21st)	PSE	28	23	82.1	Census
c. FC (11th & 13th)	FLD	90	71	78.9	Stratified Random Sampling
Total		152	108	64.4	

II EMPIRICAL FINDINGS

Respondents' Distribution

Statistics presented in this research paper are basically the contributions of 108 respondents representing 14 cadres, non-cadres and army personnel (Table-1). Out of the total respondents, JSE represent 10.2 percent, DSE 21.3 percent and FIO 65.7 percent. BCS Administration Cadre's representation is the highest (23.1 percent), followed by non-cadre (17.6 percent) and police (12 percent). Agriculture, postal, health and information cadre's representation are the lowest (0.9 percent each).

Institution-wise statistics on the distribution of respondents (Table-2) reveal that ministries, divisions and directorates represent 34.3 percent respondents while field administration accounts for 27.8 percent (second highest), autonomous bodies/corporations 4.6 percent (second lowest) and defence services 2.2 percent (lowest).

Table-2

Cadre, Status & Institution-wise Distribution of Respondents						
BCS Cadre/ Non-Cadre	STATUS				INSTITUTION	RESPONDENTS
	JSE	DSE	FL	TOTAL		
Administration	3	1	2	25 (23.1)	Ministry/ Division	35 (32.4)
Agriculture	-	1	-	1 (0.9)	Directorate	3 (2.4)
Economic	-	1	4	5 (4.6)	Field Administration	19 (27.8)
Food	-	-	3	3 (2.8)	Autonomous Bodies/ Corporation	3 (4.6)
Education	2	2	-	4 (3.7)	Defence Services	3 (2.2)
Foreign Affairs	-	-	4	4 (3.7)	Total	108 (100)
Health	2	-	-	2 (1.9)		
Information	-	1	1	2 (1.9)		

Judicial	-	-	4	4 (3.7)
Military Defence	1	2	-	3 (2.8)
Non-cadre	3	3	13	19 (17.6)
Police	-	-	13	13 (12.0)
Postal	-	1	-	1 (0.9)
Railway	-	-	7	7 (6.5)
Taxation	-	1	7	8 (7.4)
Telecomm.	-	-	7	7 (6.5)
Total	11 (10.2)	26 (24.1)	71 (65.7)	108 (100)

Respondent's Background

Mean length of services of JSE, DSE and FLC constitute 25, 21.7 and 4.8 years respectively (Table-3). At the level of JSE, there are none below 20 years of services. 100 percent JSE's length of services are above 20 years. Whereas in case of DSE, length of services above 20 years are 32.5 percent and upto 20 years are 37.5 percent. There are no DSE below 10 years of services. FLC's length of services within 5 years constitute 75.5 percent. There are 7.2 percent FLCs whose length of services are above 15 years.

Table-3

Status-wise Length of Services of Respondents

Length of Services (In Years) Inclusive of Upper Limit	RESPONDENTS		
	ISE (N=10)	DEE (N=24)	FLO (N=69)
0-1	-	-	6 (8.7)
1-2	-	-	19 (27.6)
2-5	-	-	27 (39.3)
5-10	-	-	11 (15.9)
10-15	-	2 (8.3)	1 (1.4)
15-20	-	-	1 (1.4)
20-25	5 (50)	8 (33.3)	4 (5.8)
25-30	5 (50)	-	-
-	-	-	-
X	27	21.7	4.3

ORGANISATIONAL INTERDEPENDENCE

Intra-organisational

Table-4 (Appendix-3) depicts high mutual intra-organisational interdependence, i.e. both respondents and internal units are dependent on each other. On average 84.8 percent respondents and 82.9 percent internal units are mutually interdependent to carry out their respective tasks. Substantial and more interdependency in case of respondents are 71.8 percent and in case of internal units are 72.6 percent. This means, both respondents and internal units are almost equally mutually interdependent.

JSE are more dependent on internal units than DSE and FLO. 79.2 percent JSE are substantially or more dependent on internal units in comparison to 69.8 percent and 71.2 percent for DSE and FLO respectively. This represents that with the increase in span of work, the interdependency increases and vice versa.

Internal units are lesser dependent on JSE than DSE and FLO. Substantial or more dependency of internal units on JSE account for 55 percent and on DSE and FLO 73.6 percent and 74.8 percent respectively. Moreover, 45 percent respondents report little dependency of internal units on JSE. This dependency in cases of DSE and FLO are much lower than JSE (only 17.8 percent and 17.5 percent respectively). Both way, the statistics prove lower dependency of internal units on JSE in comparison to DSE and FLO. This indicates that lower organisational units are more horizontally interdependent than higher units.

Inter-organisational

Table-3 (Appendix-1) demonstrates high inter-organisational reciprocal relations. Both respondents and external organisations are mutually interdependent. Respondents, however, are more dependent than external organisations. The average respondent's dependency account for 80.5 percent (31.1 percent little, 58.3 percent substantial and 10 percent much) while external organisation's dependency account for 84.7 percent (30.2 percent little, 47.5 percent substantial and 7 percent much). Substantial and much dependency of respondents are also higher (68.3 percent as against 54.3 percent) than external organisations. In any way, the dependency relations between them are mutually high. This means that one cannot effectively function without the other.

Respondent-wise statistics (table-3) reveal higher dependency of JSE & FLO on external organisations and vice versa. DSE's dependency is comparatively lower than others. This result might entail because of the basic tasks performed at lower echelon while greater work-span, powers and authority centred at the top. However, a succinct account in support of this analysis is presented below (Table-6) :

Table-6

Respondent-wise Basic Inter-organisational
Interdependency Relations

DEPENDENCY		Level of Inter dependency	Percent
OF	ON		
USE	External Organisations	Substantial + Much	73.7
FIO	ditto	ditto	72.5
DSF	ditto	ditto	51.3 (Lowest)
Average			68.5
External Organisations	JSF	ditto	57.8
ditto	FIO	ditto	57.2
ditto	DSF	ditto	42.1 (Lowest)
Average			54.2

Impact for Lack of Coordination :

Coordination has been proved to be an essential element of management and organisation (Table-7, Appendix-5). No organisation and management can survive or function without coordination. The items listed (except item-11) in the table is a proof to this effect. 92.1 percent respondents support this view while only 5.8 percent oppose.

The combined responses on all the items are almost proportionate. The minimum and maximum range are closer and varies from 7 percent to 11 percent except item-5 and 11. This confirms the above hypothesis. Delay in decision making (item-1) is most hampered (12.7 percent) followed by 'no work can be done' (11.1 percent). Item-2 (other) and item-5 (hinders reverse effect) are least affected for lack of coordination with 7.1 percent and 5.8 percent respectively.

Individual item response also demonstrates more or less the same picture as above. Item-1 (delay in decision making), item-2 (delay in obtaining necessary information), item-6 (hinders organisation goal attainment), item-4 (no work can be done) have, in most cases, been rated top high while item-11 (other) has been rated lowest.

Perception of Goals & Objectives

Understanding of goals and objectives are basic elements of coordination. If the organisation members don't know what the goals and objectives are, they will probably not know what, how, where, when and with whom to coordinate. Mooney pointed out that "Coordination implies an aim or objective"¹⁴. More the understanding of goals and objectives ... seeps down through all ranks and grades until all are permeated with it, the greater will be the coordinated effort and the greater the strength of the organization for the accomplishment of its purpose"¹⁵. In the March and Simon formulation, 'Coordination by plan'¹⁶ cannot be executed unless goals and objectives are defined and perceived. Thus, statistics presented in tables-8 and 9 (Appendices-6 & 7) are most relevant in analysing coordination.

Table-8 (Appendix-6) depicts that on average 84.2 percent respondents perceive national, organisational, sectional goals and individual roles substantially and more than substantially. Inclusive little perception (total level of perception of goals and objectives) account for 23.5 percent. This represents that perception of goals and objectives pose no major problem for coordination.

Table-9 (Appendix-7) exhibits level of perception of respondents according to typology of goals and objectives. The table reveals that sectional goals and individual roles/tasks are little more (6.9 percent only) perceived than national and organisational goals. Furthermore, the table also reveals that national, organisational and sectional goals and objectives are least perceived by FLO. Substantial and much perception of national, organisational and sectional goals and objectives in case of FLOs are 67.7 percent, 77.2 percent and 87.2 percent as against 81.8 percent, 90.9 percent and 90.9 percent in case of JSF and 89.2 percent, 99.2 percent and 100 percent in case of DSE respectively. Perception of individual roles, however, are same (100 percent) in all the cases.

Motivation & Frustration

Psychological condition, particularly motivation and frustration, forms integral part of coordination. Generally, a motivated employee coordinates better than a frustrated employee. Thus, data on motivation and frustration were collected and presented in table-10 (Appendix-8). The table reveals reasonably satisfaction result in motivation than frustration. On an average 84.2 percent respondents are substantially and more than substantially motivated while 23.6 percent respondents are substantially and more than substantially frustrated.

There are hardly any rational human being without any motivation. It subsists in every human being. Degree of motivation, however, varies. The table (Table-10) proves this hypothesis in that sense when 29.1 percent respondents feel motivated (14.9 percent little, 61.3 percent substantial and 23.1

percent much. In other words 76 percent respondents are less than much motivated. This confirms that there are ample scope for motivation. 48.5 percent respondents can further be motivated substantially and more (36.7 percent substantial and 15 percent much). Frustration also consists in 57.7 percent cases (22.1 percent little, 23 percent substantial and 9.8 percent much). This also confirms the need for further motivation.

Based on table-10, a succinct account of most and least motivated and frustrated respondents is prepared and presented in table-11. The table reveals that JSE are most motivated, FLO are least motivated and most frustrated while DSE are least frustrated. However, percentage differences between these respondents are marginal and thus statistically insignificant.

Table-11

Most and Least Motivated and Frustrated Respondents						
Level	Motivation			Frustration		
	Substantial	Much	Total	Substantial	Much	Total
	(in percent)			(in percent)		
JSE	62.6	26.1	100 (Highest)	27.2	0	27.2
DSE	57.7	31.8	89.5	26.1	0	26.1 (Lowest)
FLO	62.0	18.3	80.3 (Lowest)	35.7	14.3	50 (Highest)

Table-12 (Appendix-9) presents data on the effect of promotion and fresh appointment on motivation and frustration. The table confirms positive effect of promotion and fresh appointment on motivation. Respondents upto 4 years of services (after promotion or fresh appointment) are more motivated (72.8 percent) than respondents beyond 4 years of services (48.5 percent). This represents that motivation on length of services are negatively correlated. With the increase in length of services in a same post/level, motivation diminishes. Thus, for sustainable motivation, career plan must introduce promotion or change of grade/scale in lieu thereof within 5 years. Beyond this time limit, motivation would fall and the frustration would rise.

Scope of motivation and feeling of frustration are also higher for respondents within 4 years of services (after promotion or fresh appointment). The percentages in case of scope for motivation account for 56.3 percent and in case of feeling of frustration account for 35.7 percent. Beyond 4 years, the results declines to 29.6 percent and 49.6 percent respectively. This, otherwise, represents that motivational programmes, if at all be introduced, need be introduced at early stages of service careers.

Table-13 (Appendix-10) exhibits comparative picture of motivation and frustration of different cadres, non-cadre and defence personnel. The table reveals that officers of foreign affairs, food, judicial, police and administration cadres are most motivated and least frustrated while officers of economic and railway cadres, non-cadre and defence services are least motivated and most frustrated. Representation of agriculture, health, information and postal cadres being too low (below three) have been excluded from the analysis.

Based on the above table, percentages of most and least motivated and frustrated cadres are presented below (Table-14) :

Table-14

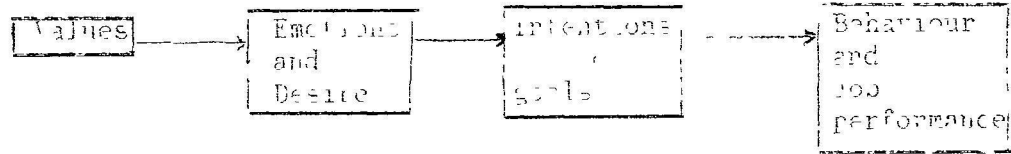
Most Motivated and Least Frustrated Cadres

Highest Motivation			BOS Cadre	Lowest Frustration		
No/ Little	Substantial/ Much	Total		No/ Little	Substantial/ Much	Total
100	100	100	Foreign Affairs	100	0	100
0	100	100	Food	100	0	100
0	100	100	Judicial	100	0	100
7.7	92.2	100	Police	100	0	100
8.0	92.0	100	Adminis- tration	84	16	100
Least Motivation			BOS Cadre/ Non-cadre	Most Frustration		
No/ Little	Substantial/ Much	Total		No/ Little	Substantial/ Much	Total
60	40	100	Economic	60	40	100
42.9	57.1	100	Railway	60	40	100
23.3	66.7	100	Military	23.3	66.7	100
51.6	68.4	100	Non-cadre	15.8	84.2	100

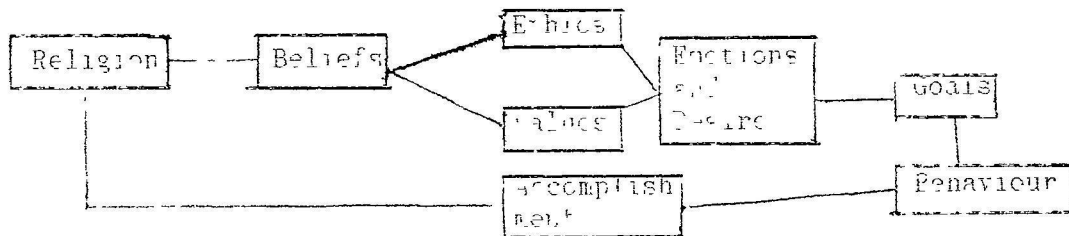
Promotion is considered as an effective tool of motivation. Cadres where promotion prospects better are most motivated and least frustrated and the vice-versa. Thus, in order to reduce frustration and augment motivation, more progressive and uniform promotion policy should be adopted. Promotion, or change of scale in lieu thereof, should be given uniformly for all cadres and non-cadres within five years of service. From the date of joining as class-I officer, the promotion or scales should be adjusted so that there remains no discrimination between different cadres and non-cadres.

Religion & Ethics in Motivation.

Human behaviour is guided or ruled by moral/ethical values. Latnam and Locke in this respect explained that "... behaviour is regulated by values and hence a motivational 'goal'".¹⁷ Based on this hypothesis, they have a model of the following motivation model¹⁸:



Islam has further simplified the above model and asserted that values is a function of beliefs and beliefs, in turn, is a function of religion. This model called 'relation to Religion and Ethics' (RRE) is produced below.¹⁹



Thus, religion, ethics, values and behaviour (motivation) are interconnected. This has been confirmed by the survey results presented on table-15. 94 percent respondents believe that timely accomplishment of assigned jobs are both religious and ethical functions. Ethics, however, rated higher (100 percent) than religion (96.8%). In any case, both the variables have been proved to be extremely useful for religion and job accomplishments.

Table-15

Religion & Ethics in Motivation

CRITERIA	LEVEL OF MOTIVATION						
	Not at all	Little	Sub Total	Substantial	Much	Sub Total	Total
a. Job performance is a Religious Function :							
JSE	0	0	0	3 (60)	2 (40)	5 (100)	5 (100)
DSE	0	1 (9)	4 (9)	5 (45.5)	5 (45.5)	10 (91)	11 (100)
FLO	6 (18.2)	3 (9.1)	9 (27.3)	20 (60.6)	4 (12.1)	24 (72.7)	33 (100)
Sub-total	6 (12.2)	4 (8.2)	10 (20.4)	28 (57.1)	11 (22.5)	39 (79.6)	49 (100)
b. Job Performance is an Ethical Function :							
JSE	0	0	0	3 (60)	2 (40)	5 (100)	5 (100)
DSE	0	0	0	4 (30.6)	9 (69.2)	13 (100)	13 (100)
FLO	0	1 (3)	1 (3)	13 (39.4)	19 (57.6)	32 (97)	33 (100)
Sub-total	0	1 (2)	1 (2)	20 (39.2)	30 (58.8)	50 (98)	51 (100)
Total	6 (6)	5 (5)	11 (11)	48 (48)	41 (41)	89 (89)	100 (100)

Government should undertake programme to upgrade the religious and ethical values of government servants. In this efforts appropriate training curricula need be designed and implemented. All training institutions, may accordingly, be advised to prepare appropriate training modules. In addition, religious and ethical subjects may be introduced at all schools, colleges and universities to build-up right values of future generations.

Power of Communication

Coordination is a means to coordination. Effectiveness of coordination directly depends on efficiency of communication. Greater the efficiency of communication, more effective would be the coordination. March and Simon pointed out that 'The capacity of an organisation to coordinate is directly linked to its capacity to handle the communication equation for coordination'.²⁰ Schramm, Horn et al. stressed the need for a mix of both personal and impersonal methods of coordination. In personal methods, they proposed 'governmental informal communications' as one of the means of coordination.

In inter-organisational communications (Table-13, Appendix-11) respondents from internal units of inter-organisational communication (Table-17, Appendix-12) power of intra-organisational communication was found to be higher than internal unit and from internal unit to external unit, account for 100 percent in both cases (Table-15). In external unit, power of inter-organisational communication was 100 percent from respondent to external organisation and 100 percent from external organisation to respondent (Table-16).

Little power of direct intra-organisational communication accounts for 10.9 percent from respondent to internal unit and 8.7 percent from internal unit to respondent as against 41.6 percent from respondent to external organisation and 22.4 percent from external organisation to respondent. This represents that power of direct intra-organisational communication is lower than power of direct inter-organisational communication. The power of direct communication from respondent to external organisation is the lowest (5.1 percent substantial and much) followed by communication from external organisation to respondent (7.5 percent substantial and much). This power is the highest (10.9 percent substantial and much) in case of direct communication from internal unit to respondent.

For direct intra-organisational communication, FLOs are least powerful than JSE and LSE. FLO's average direct intra-organisational communication power (substantial & much) accounts for 35.7 percent as against 100 percent for JSE and LSE. In direct inter-organisational communication, DoF's power are the lowest (average 71.6 percent substantial & much) and LSE's power are the second lowest (average 60 percent substantial & much). JSE's power, however, in this case, are the highest (average 80 percent substantial & much).

To improve coordination, full power of direct communication (both intra and inter) should be exercised at all levels, not below class-I posts. Even in a democratic mode of business, accordingly be modified. Follet suggests that for better coordination, direct contact must be essential and she postulates that responsible people must be in direct contact irrespective of their position in the organisational hierarchy.

Modes of Communication

Respondent's options on as many as seven different forms of communications, most commonly used, were secured and presented in table-12 (Appendix-1C). The table reveals that the modes of communication substantially vary with the clientele. For example, telephonic discussion is most preferred with Peers but least preferred with supervisors and subordinates. A separate table showing most preferred and least preferred modes of communication follow (Table-19).

Table-19 exhibits diverse choice pattern in communication modes for diverse clientele groups. File/notes, face to face dialogue and report submissions are preferred most for communication with supervisors and preferred least for communication with external agencies. Telephonic discussions are most preferred in cases of peers and external agencies and least preferred in cases of supervisors and subordinates. Letter/memos are most preferred for communication with external agencies and least preferred for communication with supervisors and peers. These variations in communication modes may basically be attributed to individual respondent's attitudes & values, administrative norms & culture, status and location of clientele groups.

Most Preferred and Least Preferred Modes of Communication

Communication with	MODES OF COMMUNICATION	
	Most Preferred (Priority-1)	Least Preferred (Priority-2)
Supervisor	File Note Face-to-face Dialogue Report Submission	Letter/Memo. Meeting. Telephonic Discussion. Supervision & Inspection
Peer	Face-to-face Dialogue Telephonic Discussion	Letter/Memo, Report Submission
Subordinate	Face-to-face Dialogue Supervision & Inspection	Telephonic Discussion, Report Submission
External Agency	Letter/Memo, Telephonic Discussion	Letter/Note. Face-to-Face Dialogue. Meeting. Supervision & Inspection, Report Submission

For communication with supervisor dialogue/face to face dialogue and report submissions are preferred more over other means. Letter/memo, meeting telephonic discussions supervision & inspection, however, are least preferred. Present administrative culture does not encourage subordinates to report via directly write letter/memo or telephone to superiors. Fear, tension and anxiety engenders the subordinate's response.

For communication with peers, telephonic discussions and face-to-face dialogue are most preferred over other modes of communications. Letter communication with supervisor, fear, tension and anxiety engenders the subordinate's response. Consequently, telephone & face-to-face dialogue are chosen most. Letter/memo and report submissions are preferred least as interpersonal relations between peers are less effective than supervisors.

Respondents prefer most to supervise, inspect and exchange ideas (face-to-face dialogue) with subordinates than adopting other means of communications. Telephone though one of the cheapest and quickest means of communication, are preferred least for communication with subordinates. Whereas in case of Peers and external agencies telephone is preferred most. This signifies negative attitude of respondents in choosing communication modes. Report submission, like telephonic discussion, has also been preferred least by the respondents as a means of communication with subordinates.

For communications with the external agency, letter/memo and telephonic discussions are preferred most than other means. File/notes, face-to-face dialogue, meeting supervision and inspection and report submission, however, are least preferred. Communication distance, respondents attitudes and administrative norms & culture might induce respondents in prioritizing these communication modes.

rigid communication procedures as structured in Secretariat Instructions, 1973 based on British traditions and values should be revised and made more flexible. Rule of law supported by strong judiciary must be established.

Cooperation

For effective coordination, cooperation is essential. Lack of cooperation is detrimental to effective coordination. Ahmed pointed out that cooperation "... provides the foundation for effective coordination and leads to a consideration of that function" 23.

Table-20 depicts reasonably satisfactory level of cooperation. 76.9 percent respondents receive substantial and much cooperation from their supervisors, Peers and subordinates. No cooperation and little cooperation, side by side also subsists (23.1 percent). This signifies that the coordination is ineffective to the extent (23.1 percent) the level of cooperation is no or little.

The table confirms that peers are most cooperative than supervisors and subordinates. 65 percent respondents (substantial and much) have supported this view as against 68.3 percent for supervisor and 77.9 percent for subordinates. Little cooperation is also lowest in case of peers (14 percent) in comparison to supervisors (31.7 percent) and subordinates (22.1 percent). In both the ways, peers has been proved to be most cooperative than others.

Lack of cooperation may mainly be attributed to negative attitudes. This attitude may be developed through appropriate training programmes, that must, among others, include religious and ethical subjects and establishing rule of law supported by strong judiciary. In addition, rules or instruments curbing fundamental rights, freedom and careers, should be abolished or modified.

Table-2.

Level of Cooperation Received by Respondents
From Supervisors, Colleagues and Subordinates

Cooperation Received From	LEVEL OF COOPERATION						Total
	Not at all	Little	Sub- stantial	Much	Sub- stantial	Total	
Supervisor	0 (0%)	23 (21.7)	23 (21.7)	56 (53.5)	15 (14.5)	71 (63.5)	104 (100)
Peer	1 (1)	4 (4)	15 (15)	65 (65)	29 (29)	81 (85)	100 (100)
Subordinates	0 (0)	22 (22.1)	21 (21.1)	57 (54.8)	24 (23.1)	81 (77.9)	104 (100)
Total	1 (0.9)	70 (62.5)	71 (62.5)	173 (57.8)	76 (21.1)	247 (76.9)	308 (100)

Director Interaction

Opportunity of interactions (free exchange of ideas and opportunity to meet) amongst supervisors and subordinates are not fully open. Table-21 shows that there are some reservations in this respect. On an average 59.8 percent respondents report that they have either no or little opportunity in free exchange of ideas with their supervisors. 42.1 percent, in this respect, are most handicapped (45.7 percent followed by FLO (40.8 percent)). There are also some restrictions to meet with supervisors. On an average 40 percent respondents have little or no opportunity to meet with their superiors. 33.1 percent in this respect also hold least reservations (32.1 percent) and FLO second least advantageous positions (31.6 percent). DOL, however, hold most advantageous position in both the cases.

Respondents themselves also maintain some reservations in the interaction process. They do not allow their subordinates in free exchange of ideas and do not meet with them. On an average 11.5 percent (little opportunity in free exchange of ideas) and 7.7 percent (little opportunity to meet with) reservations in interaction process prevail.

Administrative norms and culture build-up over more than 200 years first British period in India. This hinders the free interaction process creating differential effect on coordination. This interaction process at all levels, be made fully free and, for this, it is supported by strong judiciary, stern discipline, law and various reward and punishment. Individual responsibility must be introduced in order to change the present administrative norms and culture.

Rules & Regulations

Uniformity of actions, consistency of behaviour of organisation members as required in coordination are attained by standard rules and procedures. Thompson called this coordination mechanism as standardization. According to him, standardization "... involves the establishment of routines or rules which constrain action of each unit or position into paths consistent with those taken by others in the interdependent relationship."²⁴ Reitz and Jewell also indicate that "A final way of achieving coordination is to establish regular ways of doing things so that units required to cooperate can know what to expect from each other. The term standard operating procedures (SOP) means that one way of performing some task has been defined and understood by all who might participate in or be affected by it."²⁵ Schermerhorn et.al. listed "Written rules, policies, and procedures"²⁶ as impersonal methods of coordination.

Considering the significance of rules in coordination, respondents were asked to report about the adequacy of the rules they usually follow in performing their respective duties. 85.7 percent respondents confirm that the present rules, regulations and procedures are substantially and more than substantially adequate (Table-22). However, 14.3 percent respondents report less than substantially adequate. This represents that there are still scope for further improvement of the present rules, regulations and procedures.

Table-22

Adequacy of Rules & Regulations

Level	DEGREE OF ADEQUACY OF RULES & REGULATIONS						Total
	Not at all	Little	Sub-total	Substantial	Much	Sub-total	
JSE	0	1 (20)	1 (20)	4 (80)	0	4 (80)	5 (100)
DSE	0	0	0	9 (31.8)	2 (18.2)	11 (100)	11 (100)
FLO	2 (6.1)	4 (12.1)	6 (18.2)	23 (69.7)	4 (12.1)	27 (81.8)	33 (100)
TOTAL	2 (4.1)	5 (10.2)	7 (14.3)	36 (73.5)	6 (12.2)	42 (85.7)	49 (100)

Political Interference

Political interference hinders normal functioning of an organisation and, more specifically, interrupt coordination process. Thus, statistics on political interference were collected and presented in table-23. The table reveals that political interference subsists at all levels. On an average, total political interference account for 79.2 percent (25.6 percent little, 25.9 percent substantial and 8.7 percent much). The political interference (substantial & much) at the grass root level (FLO) is the highest (44.1 percent), followed by JSE (27.3 percent). This signifies that political interference are more at top and lower levels than mid level. Because most powers are centralised at the top (JSE) and basic work rests at the lower (FLO) level.

Independence of judiciary, establishment of rule of law, creation of the office of ombudsman may produce positive results in reducing political interference.

Table-23

Political Interference							
Level	DEGREE OF POLITICAL INTERFERENCE						
	Not at all	Little	Sub- stantial	Substantial	Much	Sub- total	Total
JSE	3 (27.3)	5 (45.4)	8 (72.7)	2 (18.2)	1 (9.1)	3 (27.3)	11 (100)
DSE	12 (18)	10 (16)	22 (38)	3 (12)	0	3 (12)	25 (100)
FLO	16 (23.5)	22 (32.4)	58 (55.9)	22 (22.4)	8 (11.7)	30 (44.1)	68 (100)
TOTAL	31 (29.8)	37 (35.6)	82 (67.4)	27 (25.9)	9 (8.7)	36 (31.6)	104 (100)

Major Problems of Coordination

In the research questionnaire 20 major problems of coordination were listed and responses on as many items as respondents deem appropriate, were secured. Table-24 supports all the 20 items as major coordination barriers. However, relative importance varies depending on the nature of the problems. Conflicts (cadre-non cadre, inter-cadre, intra-cadre, generalist-specialist, political-bureaucrat etc.) creates highest barriers (21.8 percent) in coordination, followed by corruption (7.5 percent), lack of accountability (7.4 percent) and lack of ethical values (3.9 percent).

Table-24

Major Problems of Coordination

MAJOR PROBLEMS	RESPONSE			
	JSL	DSE	FLO	TOTAL
1. Archaic rules	5	8	26	39 (4.5)
2. Absence of central coordinating agency	5	7	9	21 (2.4)
3. Conflicts :				
a. Cadre vs. non-cadre	6	15	27	48 (5.5)
b. Generalist vs. specialist	6	8	23	37 (4.3)
c. Inter-cadre conflict	5	14	36	55 (6.6)
d. Politicians vs. bureaucrats	3	11	26	40 (4.6)
e. Other conflict	2	1	4	7 (0.8)
Sub-total	23	49	118	190 (21.8)
4. Corruption	8	15	42	65 (7.5)
5. Inadequate powers	5	8	10	23 (2.6)
6. Inadequate feedback system	7	9	19	35 (4)
7. Lack of awareness about national development goals and objectives	5	10	18	33 (3.8)
8. Lack of ethical values	7	18	34	59 (6.8)
9. Lack of accountability	8	21	25	54 (7.4)
10. Lack of powers of direct communication	4	8	8	20 (2.3)
11. Lack of freedom of work	5	8	30	43 (4.9)
12. Lack of patriotism	7	11	32	50 (5.8)
13. Lack of opportunity of participation in decision/ policy making	7	11	15	33 (3.8)
14. Negative attitude	6	13	28	47 (5.4)

15. Political interference	2	9	18	23 (3)
16. Poor information/record management	3	11	13	30 (2.5)
17. Poor industrial relations	5	4	12	21 (2.4)
18. Tall hierarchy	7	5	25	37 (4.3)
19. Traditional modes of communication	5	5	15	25 (2.3)
20. Other	1	1	6	8 (0.9)
Total	128	225	510	509 (100)

The problems of coordination demonstrated in the above table (Table-24) is further simplified and grouped into five classes (Table-25). The table reveals that conflict between various services, corruption, lack of ethical values and lack of accountability are most hindering factors of coordination. However, other factors are not less important. In order to maintain effective coordination all the listed problems need be alleviated. The priorities, however, may depend on the individual situation.

Table-25

Classification of Major Coordination Problems

Class Interval (Responses)	Percent in each class	Average percentage	Coordination Problems
1-25			- absence of central coordinating agency (2.4 percent)
			- inadequate covers (2.6 percent)
			- Lack of powers of direct communication (2.3 percent)
	13.3	2.2	Poor industrial relations (2.4 percent)
			Traditional modes of communication (2.9 percent)
			Other (0.9 percent)

26-50			archaic rules (4.5 percent) Inadequate feed back system (4 percent) Lack of awareness about national development goals & objectives (3.3 percent) Lack of freedom of work (4.3 percent) Lack of patriotism (5.8 percent) Lack of opportunity of participation in decision/policy making (5.8 percent)
	43	4.3	Negative attitude (5.4 percent) Political interference (3 percent) Poor information/record management system (3.5 percent) Tall hierarchy (4.3 percent)
51-75	21.7	7.2	Corruption (7.5 percent) Lack of ethical values (6.8 percent) Lack of accountability (7.4 percent)
76-100	0	-	-
101+	21.8	21.8	Conflicts (21.8 percent)

III RECOMMENDATIONS & CONCLUSIONS

Recommendations

Recommendations based on empirical findings are presented below :

1. Research results in tables 4-7 prove high mutual intra and inter-organisational interdependence. This signifies high intensity of coordination. This non-negotiable coordination policy should be adopted at all levels. Every responsible officer (not below class-I) and every organisation, irrespective of size and nature, should be given full freedom and autonomy to directly communicate with any other individual/unit/organisation. Concerned institution and parent organisation, however, may be kept informed of any acts taken. Bound of business if necessary should accordingly be modified.

2. Table-7 establishes that inadequate or lack of coordination has serious adverse effect on administration and development. Coordination, thus, should be given equally high priority like other managerial functions. Job descriptions of every officer must clearly define specific coordinative functions he must perform. Provide stakeholders/organisations with help to coordinate, with concurrent efforts to exercise the coordinative functions.

3. Motivation and length of services are negatively correlated. With the increase in length of services in a same post/level, motivation diminishes. Up to 4 years of services in a same post/level, motivation is higher than beyond 4 years. Reverse trend persists in case of frustration. When motivation diminishes frustration increases (Table-12). Furthermore, in some cadres, officers are more motivated and less frustrated than others (Table-11). Career career prospects are main reasons for this difference.

A more progressive and uniform promotion policy should be introduced for all cadre- and non-cadres. The policy must provide provision for promotion or change of cadre in lieu thereof, exactly at the turning officer's completion of 10 years of services. In order to ensure uniformity and equity, the promotion or change of cadre should be restricted from the rate of joining as class-I officer so that there remains no discrimination between different cadre- and non-cadres.

4. Religion, ethics and values are important motivators (Table-15). 91 percent respondents have supported this view. Thus as a short term measure, government should introduce training courses/short courses/certificates in religious and ethical subjects for all public servants. As a long term measure, government should also introduce religious and ethical subjects at all schools, colleges and universities to build-up right values for future generations.

5. Effectiveness of coordination greatly depends on the efficiency of communication. Research results demonstrate (Tables-16 & 17) that respondents do not have full powers both in intra and inter-organisational communication. To improve coordination, full powers of direct communication (both intra and inter-organisational) be delegated at all levels (not below class-IV). Rules of business and other related laws accordingly be modified.

6. Diverse communication modes are preferred by diverse respondents (Table-18). Telephone, though one of the cheapest and quickest means of communication, are least preferred for communication with supervisors and subordinates. Individual attitude, values, administrative norms and culture are mainly responsible for this. Rigid communication procedures as structured in the secretariat instructions should be modified and made simple, straight forward and flexible. Rule of law supported by strong judiciary must be established. Fundamental rights and freedom of public servants must be guaranteed. Any rules or instruments (like Government Servant Conduct rules, ACR etc.) that curbs rights, freedom and careers of public servants (class-I only) should be abolished or modified.

7. Cooperation is foundation for effective coordination. Coordination becomes dysfunctional for lack of cooperation. Research results (Table-20) demonstrate that no or little cooperation subsists in 22.1 percent cases. This may mainly be attributed to individual negative attitudes. Appropriate training programme that must, among others, include religious and ethical subjects, be designed and implemented for every public servant. In addition, other legal measures as proposed under recommendation-6 may also prove useful.

8. Opportunity of interactions (free exchange of ideas and opportunity to meet with) amongst supervisors and subordinates are not fully open (Table-21). Negative attitudes, traditional administrative norms & culture are main responsible factors. Stern disciplinary law (hire & fire, reward & punishment) supported by rule of law and strong judiciary, system of individual accountability may, to a great extent, reshape the attitudes, norms and culture.

9. Survey results (Table-22) establishes the need for revision of the present rules, regulations and procedures. Subject area-wise committees/task forces of diverse groups may be constituted to carry out the tasks. Number of committees/task forces, however, may depend on the number of subjects areas.

10. Table-23 reveals that political interference subsists at all levels. Legal measures as proposed under recommendation-6 may prove useful in reducing political interference. Creation of the office of ombudsman may also be useful in this respect.

11. As many as 20 major barriers of coordination were identified (Table-24) and prioritized (Table-25). Most of the problems would either be removed or reduced if recommendations 1 through 10 above are introduced. Some more inputs as below may be added with the above proposals.

- a. call hierarchy be replaced by a more flat hierarchy to reduce delay in communication, coordination and decision making ;
- b. computer based MIS be introduced for better management of information ;
- c. job monitoring and feedback system for every organisation/unit be developed based on each job analysis information ;
- d. uniform personnel policy for all cadres and services be introduced ;
- e. all public servants in addition to his hierarchic accountability, must also be directly accountable to beneficiaries, stakeholders and people's representatives. Job descriptions accordingly be modified.

Conclusion

Coordination forms integral part of management and organisation. Without it, management becomes dysfunctional and organisation loses effectiveness. Leadership, communication, decision-making and other managerial functions are bungled. From the early 20th century, most management thinkers have, thus, espoused this concept.

Coordination basically is a function of interdependence. Nature and forms of interdependence determine intensity of coordination. If the interdependence changes, coordination also changes. With the changed global conditions, especially after failure of socialism, interdependency and competition between and within nations and organisations have greatly increased. Socio-political and technological specialization have also greatly changed. This changed interdependency relations warrant determination of coordination needs, particularly of government departments afresh. Unfortunately, administrative structure, rules regulations particularly the macro coordination policy like rules of business, 1975 are highly rigid and modelled on British traditions and values. Moreover, the policy lacks empiricism and is not founded on changed interdependency relations.

The research studies, thus, aimed at assessing the intra and inter-organisational interdependence of government organisations, determine intensity and major problems of coordination in order to provide inputs for a more realistic and need based coordination policy formulation.

The survey establishes high mutual intra and inter-organisational interdependence between government departments. high intensity of coordination, adverse effects for lack of coordination on administration and development. inverse relations between motivation and length of services in a same post/level and also between motivation and frustration. inadequate powers of communication, improper use of communication modes. inadequate cooperation. reservations in direct interactions (free exchange of ideas and opportunity to meet with) between supervisors and subordinates. inadequate rules, regulations and procedures, political interference and identified twenty major problems of coordination.

Empirical findings and analysis generate following main recommendations :

1. Introduce more flexible coordination policy giving full freedom and autonomy to all officers (not below class-I) for direct communication.
2. Redesign job descriptions to clearly incorporate coordinative roles and probable stakeholders with concurrent powers of coordination.
3. Introduce more progressive and uniform promotion policy for all cadres and non-cadres. Provide promotion or scales in lieu thereof, exactly after completion of 5 years of services in a same post/level. Adjust promotion scales from the date of joining as a class-I officer.
4. Introduce religious and ethical subjects in training courses/modules and in schools, colleges and universities.
5. Delegate full powers of direct communication at all levels (not below class-I) and if needed revise rules of business and other laws.
6. Reshape negative attitudes and rigid administrative culture by establishing rule of law supported by strong judiciary. Abolish/modify rules/instruments curbing rights, freedom and career of public servants. Make rigid communication modes more flexible and if necessary, modify secretarial instructions.
7. Introduce more stern disciplinary law (more reprimand, reward & punishment) supported by rule of law and strong judiciary and system of individual accountability.
8. Form subject area-wise committees/task forces of diverse groups to modify present administrative and financial rules.
9. Establish office of ombudsman; replace tall hierarchy by more flat hierarchy, introduce computer based MIS, job monitoring and feedback system and make every individual directly accountable to beneficiary, stakeholders and people's representatives.

Recommendations made above are not the panacea to cure all administrative malady. However, the author believes, implementation, atleast of the interrelated recommendations, would contribute to substantial administrative improvement. Moreover, the research model may be useful for other researchers to conduct further research in this area.

Bangladesh Project Administration Training Center
Dhaka Dhaka

QUESTIONS

Research Title: Assessment of Coordination Needs in Administration A Group Study

1. (a) NAME (SURNAME) _____ (b) Cadre _____
 (c) Total length of service in years _____
 (d) Last post of responsibility _____
 (e) Nature/Type of organization you work for
 1. Public/State _____ 2. Private _____
 3. Semi-public _____ 4. Organizational _____
 5. Other _____
- (f) Name of University/Department/Institution _____
 (g) Major Area of Study _____

2. How much are you aware of the following areas of responsibility?

CRITERIA	LEVEL OF AWARENESS			
	Not at all	Little	Somewhat	Very
ASSESSMENT OF				
a. National goals & objectives	[]	[]	[]	[]
b. Organizational goals & objectives	[]	[]	[]	[]
c. Departmental/Sectional goals & objectives	[]	[]	[]	[]
d. Your own roles & responsibilities	[]	[]	[]	[]

3. What are the major areas of responsibility and administration?

CRITERIA	LEVEL OF AWARENESS			
	Not at all	Little	Somewhat	Very
ASSESSMENT OF				
a. How much do you feel motivated in carrying out your duties?	[]	[]	[]	[]
b. How much scope are there to motivate you?	[]	[]	[]	[]
c. How much do you feel motivated in your administrative duties?	[]	[]	[]	[]

8. Do you think that family and community support will be sufficient to ensure that the children are well cared for?
9. Do you think that the children will be able to continue to live with their families and communities?

10. What are the main reasons for the children's displacement?

Reasons for displacement	How long has the child been displaced?	How long has the child been displaced?
For the first time	How long has the child been displaced?	How long has the child been displaced?
For the second time	How long has the child been displaced?	How long has the child been displaced?
For the third time	How long has the child been displaced?	How long has the child been displaced?
For the fourth time	How long has the child been displaced?	How long has the child been displaced?
For the fifth time	How long has the child been displaced?	How long has the child been displaced?

a) _____	_____	_____	_____	_____	_____	_____	_____
b) _____	_____	_____	_____	_____	_____	_____	_____
c) _____	_____	_____	_____	_____	_____	_____	_____

11. What are the main reasons for the children's displacement?

Reasons for displacement	How long has the child been displaced?	How long has the child been displaced?
For the first time	How long has the child been displaced?	How long has the child been displaced?
For the second time	How long has the child been displaced?	How long has the child been displaced?
For the third time	How long has the child been displaced?	How long has the child been displaced?
For the fourth time	How long has the child been displaced?	How long has the child been displaced?
For the fifth time	How long has the child been displaced?	How long has the child been displaced?

a) _____	_____	_____	_____	_____	_____	_____	_____
b) _____	_____	_____	_____	_____	_____	_____	_____
c) _____	_____	_____	_____	_____	_____	_____	_____

12. Possible impact of the displacement on the children's lives

CRITERIA	POSSIBLE IMPACT ON		
	OUR OFFICE	THE NATIONAL OFFICE	THE LOCAL COMMUNITY
- Delay in decision making	_____	_____	_____
- Delay in collecting/sending information	_____	_____	_____
- Delay in revenue collection	_____	_____	_____
- Delay in organisation and implementation	_____	_____	_____
- Delay in project planning	_____	_____	_____
- Delay in project implementation	_____	_____	_____

- jeopardizes organizational goals	☐	☐	☐
- jeopardizes employee relations	☐	☐	☐
- creates conflicts and misgivings	☐	☐	☐
- standing			
- No work can be done	☐	☐	☐
- No adverse effect	☐	☐	☐
- Other (Please specify) -----	☐	☐	☐

7. Level of cooperation received from your superiors in performing your jobs

LEVEL OF COOPERATION FROM

Supervisor	Peer	Subordinate
☐ Not at all	☐ Not at all	☐ Not at all
☐ Little	☐ Little	☐ Little
☐ Substantial	☐ Substantial	☐ Substantial
☐ Much	☐ Much	☐ Much

8. Do you think that the current rules/regulations/procedures etc. obstruct or hinder out your job performance? (Please tick)

☐ Not at all ☐ Little ☐ Substantial ☐ Much

9. Facilities on the opportunity of interaction on official matters

Do you have opportunity to	Do you allow your subordinates
freely exchange ideas and meet with your supervisor	to freely exchange ideas and meet with you?
Free exchange of ideas opportunity to meet with	Free exchange of ideas opportunity to meet with
☐ Not at all	☐ Not at all
☐ Little	☐ Little
☐ Substantial	☐ Substantial
☐ Much	☐ Much

10. Is there any political influence in carrying out your duties? (Please tick)

☐ Not at all ☐ Little ☐ Substantial ☐ Much

11. Power of intra and inter-organizational communication

CRITERIA	Power of Intra-organizational communication
	☐ Not at all ☐ Little ☐ Substantial ☐ Much
a. How much power do you have in directly communicating with other internal units in your organization?	☐ ☐ ☐ ☐
b. How much power do other internal units have in directly communicating with you?	☐ ☐ ☐ ☐

- For each of the following, indicate the type of conflict and the type of conflict resolution.
1. Conflict between two individuals in the same organization.
2. Conflict between two individuals in different organizations.
3. Conflict between two individuals in the same organization, but in different departments.

(2) What are the possible causes of conflict? Please list maximum three possible causes.

1. _____

2. _____

3. _____

12. For communications with superiors, peers, subordinates, and external organizations, what procedures do you use for the following major modes of communication? Please list the maximum three (3) procedures for each of the following modes of communication: (a) face-to-face, (b) written, (c) electronic, and (d) group.

Mode of Communication		Type of Communication									
Superior	Peer	Subordinate	External	Internal	Group	Individual	Team	Organization	Community	Government	Other

1. Face-to-face
2. Written
3. Electronic
4. Group
5. Individual
6. Team
7. Organization
8. Community
9. Government
10. Other

13. Some basic procedures of communication in organizations are listed below. Please list the maximum three (3) procedures for each of the following modes of communication.

Mode of Communication		Type of Communication									
Superior	Peer	Subordinate	External	Internal	Group	Individual	Team	Organization	Community	Government	Other

1) Top of ethical river

a) -----

b) -----

c) -----

14. To improve coordination in administration, what steps do you consider need be adopted?
(Please give your recommendations over and above what is given in question-13).

a) -----

b) -----

c) -----

15. Other opinion not included in the questionnaire

Signature (Optional) -----

REFERENCES

1. Huda, A.T.M. Shamsul Co-ordination in Public Administration : A Teleological Analysis. In Fida A.T.M. Shamsul ed. Co-ordination in Public Administration in Bangladesh. (Dhaka : BPATC, 1987) p.22
2. Mooney, James, D., The Principles of Organization. (New York : Harper & Brothers Publishers, 1947) p.7
3. Ibid, p.5
4. BMC Handout (Memo) on General Management
5. Huda, Op. Cit. p. 22
6. Kren, Daniel, The Evolution of Management Thought. 3rd Edition. (New York : John Wiley and Sons, 1987, p.53)
7. Hampton, Edwin. R., Contemporary Management. (New York : McGraw Hill Book Co., 1977) p.227
8. Thompson, James, D., Organizations in Action. (New York : McGraw Hill Book Co., 1967) p.51
9. Huda, Op.Cit, p.8
10. Ibid. p.9
11. McGregor, Douglas, The Human Side of Enterprise. (New York : McGraw Hill Book Co., 1967). Quoted in Huda, Op.Cit. p. 11
12. Argyris, Chris. Understanding the Individual and the Organisation. (New York : John Wiley and Sons, 1964). Quoted in Huda, Op.Cit. p.11
13. Likert, Rensis The Human Organization : its Management and Value. (Tokyo : McGraw Hill Kogakusha Ltd. 1967). Quoted in Huda, Op.Cit. p.11
14. Mooney, Op.Cit.p.10
15. Ibid. p.10
16. Thompson, Op.Cit.p.52
17. Latham, Gary F., and Locke, Edw. A., "Goal Setting-A Motivational Technique That Works" Organizational Dynamics. Autumn 1972. pp.7-17. Quoted in Huda, Andrew J. Duorin Foundations of Organizational Behaviour : an Applied Perspective. (Englewood Cliffs : Prentice-Hall, Inc., 1984) p.109
18. Op.Cit. Duorin, p.117
19. Islam, Md. Shaujal Motivational Strategies for Civil Service Efficiency Improvement in Management Development (Dhaka : BMC, Oct., Dec., 1992, p.11)
20. March, James, C and Simon, Herbert A. Organizations (New York : John Wiley & Sons, 1958) p.162
21. Schermerhorn et.al, Managing Organizational Behaviour (New York : John Wiley & Sons, 1995) p.378
22. Op. Cit. Huda, p.23
23. Ahmed, Syed Maszudul, Coordination Between Ministries and Implementation "synopsis". In Co-ordination in Public Administration in Bangladesh. (Dhaka : BPATC, 1987) p.85
24. Thompson, Op.Cit.p.56
25. Reitz and Levell, Management (London : Foresman & Co., 1985) p.100
26. Schermerhorn et.al. Op. Cit. p.399.

INTRA-ORGANIZATIONAL INTERDEPENDENCE

Respondent's Dependence
On Other Internal Units
Other than Respondent's Unit or Respondents

Respondent's Dependence

USE	NO	TOTAL	USE	NO	TOTAL
-----	----	-------	-----	----	-------

1	9	10	1	9	10
---	---	----	---	---	----

11	73	84	11	73	84
----	----	----	----	----	----

13	42	55	13	42	55
----	----	----	----	----	----

23	78	101	23	78	101
----	----	-----	----	----	-----

7	51	58	7	51	58
---	----	----	---	----	----

20	104	124	20	104	124
----	-----	-----	----	-----	-----

43	148	191	43	148	191
----	-----	-----	----	-----	-----

170	170	340	170	170	340
-----	-----	-----	-----	-----	-----

Table-7

Intra and Inter-organisational Impact for Lack of Coordination

CRITERIA	PERCENTAGE IMPACT FOR LACK OF COORDINATION			
	Intra-organisational		Inter-organisational	
	Respondent's Unit's/ Organisation	Other Internal Units other than respondent's own unit	External Organisation	Total
1. Delay in decision making	42 (12.5)	27 (8.3)	12 (3.6)	81 (24.4)
2. Delay in collection/managing information	32 (10.3)	27 (8.3)	12 (3.6)	71 (21.9)
3. Delay in project planning	19 (6.5)	1 (0.3)	12 (3.6)	32 (9.4)
4. Delay in project implementation	22 (7.1)	13 (4.0)	12 (3.6)	47 (14.7)
5. Hinders revenue collection	21 (6.5)	1 (0.3)	7 (2.1)	29 (8.9)
6. Hinders organisation's attainment	22 (7.1)	23 (7.1)	18 (5.4)	63 (19.6)
7. Jeopardises organisation's security	22 (6.4)	13 (4.0)	11 (3.3)	46 (14.1)
8. Jeopardises employees relations	25 (7.8)	21 (6.3)	14 (4.2)	60 (18.3)
9. Creates conflict and misunderstanding	21 (6.5)	24 (7.4)	12 (3.6)	57 (17.5)
10. No work can be done	3 (0.9)	7 (2.1)	23 (7.1)	33 (10.0)
11. No adverse effect	0 (0.0)	22 (6.7)	1 (0.3)	23 (7.0)
12. Core disorder created Social disorder, public inconvenience etc.	0 (0.0)	0 (0.0)	2 (0.6)	2 (0.6)
Total	270 (100)	311 (100)	174 (100)	755 (100)

State of Georgia Department of Transportation

TABLE 5		LEVEL OF DIFFERENTIATION OF TRAILS					PERCENTS	
		0	1	2	3	4	5	6
1. 1st	0	1	1	1	1	1	1	1
2. 2nd	0	1	1	1	1	1	1	1
3. 3rd	0	1	1	1	1	1	1	1
4. 4th	0	1	1	1	1	1	1	1
5. 5th	0	1	1	1	1	1	1	1
6. 6th	0	1	1	1	1	1	1	1
7. 7th	0	1	1	1	1	1	1	1
8. 8th	0	1	1	1	1	1	1	1
9. 9th	0	1	1	1	1	1	1	1
10. 10th	0	1	1	1	1	1	1	1
11. 11th	0	1	1	1	1	1	1	1
12. 12th	0	1	1	1	1	1	1	1
13. 13th	0	1	1	1	1	1	1	1
14. 14th	0	1	1	1	1	1	1	1
15. 15th	0	1	1	1	1	1	1	1
16. 16th	0	1	1	1	1	1	1	1
17. 17th	0	1	1	1	1	1	1	1
18. 18th	0	1	1	1	1	1	1	1
19. 19th	0	1	1	1	1	1	1	1
20. 20th	0	1	1	1	1	1	1	1
21. 21st	0	1	1	1	1	1	1	1
22. 22nd	0	1	1	1	1	1	1	1
23. 23rd	0	1	1	1	1	1	1	1
24. 24th	0	1	1	1	1	1	1	1
25. 25th	0	1	1	1	1	1	1	1
26. 26th	0	1	1	1	1	1	1	1
27. 27th	0	1	1	1	1	1	1	1
28. 28th	0	1	1	1	1	1	1	1
29. 29th	0	1	1	1	1	1	1	1
30. 30th	0	1	1	1	1	1	1	1
31. 31st	0	1	1	1	1	1	1	1
32. 32nd	0	1	1	1	1	1	1	1
33. 33rd	0	1	1	1	1	1	1	1
34. 34th	0	1	1	1	1	1	1	1
35. 35th	0	1	1	1	1	1	1	1
36. 36th	0	1	1	1	1	1	1	1
37. 37th	0	1	1	1	1	1	1	1
38. 38th	0	1	1	1	1	1	1	1
39. 39th	0	1	1	1	1	1	1	1
40. 40th	0	1	1	1	1	1	1	1
41. 41st	0	1	1	1	1	1	1	1
42. 42nd	0	1	1	1	1	1	1	1
43. 43rd	0	1	1	1	1	1	1	1
44. 44th	0	1	1	1	1	1	1	1
45. 45th	0	1	1	1	1	1	1	1
46. 46th	0	1	1	1	1	1	1	1
47. 47th	0	1	1	1	1	1	1	1
48. 48th	0	1	1	1	1	1	1	1
49. 49th	0	1	1	1	1	1	1	1
50. 50th	0	1	1	1	1	1	1	1
51. 51st	0	1	1	1	1	1	1	1
52. 52nd	0	1	1	1	1	1	1	1
53. 53rd	0	1	1	1	1	1	1	1
54. 54th	0	1	1	1	1	1	1	1
55. 55th	0	1	1	1	1	1	1	1
56. 56th	0	1	1	1	1	1	1	1
57. 57th	0	1	1	1	1	1	1	1
58. 58th	0	1	1	1	1	1	1	1
59. 59th	0	1	1	1	1	1	1	1
60. 60th	0	1	1	1	1	1	1	1
61. 61st	0	1	1	1	1	1	1	1
62. 62nd	0	1	1	1	1	1	1	1
63. 63rd	0	1	1	1	1	1	1	1
64. 64th	0	1	1	1	1	1	1	1
65. 65th	0	1	1	1	1	1	1	1
66. 66th	0	1	1	1	1	1	1	1
67. 67th	0	1	1	1	1	1	1	1
68. 68th	0	1	1	1	1	1	1	1
69. 69th	0	1	1	1	1	1	1	1
70. 70th	0	1	1	1	1	1	1	1
71. 71st	0	1	1	1	1	1	1	1
72. 72nd	0	1	1	1	1	1	1	1
73. 73rd	0	1	1	1	1	1	1	1
74. 74th	0	1	1	1	1	1	1	1
75. 75th	0	1	1	1	1	1	1	1
76. 76th	0	1	1	1	1	1	1	1
77. 77th	0	1	1	1	1	1	1	1
78. 78th	0	1	1	1	1	1	1	1
79. 79th	0	1	1	1	1	1	1	1
80. 80th	0	1	1	1	1	1	1	1
81. 81st	0	1	1	1	1	1	1	1
82. 82nd	0	1	1	1	1	1	1	1
83. 83rd	0	1	1	1	1	1	1	1
84. 84th	0	1	1	1	1	1	1	1
85. 85th	0	1	1	1	1	1	1	1
86. 86th	0	1	1	1	1	1	1	1
87. 87th	0	1	1	1	1	1	1	1
88. 88th	0	1	1	1	1	1	1	1
89. 89th	0	1	1	1	1	1	1	1
90. 90th	0	1	1	1	1	1	1	1
91. 91st	0	1	1	1	1	1	1	1
92. 92nd	0	1	1	1	1	1	1	1
93. 93rd	0	1	1	1	1	1	1	1
94. 94th	0	1	1	1	1	1	1	1
95. 95th	0	1	1	1	1	1	1	1
96. 96th	0	1	1	1	1	1	1	1
97. 97th	0	1	1	1	1	1	1	1
98. 98th	0	1	1	1	1	1	1	1
99. 99th	0	1	1	1	1	1	1	1
100. 100th	0	1	1	1	1	1	1	1

Table -1

Perceptors & Cardinal Ranking of Goals & Objectives

Goals & Objectives	LEVEL 0 PERCEPTION OF GOALS & OBJECTIVES						
	Not at all	Little	Sub-total	Sufficient	Much	Sub-total	Total
1. NATIONAL	0	2	2	3	1	3	11
- JSE		(19.2)	(19.2)	(23.7)	(10.1)	(44.8)	(100)
- ESE	0	4	4	1	5	22	31
		(12.4)	(12.4)	(15.1)	(14.6)	(44.6)	(100)
- PLE	1	25	24	4	2	46	70
	(1.4)	(62.5)	(64.0)	(2.5)	(2.8)	(68.7)	(100)
Sub-total	1	22	26	8	8	57	105
	(0.9)	(27.1)	(23)	(4.6)	(7.5)	(47.1)	(100)
2. Organizational	0	1	1	6	4	10	12
- JSE		(1.1)	(5.1)	(7.5)	(38.4)	(46.9)	(100)
- ESE	0	1	1	1	2	5	10
		(3.8)	(5.0)	(6.4)	(20.8)	(46.0)	(100)
- PLE	1	15	16	46	6	54	70
	(1.4)	(21.4)	(22.5)	(65.7)	(11.5)	(77.2)	(100)
Sub-total	1	17	18	22	22	52	105
	(0.9)	(17.9)	(17.8)	(22.5)	(18.5)	(48.2)	(100)
3. Sectional	0	1	1	2	4	10	11
- JSE		(9.1)	(9.1)	(54.5)	(20.4)	(40.9)	(100)
- ESE	0	0	0	1	2	5	10
				(6.2)	(32)	(40.0)	(100)
- PLE	0	9	9	17	14	32	50
		(12.8)	(12.8)	(27.2)	(28)	(67.2)	(100)
Sub-total	0	10	10	20	20	40	100
		(10.4)	(10.4)	(20)	(24.6)	(49.0)	(100)
3. Individual	0	0	0	3	2	5	5
Practices/rules				(60)	(10)	(100)	(100)
- JSE	0	0	0	5	6	11	11
				(45.5)	(54.5)	(100)	(100)
- PLE	0	0	0	20	12	32	32
				(62.5)	(37.5)	(100)	(100)
Sub-total	0	0	0	25	18	43	43
				(58.2)	(41.7)	(100)	(100)
TOTAL	2	52	54	286	74	370	393
	(1.5)	(17.1)	(15.7)	(24.2)	(20.1)	(84.5)	(100)

STATION	DATE	TIME	WIND	TEMP	REL	SEA	WAVE	WIND	TEMP	REL	SEA	WAVE
11	10/1	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
11	10/1	1100	1100	1100	1100	1100	1100	1100	1100	1100	1100	1100
11	10/1	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200
11	10/1	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300
11	10/1	1400	1400	1400	1400	1400	1400	1400	1400	1400	1400	1400
11	10/1	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500
11	10/1	1600	1600	1600	1600	1600	1600	1600	1600	1600	1600	1600
11	10/1	1700	1700	1700	1700	1700	1700	1700	1700	1700	1700	1700
11	10/1	1800	1800	1800	1800	1800	1800	1800	1800	1800	1800	1800
11	10/1	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900	1900
11	10/1	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000	2000
11	10/1	2100	2100	2100	2100	2100	2100	2100	2100	2100	2100	2100
11	10/1	2200	2200	2200	2200	2200	2200	2200	2200	2200	2200	2200
11	10/1	2300	2300	2300	2300	2300	2300	2300	2300	2300	2300	2300
11	10/1	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400	2400
11	10/1	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500
11	10/1	2600	2600	2600	2600	2600	2600	2600	2600	2600	2600	2600
11	10/1	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700	2700
11	10/1	2800	2800	2800	2800	2800	2800	2800	2800	2800	2800	2800
11	10/1	2900	2900	2900	2900	2900	2900	2900	2900	2900	2900	2900
11	10/1	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000

Station 11, 10/1, 1000

1000

1000

Table-12

Effect for Promotion * Free Appointment on Motivation & Frustration

RITPRA	Ser. No. of Free Appointment Promotion in the respective Upper Grade								TOTAL
	JFT + CLASS				OTHER + JES				
	0-1	1-2	2-3	Sub-total	1-2	3-10	10+	Sub-total	
	N=21				N=43				
1. Feeling of Motivation									
a. Not at all	0	0	1	1 (4.8)	0	0	0	0	1 (2.3)
b. Little	2	0	4	6 (27.3)	3	0	0	3 (13.9)	9 (37.2)
c. Substantial	0	0	0	0 (0.0)	0	7	0	7 (30.2)	7 (29.7)
d. Much	0	1	4	5 (21.9)	0	1	0	1 (4.3)	6 (26.1)
Total	2	1	9	12 (50.0)	3	8	0	11 (47.5)	23 (100.0)
2. Scope for further Motivation									
	N=102				N=102				N=102
a. Not at all	1	0	1	2 (1.9)	2	1	0	3 (2.9)	5 (4.9)
b. Little	4	11	10	25 (24.5)	0	6	0	6 (5.9)	31 (30.4)
c. Substantial	0	0	0	0 (0.0)	2	3	1	6 (5.9)	11 (10.8)
d. Much	0	1	3	4 (3.9)	1	3	0	4 (3.9)	11 (10.8)
Total	5	11	14	30 (29.4)	5	10	1	16 (15.7)	46 (45.0)
3. Feeling of Frustration									
	N=62				N=62				N=62
a. Not at all	0	0	0	0 (0.0)	1	0	0	1 (1.6)	1 (1.6)
b. Little	1	1	1	3 (4.8)	0	0	1	1 (1.6)	4 (6.5)
c. Substantial	2	1	2	5 (8.1)	3	1	1	5 (7.9)	10 (16.1)
d. Much	0	0	0	0 (0.0)	0	0	0	0 (0.0)	0 (0.0)
Total	3	2	3	8 (12.9)	4	1	2	7 (11.3)	13 (20.8)

Consolidated List of 1961-1962

US Code Description	Schedule									
	1961-1962					1962-1963				
	No. of all	1961-1962 all	1962-1963 all	1961-1962 all	1962-1963 all	No. of all	1961-1962 all	1962-1963 all	1961-1962 all	1962-1963 all
Administrative	0	1	1	1	1	0	1	1	1	1
Business	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0
Education	0	0	0	0	0	0	0	0	0	0
Health	0	0	0	0	0	0	0	0	0	0
Highway	0	0	0	0	0	0	0	0	0	0
Industrial	0	0	0	0	0	0	0	0	0	0
International	0	0	0	0	0	0	0	0	0	0
Legal	0	0	0	0	0	0	0	0	0	0
Medical	0	0	0	0	0	0	0	0	0	0
Religious	0	0	0	0	0	0	0	0	0	0
Scientific	0	0	0	0	0	0	0	0	0	0
Transportation	0	0	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0	0	0
Warfare	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0

TABLE-10

POWER OF IMPACT INTRA-ORGANISATIONAL COMMUNICATION

POWER OF IMPACT INTRA-ORGANISATIONAL COMMUNICATION										
Respondent's Power to Communicate and other Internal Units					Level of Responsibility	Other Internal Units Power to Communicate and Responsibility				
INTERNAL						EXTERNAL				
Net at Unit	Level	Sub- unit	Unit	Total		Net at Unit	Level	Sub- unit	Unit	Total
0	0	4 (100)	1 (25)	5 (100)	1-2	0	0	1 (100)	1 (100)	1 (100)
0	0	2 (50)	2 (50)	4 (100)	1-3	0	0	0 (0)	0 (0)	0 (0)
0	0	20 (100)	0 (0)	20 (100)	1-4	0	0	10 (100)	0 (0)	10 (100)
0	0	12 (100)	1 (100)	13 (100)	1-5	0	0	0 (0)	12 (100)	12 (100)

Keywords: child sexual abuse; disclosure; social support

1961-1962 1963-1964 1965-1966 1967-1968 1969-1970 1971-1972 1973-1974 1975-1976 1977-1978 1979-1980 1981-1982 1983-1984 1985-1986 1987-1988 1989-1990 1991-1992 1993-1994 1995-1996 1997-1998 1999-2000 2001-2002 2003-2004 2005-2006 2007-2008 2009-2010 2011-2012 2013-2014 2015-2016 2017-2018 2019-2020 2021-2022 2023-2024 2025-2026 2027-2028 2029-2030 2031-2032 2033-2034 2035-2036 2037-2038 2039-2040 2041-2042 2043-2044 2045-2046 2047-2048 2049-2050 2051-2052 2053-2054 2055-2056 2057-2058 2059-2060 2061-2062 2063-2064 2065-2066 2067-2068 2069-2070 2071-2072 2073-2074 2075-2076 2077-2078 2079-2080 2081-2082 2083-2084 2085-2086 2087-2088 2089-2090 2091-2092 2093-2094 2095-2096 2097-2098 2099-2100 2101-2102 2103-2104 2105-2106 2107-2108 2109-2110 2111-2112 2113-2114 2115-2116 2117-2118 2119-2120 2121-2122 2123-2124 2125-2126 2127-2128 2129-2130 2131-2132 2133-2134 2135-2136 2137-2138 2139-2140 2141-2142 2143-2144 2145-2146 2147-2148 2149-2150 2151-2152 2153-2154 2155-2156 2157-2158 2159-2160 2161-2162 2163-2164 2165-2166 2167-2168 2169-2170 2171-2172 2173-2174 2175-2176 2177-2178 2179-2180 2181-2182 2183-2184 2185-2186 2187-2188 2189-2190 2191-2192 2193-2194 2195-2196 2197-2198 2199-2200 2201-2202 2203-2204 2205-2206 2207-2208 2209-2210 2211-2212 2213-2214 2215-2216 2217-2218 2219-2220 2221-2222 2223-2224 2225-2226 2227-2228 2229-2230 2231-2232 2233-2234 2235-2236 2237-2238 2239-2240 2241-2242 2243-2244 2245-2246 2247-2248 2249-2250 2251-2252 2253-2254 2255-2256 2257-2258 2259-2260 2261-2262 2263-2264 2265-2266 2267-2268 2269-2270 2271-2272 2273-2274 2275-2276 2277-2278 2279-2280 2281-2282 2283-2284 2285-2286 2287-2288 2289-2290 2291-2292 2293-2294 2295-2296 2297-2298 2299-2300 2301-2302 2303-2304 2305-2306 2307-2308 2309-2310 2311-2312 2313-2314 2315-2316 2317-2318 2319-2320 2321-2322 2323-2324 2325-2326 2327-2328 2329-2330 2331-2332 2333-2334 2335-2336 2337-2338 2339-2340 2341-2342 2343-2344 2345-2346 2347-2348 2349-2350 2351-2352 2353-2354 2355-2356 2357-2358 2359-2360 2361-2362 2363-2364 2365-2366 2367-2368 2369-2370 2371-2372 2373-2374 2375-2376 2377-2378 2379-2380 2381-2382 2383-2384 2385-2386 2387-2388 2389-2390 2391-2392 2393-2394 2395-2396 2397-2398 2399-2400 2401-2402 2403-2404 2405-2406 2407-2408 2409-2410 2411-2412 2413-2414 2415-2416 2417-2418 2419-2420 2421-2422 2423-2424 2425-2426 2427-2428 2429-2430 2431-2432 2433-2434 2435-2436 2437-2438 2439-2440 2441-2442 2443-2444 2445-2446 2447-2448 2449-2450 2451-2452 2453-2454 2455-2456 2457-2458 2459-2460 2461-2462 2463-2464 2465-2466 2467-2468 2469-2470 2471-2472 2473-2474 2475-2476 2477-2478 2479-2480 2481-2482 2483-2484 2485-2486 2487-2488 2489-2490 2491-2492 2493-2494 2495-2496 2497-2498 2499-2500 2501-2502 2503-2504 2505-2506 2507-2508 2509-2510 2511-2512 2513-2514 2515-2516 2517-2518 2519-2520 2521-2522 2523-2524 2525-2526 2527-2528 2529-2530 2531-2532 2533-2534 2535-2536 2537-2538 2539-2540 2541-2542 2543-2544 2545-2546 2547-2548 2549-2550 2551-2552 2553-2554 2555-2556 2557-2558 2559-2560 2561-2562 2563-2564 2565-2566 2567-2568 2569-2570 2571-2572 2573-2574 2575-2576 2577-2578 2579-2580 2581-2582 2583-2584 2585-2586 2587-2588 2589-2590 2591-2592 2593-2594 2595-2596 2597-2598 2599-2600 2601-2602 2603-2604 2605-2606 2607-2608 2609-2610 2611-2612 2613-2614 2615-2616 2617-2618 2619-2620 2621-2622 2623-2624 2625-2626 2627-2628 2629-2630 2631-2632 2633-2634 2635-2636 2637-2638 2639-2640 2641-2642 2643-2644 2645-2646 2647-2648 2649-2650 2651-2652 2653-2654 2655-2656 2657-2658 2659-2660 2661-2662 2663-2664 2665-2666 2667-2668 2669-2670 2671-2672 2673-2674 2675-2676 2677-2678 2679-2680 2681-2682 2683-2684 2685-2686 2687-2688 2689-2690 2691-2692 2693-2694 2695-2696 2697-2698 2699-2700 2701-2702 2703-2704 2705-2706 2707-2708 2709-2710 2711-2712 2713-2714 2715-2716 2717-2718 2719-2720 2721-2722 2723-2724 2725-2726 2727-2728 2729-2730 2731-2732 2733-2734 2735-2736 2737-2738 2739-2740 2741-2742 2743-2744 2745-2746 2747-2748 2749-2750 2751-2752 2753-2754 2755-2756 2757-2758 2759-2760 2761-2762 2763-2764 2765-2766 2767-2768 2769-2770 2771-2772 2773-2774 2775-2776 2777-2778 2779

[illegible]

1. Principle: Interpretation of the document

LC 1, 2

[illegible]

4-55 24-25 15-16 34 1 5

1977-1978 2011-2012 2012-2013 2013-2014 2014-2015 2015-2016 2016-2017 2017-2018 2018-2019 2019-2020 2020-2021 2021-2022 2022-2023 2023-2024 2024-2025 2025-2026 2026-2027 2027-2028 2028-2029 2029-2030 2030-2031 2031-2032 2032-2033 2033-2034 2034-2035 2035-2036 2036-2037 2037-2038 2038-2039 2039-2040 2040-2041 2041-2042 2042-2043 2043-2044 2044-2045 2045-2046 2046-2047 2047-2048 2048-2049 2049-2050 2050-2051 2051-2052 2052-2053 2053-2054 2054-2055 2055-2056 2056-2057 2057-2058 2058-2059 2059-2060 2060-2061 2061-2062 2062-2063 2063-2064 2064-2065 2065-2066 2066-2067 2067-2068 2068-2069 2069-2070 2070-2071 2071-2072 2072-2073 2073-2074 2074-2075 2075-2076 2076-2077 2077-2078 2078-2079 2079-2080 2080-2081 2081-2082 2082-2083 2083-2084 2084-2085 2085-2086 2086-2087 2087-2088 2088-2089 2089-2090 2090-2091 2091-2092 2092-2093 2093-2094 2094-2095 2095-2096 2096-2097 2097-2098 2098-2099 2099-2100 2100-2101 2101-2102 2102-2103 2103-2104 2104-2105 2105-2106 2106-2107 2107-2108 2108-2109 2109-2110 2110-2111 2111-2112 2112-2113 2113-2114 2114-2115 2115-2116 2116-2117 2117-2118 2118-2119 2119-2120 2120-2121 2121-2122 2122-2123 2123-2124 2124-2125 2125-2126 2126-2127 2127-2128 2128-2129 2129-2130 2130-2131 2131-2132 2132-2133 2133-2134 2134-2135 2135-2136 2136-2137 2137-2138 2138-2139 2139-2140 2140-2141 2141-2142 2142-2143 2143-2144 2144-2145 2145-2146 2146-2147 2147-2148 2148-2149 2149-2150 2150-2151 2151-2152 2152-2153 2153-2154 2154-2155 2155-2156 2156-2157 2157-2158 2158-2159 2159-2160 2160-2161 2161-2162 2162-2163 2163-2164 2164-2165 2165-2166 2166-2167 2167-2168 2168-2169 2169-2170 2170-2171 2171-2172 2172-2173 2173-2174 2174-2175 2175-2176 2176-2177 2177-2178 2178-2179 2179-2180 2180-2181 2181-2182 2182-2183 2183-2184 2184-2185 2185-2186 2186-2187 2187-2188 2188-2189 2189-2190 2190-2191 2191-2192 2192-2193 2193-2194 2194-2195 2195-2196 2196-2197 2197-2198 2198-2199 2199-2200 2200-2201 2201-2202 2202-2203 2203-2204 2204-2205 2205-2206 2206-2207 2207-2208 2208-2209 2209-2210 2210-2211 2211-2212 2212-2213 2213-2214 2214-2215 2215-2216 2216-2217 2217-2218 2218-2219 2219-2220 2220-2221 2221-2222 2222-2223 2223-2224 2224-2225 2225-2226 2226-2227 2227-2228 2228-2229 2229-2230 2230-2231 2231-2232 2232-2233 2233-2234 2234-2235 2235-2236 2236-2237 2237-2238 2238-2239 2239-2240 2240-2241 2241-2242 2242-2243 2243-2244 2244-2245 2245-2246 2246-2247 2247-2248 2248-2249 2249-2250 2250-2251 2251-2252 2252-2253 2253-2254 2254-2255 2255-2256 2256-2257 2257-2258 2258-2259 2259-2260 2260-2261 2261-2262 2262-2263 2263-2264 2264-2265 2265-2266 2266-2267 2267-2268 2268-2269 2269-2270 2270-2271 2271-2272 2272-2273 2273-2274 2274-2275 2275-2276 2276-2277 2277-2278 2278-2279 2279-2280 2280-2281 2281-2282 2282-2283 2283-2284 2284-2285 2285-2286 2286-2287 2287-2288 2288-2289 2289-2290 2290-2291 2291-2292 2292-2293 2293-2294 2294-2295 2295-2296 2296-2297 2297-2298 2298-2299 2299-2300 2300-2301 2301-2302 2302-2303 2303-2304 2304-2305 2305-2306 2306-2307 2307-2308 2308-2309 2309-2310 2310-2311 2311-2312 2312-2313 2313-2314 2314-2315 2315-2316 2316-2317 2317-2318 2318-2319 2319-2320 2320-2321 2321-2322 2322-2323 2323-2324 2324-2325 2325-2326 2326-2327 2327-2328 2328-2329 2329-2330 2330-2331 2331-2332 2332-2333 2333-2334 2334-2335 2335-2336 2336-2337 2337-2338 2338-2339 2339-2340 2340-2341 2341-2342 2342-2343 2343-2344 2344-2345 2345-2346 2346-2347 2347-2348 2348-2349 2349-2350 2350-2351 2351-2352 2352-2353 2353-2354 2354-2355 2355-2356 2356-2357 2357-2358 2358-2359 2359-2360 2360-2361 2361-2362 2362-2363 2363-2364 2364-2365 2365-2366 2366-2367 2367-2368 2368-2369 2369-2370 2370-2371 2371-2372 2372-2373 2373-2374 2374-2375 2375-2376 2376-2377 2377-2378 2378-2379 2379-2380 2380-2381 2381-2382 2382-2383 2383-2384 2384-2385 2385-2386 2386-2387 2387-2388 2388-2389 2389-2390 2390-2391 2391-2392 2392-2393 2393-2394 2394-2395 2395-2396 2396-2397 2397-2398 2398-2399 2399-2400 2400-2401 2401-2402 2402-2403 2403-2404 2404-2405 2405-2406 2406-2407 2407-2408 2408-2409 2409-2410 2410-2411 2411-2412 2412-2413 2413-2414 2414-2415 2415-2416 2416-2417 2417-2418 2418-2419 2419

1. The first part of the document is a list of names and dates, which appears to be a roster or a list of participants. The names are written in a cursive script, and the dates are written in a more formal, printed style. The list is organized into two columns, with names on the left and dates on the right.

731-

1. The first part of the document is a letter from the President of the United States to the Congress, dated January 1, 1861. It is a copy of the original letter, and is signed by Abraham Lincoln.

$$1 - \frac{1}{\sqrt{2}} \approx 0.293 \quad \text{and} \quad \frac{1}{\sqrt{2}} \approx 0.707$$
[illegible]
$$\begin{aligned} \frac{1}{2} \left(\frac{1}{Q} \frac{1}{P} \frac{1}{P} \right) &= \frac{1}{2} \left(\frac{1}{Q} \frac{1}{P} \frac{1}{P} \right) \\ &= \frac{1}{2} \left(\frac{1}{Q} \frac{1}{P} \frac{1}{P} \right) \end{aligned}$$
$$f(x) = \frac{1}{x} + \frac{1}{x^2} + \frac{1}{x^3} + \dots$$
[illegible]

6

7

8

9

10

11

12

13

4716 7004 1 1000 7000

17025/7-1131

(2) Information

751 -

71706-500

with 1991 data and 1992 data. The 1991 data are used to estimate the model, and the 1992 data are used to evaluate the model. The results are reported in Table 1. The first column shows the estimated coefficients for the 1991 data, and the second column shows the estimated coefficients for the 1992 data. The third column shows the t-ratios for the 1991 data, and the fourth column shows the t-ratios for the 1992 data. The fifth column shows the adjusted R-squared for the 1991 data, and the sixth column shows the adjusted R-squared for the 1992 data. The seventh column shows the F-statistic for the 1991 data, and the eighth column shows the F-statistic for the 1992 data. The ninth column shows the probability of a type I error for the 1991 data, and the tenth column shows the probability of a type I error for the 1992 data. The eleventh column shows the probability of a type II error for the 1991 data, and the twelfth column shows the probability of a type II error for the 1992 data. The thirteenth column shows the power of the test for the 1991 data, and the fourteenth column shows the power of the test for the 1992 data. The fifteenth column shows the confidence interval for the 1991 data, and the sixteenth column shows the confidence interval for the 1992 data. The seventeenth column shows the standard error of the estimate for the 1991 data, and the eighteenth column shows the standard error of the estimate for the 1992 data. The nineteenth column shows the standard deviation of the residuals for the 1991 data, and the twentieth column shows the standard deviation of the residuals for the 1992 data. The twenty-first column shows the standard error of the mean for the 1991 data, and the twenty-second column shows the standard error of the mean for the 1992 data. The twenty-third column shows the standard deviation of the mean for the 1991 data, and the twenty-fourth column shows the standard deviation of the mean for the 1992 data. The twenty-fifth column shows the standard error of the variance for the 1991 data, and the twenty-sixth column shows the standard error of the variance for the 1992 data. The twenty-seventh column shows the standard deviation of the variance for the 1991 data, and the twenty-eighth column shows the standard deviation of the variance for the 1992 data. The twenty-ninth column shows the standard error of the covariance for the 1991 data, and the thirtieth column shows the standard error of the covariance for the 1992 data. The thirty-first column shows the standard deviation of the covariance for the 1991 data, and the thirty-second column shows the standard deviation of the covariance for the 1992 data. The thirty-third column shows the standard error of the correlation for the 1991 data, and the thirty-fourth column shows the standard error of the correlation for the 1992 data. The thirty-fifth column shows the standard deviation of the correlation for the 1991 data, and the thirty-sixth column shows the standard deviation of the correlation for the 1992 data. The thirty-seventh column shows the standard error of the regression for the 1991 data, and the thirty-eighth column shows the standard error of the regression for the 1992 data. The thirty-ninth column shows the standard deviation of the regression for the 1991 data, and the fortieth column shows the standard deviation of the regression for the 1992 data. The forty-first column shows the standard error of the total for the 1991 data, and the forty-second column shows the standard error of the total for the 1992 data. The forty-third column shows the standard deviation of the total for the 1991 data, and the forty-fourth column shows the standard deviation of the total for the 1992 data. The forty-fifth column shows the standard error of the error for the 1991 data, and the forty-sixth column shows the standard error of the error for the 1992 data. The forty-seventh column shows the standard deviation of the error for the 1991 data, and the forty-eighth column shows the standard deviation of the error for the 1992 data. The forty-ninth column shows the standard error of the total error for the 1991 data, and the fiftieth column shows the standard error of the total error for the 1992 data. The fifty-first column shows the standard deviation of the total error for the 1991 data, and the fifty-second column shows the standard deviation of the total error for the 1992 data. The fifty-third column shows the standard error of the total variance for the 1991 data, and the fifty-fourth column shows the standard error of the total variance for the 1992 data. The fifty-fifth column shows the standard deviation of the total variance for the 1991 data, and the fifty-sixth column shows the standard deviation of the total variance for the 1992 data. The fifty-seventh column shows the standard error of the total covariance for the 1991 data, and the fifty-eighth column shows the standard error of the total covariance for the 1992 data. The fifty-ninth column shows the standard deviation of the total covariance for the 1991 data, and the sixtieth column shows the standard deviation of the total covariance for the 1992 data. The sixty-first column shows the standard error of the total correlation for the 1991 data, and the sixty-second column shows the standard error of the total correlation for the 1992 data. The sixty-third column shows the standard deviation of the total correlation for the 1991 data, and the sixty-fourth column shows the standard deviation of the total correlation for the 1992 data. The sixty-fifth column shows the standard error of the total regression for the 1991 data, and the sixty-sixth column shows the standard error of the total regression for the 1992 data. The sixty-seventh column shows the standard deviation of the total regression for the 1991 data, and the sixty-eighth column shows the standard deviation of the total regression for the 1992 data. The sixty-ninth column shows the standard error of the total error for the 1991 data, and the seventieth column shows the standard error of the total error for the 1992 data. The seventy-first column shows the standard deviation of the total error for the 1991 data, and the seventy-second column shows the standard deviation of the total error for the 1992 data. The seventy-third column shows the standard error of the total variance for the 1991 data, and the seventy-fourth column shows the standard error of the total variance for the 1992 data. The seventy-fifth column shows the standard deviation of the total variance for the 1991 data, and the seventy-sixth column shows the standard deviation of the total variance for the 1992 data. The seventy-seventh column shows the standard error of the total covariance for the 1991 data, and the seventy-eighth column shows the standard error of the total covariance for the 1992 data. The seventy-ninth column shows the standard deviation of the total covariance for the 1991 data, and the eightieth column shows the standard deviation of the total covariance for the 1992 data. The eighty-first column shows the standard error of the total correlation for the 1991 data, and the eighty-second column shows the standard error of the total correlation for the 1992 data. The eighty-third column shows the standard deviation of the total correlation for the 1991 data, and the eighty-fourth column shows the standard deviation of the total correlation for the 1992 data. The eighty-fifth column shows the standard error of the total regression for the 1991 data, and the eighty-sixth column shows the standard error of the total regression for the 1992 data. The eighty-seventh column shows the standard deviation of the total regression for the 1991 data, and the eighty-eighth column shows the standard deviation of the total regression for the 1992 data. The eighty-ninth column shows the standard error of the total error for the 1991 data, and the ninetieth column shows the standard error of the total error for the 1992 data. The ninety-first column shows the standard deviation of the total error for the 1991 data, and the ninety-second column shows the standard deviation of the total error for the 1992 data. The ninety-third column shows the standard error of the total variance for the 1991 data, and the ninety-fourth column shows the standard error of the total variance for the 1992 data. The ninety-fifth column shows the standard deviation of the total variance for the 1991 data, and the ninety-sixth column shows the standard deviation of the total variance for the 1992 data. The ninety-seventh column shows the standard error of the total covariance for the 1991 data, and the ninety-eighth column shows the standard error of the total covariance for the 1992 data. The ninety-ninth column shows the standard deviation of the total covariance for the 1991 data, and the one hundredth column shows the standard deviation of the total covariance for the 1992 data.

04 537003

16702-412

1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037 2038 2039 2040 2041 2042 2043 2044 2045 2046 2047 2048 2049 2050 2051 2052 2053 2054 2055 2056 2057 2058 2059 2060 2061 2062 2063 2064 2065 2066 2067 2068 2069 2070 2071 2072 2073 2074 2075 2076 2077 2078 2079 2080 2081 2082 2083 2084 2085 2086 2087 2088 2089 2090 2091 2092 2093 2094 2095 2096 2097 2098 2099 2100 2101 2102 2103 2104 2105 2106 2107 2108 2109 2110 2111 2112 2113 2114 2115 2116 2117 2118 2119 2120 2121 2122 2123 2124 2125 2126 2127 2128 2129 2130 2131 2132 2133 2134 2135 2136 2137 2138 2139 2140 2141 2142 2143 2144 2145 2146 2147 2148 2149 2150 2151 2152 2153 2154 2155 2156 2157 2158 2159 2160 2161 2162 2163 2164 2165 2166 2167 2168 2169 2170 2171 2172 2173 2174 2175 2176 2177 2178 2179 2180 2181 2182 2183 2184 2185 2186 2187 2188 2189 2190 2191 2192 2193 2194 2195 2196 2197 2198 2199 2200 2201 2202 2203 2204 2205 2206 2207 2208 2209 2210 2211 2212 2213 2214 2215 2216 2217 2218 2219 2220 2221 2222 2223 2224 2225 2226 2227 2228 2229 2230 2231 2232 2233 2234 2235 2236 2237 2238 2239 2240 2241 2242 2243 2244 2245 2246 2247 2248 2249 2250 2251 2252 2253 2254 2255 2256 2257 2258 2259 2260 2261 2262 2263 2264 2265 2266 2267 2268 2269 2270 2271 2272 2273 2274 2275 2276 2277 2278 2279 2280 2281 2282 2283 2284 2285 2286 2287 2288 2289 2290 2291 2292 2293 2294 2295 2296 2297 2298 2299 2300 2301 2302 2303 2304 2305 2306 2307 2308 2309 2310 2311 2312 2313 2314 2315 2316 2317 2318 2319 2320 2321 2322 2323 2324 2325 2326 2327 2328 2329 2330 2331 2332 2333 2334 2335 2336 2337 2338 2339 2340 2341 2342 2343 2344 2345 2346 2347 2348 2349 2350 2351 2352 2353 2354 2355 2356 2357 2358 2359 2360 2361 2362 2363 2364 2365 2366 2367 2368 2369 2370 2371 2372 2373 2374 2375 2376 2377 2378 2379 2380 2381 2382 2383 2384 2385 2386 2387 2388 2389 2390 2391 2392 2393 2394 2395 2396 2397 2398 2399 2400 2401 2402 2403 2404 2405 2406 2407 2408 2409 2410 2411 2412 2413 2414 2415 2416 2417 2418 2419 2420 2421 2422 2423 2424 2425 2426 2427 2428 2429 2430 2431 2432 2433 2434 2435 2436 2437 2438 2439 2440 2441 2442 2443 2444 2445 2446 2447 2448 2449 2450 2451 2452 2453 2454 2455 2456 2457 2458 2459 2460 2461 2462 2463 2464 2465 2466 2467 2468 2469 2470 2471 2472 2473 2474 2475 2476 2477 2478 2479 2480 2481 2482 2483 2484 2485 2486 2487 2488 2489 2490 2491 2492 2493 2494 2495 2496 2497 2498 2499 2500 2501 2502 2503 2504 2505 2506 2507 2508 2509 2510 2511 2512 2513 2514 2515 2516 2517 2518 2519 2520 2521 2522 2523 2524 2525 2526 2527 2528 2529 2530 2531 2532 2533 2534 2535 2536 2537 2538 2539 2540 2541 2542 2543 2544 2545 2546 2547 2548 2549 2550 2551 2552 2553 2554 2555 2556 2557 2558 2559 2560 2561 2562 2563 2564 2565 2566 2567 2568 2569 2570 2571 2572 2573 2574 2575 2576 2577 2578 2579 2580 2581 2582 2583 2584 2585 2586 2587 2588 2589 2590 2591 2592 2593 2594 2595 2596 2597 2598 2599 2600 2601 2602 2603 2604 2605 2606 2607 2608 2609 2610 2611 2612 2613 2614 2615 2616 2617 2618 2619 2620 2621 2622 2623 2624 2625 2626 2627 2628 2629 2630 2631 2632 2633 2634 2635 2636 2637 2638 2639 2640 2641 2642 2643 2644 2645 2646 2647 2648 2649 2650 2651 2652 2653 2654 2655 2656 2657 2658 2659 2660 2661 2662 2663 2664 2665 2666 2667 2668 2669 2670 2671 2672 2673 2674 2675 2676 2677 2678 2679 2680 2681 2682 2683 2684 2685 2686 2687 2688 2689 2690 2691 2692 2693 2694 2695 2696 2697 2698 2699 2700 2701 2702 2703 2704 2705 2706 2707 2708 2709 2710 2711 2712 2713 2714 2715 2716 2717 2718 2719 2720 2721 2722 2723 2724 2725 2726 2727 2728 2729 2730 2731 2732 2733 2734 2735 2736 2737 2738 2739 2740 2741 2742 2743 2744 2745 2746 2747 2748 2749 2750 2751 2752 2753 2754 2755 2756 2757 2758 2759 2760 2761 2762 2763 2764 2765 2766 2767 2768 2769 2770 2771 2772 2773 2774 2775 2776 2777 2778 2779 2780 2781 2782 2783 2784 2785 2786 2787 2788 2789 2790 2791 2792 2793 2794 2795 2796 2797 2798 2799 2800 2801 2802 2803 2804 2805 2806 2807 2808 2809 2810 2811 2812 2813 2814 2815

100

100

100

100