CHAPTER V

SUMMARY, FINDINGS AND CONCLUSION

5.1 INTRODUCTION

The present chapter provides a brief summary of the entire study and it also gives the implications along with suggestions or discussion on the findings. This chapter also briefs about samples, tools, method of study, objectives and Hypotheses. Thus this chapter encloses with overall picture of the study including findings.

5.2 STATEMENT OF THE PROBLEM

The present study has been specially intended to study the Brain Hemisphericity of Academic Administrators. The relative contribution of Personal variables (Designation, Qualification, Department, Experience, Age, Area, Gender, Blood Group, Institutions) and Research variables. (Mental Functions, Mental Forms and Decision Making Styles) towards the Brain Hemisphericity among Academic Administrators is investigated in this study.

In the light of the above discussions in the previous chapters the investigator has arrived at the following problem, “Mental Functions, Mental Forms and Decision Making Styles related to Brain Hemisphericity of Academic Administrators”.

5.3 OPERATIONAL DEFINITIONS OF THE STUDY

- Brain Hemisphericity

The portion of the brain involved in guiding activities requires manual dexterity; for those who are right-handed, the left hemisphere is dominant and for the Left handed the Right hemisphere is dominant.

Lateralization is the idea that the two halves of the brain's cerebral cortex. Left and right execute different functions and ability to use the proper mode of thinking when performing particular tasks.

In general, the left hemisphere is dominant in language: processing what you hear and handling most of the duties of speaking. It is also in-charge of carrying out logic and exact
mathematical computations. When you need to retrieve a fact, your left brain pulls it from your memory.

The right hemisphere is mainly in charge of spatial abilities, face recognition and processing music. It performs some aspects of math, but only rough estimations and comparisons. The brain’s right side also helps us to comprehend visual imagery and make sense of what we see. It plays a role in language, particularly in interpreting context and a person's tone. Thus in each part of the brain chamber it is activated for different style of functions, which depends upon the dominance of Hemisphericity.

❖ Mental Functions

The Mental process of the brain ensembles with the symbolic operations covering perception, memory, creation of imagery and thinking. The brain governs the functioning style of man through the process of mind namely the Executive style, Legislative and Judicial style.

❖ Mental Forms

A level of psychological well-being, or an absence of a mental disorder; it is the "psychological state of someone who is functioning at a satisfactory level of emotional and behavioral adjustment". From the perspective of positive psychology or holism, mental health may include an individual's ability to enjoy life, and create a balance between life activities and efforts to achieve psychological resilience. Development of mind, particularly conscious and sub – conscious mind plays a prudent role in functioning style of Mental Forms.

❖ Decision Making Styles

Decision-making can be regarded as the cognitive process resulting in the selection of a belief or a course of action among several alternative possibilities. Every decision-making process produces a final choice that may or may not prompt action. Decision-making is the study of identifying and choosing alternatives based on the values and preferences of the decision maker. Decision-making is one of the central activities of management and is a huge part of any process of implementation.
5.4 VARIABLES TAKEN UP FOR THE STUDY

5.4.1 RESEARCH VARIABLES

The following variables were selected to realize the objectives of the study.

a) BRAIN HEMISPHERICITY

It refers to the idea that people rely on a preferred mode of cognitive processing that is linked to predominant activity of their left, right or integrated cerebral hemisphere.

b) MENTAL FUNCTIONS

It refers to the performances of some composite cognitive function and reasoning of the Academic Administrators which may be executive, legislative or judiciary in function.

c) MENTAL FORMS

It refers to the mode in which the brains exists, acts or manifests itself and govern to regulate one’s decisions and activities in administrative process.

d) DECISION MAKING STYLES

It refers to the mental processes resulting in the selection of a course of action. According to the function or situation, the decisions may be creative or logical style.

5.4.2 PERSONAL VARIABLES

- **Gender** refers to the male and female Academic Administrator’s working in different institutions.
- **Designation** refers to the position of Academic Administrator’s in a particular institution.
- **Qualification** refers to the Academic Administrator’s capacity, knowledge, quality or accomplishment that makes them eligible and suitable for a particular job or activity.
- **Department** refers to the Academic Administrator’s sphere of activity, specialization, subdivision or branch of learning.
- **Age** refers to the Academic Administrator’s duration of life or length of time that one has existed.
- **Experience** refers to the Academic Administrator’s year of service in the institutions.
Blood Group refers to the various types of human blood whose antigen characteristics determine compatibility in transfusion.

5.5 OBJECTIVES OF THE STUDY

1. To find out the Mental Functions of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity.

2. To find out the Mental Forms of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity.

3. To find out the Decision Making Style of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity.

4. To find out whether a significant difference exists in the Mental Functions of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity based on Gender, Designation, Qualification, Department, Age, Experience and Blood Group.

5. To find out whether a significant difference exists in the Mental Forms of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity based on Gender, Designation, Qualification, Department, Age, Experience and Blood Group.

6. To find out whether a significant difference exists in the Decision Making Styles of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity based on Gender, Designation, Qualification, Department, Age, Experience and Blood Group.

7. To find out whether there is any significant relationship between Mental Functions and its Dimensions and other variables with respect to their Right, Left and Integrated Brain Hemisphericity.

8. To find out whether there is any significant relationship between Mental Forms and its Dimensions and other variables with respect to their Right, Left and Integrated Brain Hemisphericity.

9. To find out whether there is any significant relationship between Decision Making Styles and its Dimensions and other variables with respect to their Right, Left and Integrated Brain Hemisphericity.
5.6 HYPOTHESES OF THE STUDY

1. The Mental Functions of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity is Executive.

2. The Mental Forms of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity is Monarchic.

3. The Decision Making Style of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity is Logical.

4. There is no significant difference in the Mental Functions of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity based on Gender, Designation, Qualification, Department, Age, Experience and Blood Group.

5. There is no significant difference in the Mental Forms of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity based on Gender, Designation, Qualification, Department, Age, Experience and Blood Group.

6. There is no significant difference in the Decision Making Styles of Academic Administrators, with Right, Left and Integrated Brain Hemisphericity based on Gender, Designation, Qualification, Department, Age, Experience and Blood Group.

7. There is no significant relationship between Mental Functions and its Dimensions and other variables with respect to their Right, Left and Integrated Brain Hemisphericity.

8. There is no significant relationship between Mental Forms and its Dimensions and other variables with respect to their Right, Left and Integrated Brain Hemisphericity.

9. There is no significant relationship between Decision Making Styles and its Dimensions and other variables with respect to their Right, Left and Integrated Brain Hemisphericity.

5.7 METHODOLOGY OF THE STUDY

The study intends to collect data pertaining to the Brain Hemisphericity of Mental Functions, Mental Forms and Decision Making Styles among Academic Administrators.
Normative method is employed to describe and interpret what exists at present. It involves some types of comparison or contrast and attempts to discover relationship between existing non-manipulated variables.

5.8 TOOLS USED

Table 5.1
The Research Tools used in the Study

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<thead>
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<th>S.No</th>
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<td>Mental Functions tool</td>
<td>Venkataraman. D(2011)</td>
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5.9 SELECTION OF SAMPLE

Table-5.2
Frequency, Percentage, Cumulative percentage of Sample- Sub-variable wise

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<td>Above 15 Years</td>
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<td>96</td>
<td>9.6</td>
<td>69.0</td>
</tr>
<tr>
<td></td>
<td>O</td>
<td>310</td>
<td>31.0</td>
<td>100.0</td>
</tr>
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</table>

**5.10 COLLECTION OF DATA**

The tools described below were used to collect the data for the main study using the procedures already mentioned for the administration of the tools. The tools were administered on a sample of 1000 Academic Administrators working in various types of educational institutions in Tamil Nadu. The tools were:

i. SOLAT tool (Venkatraman.D 1989)

ii. Mental Functions tool (Venkatraman.D 2011)

iii. Mental Forms tool (Venkatraman.D, Radhika.R 2011)

iv. Decision Making Styles tool (Radhika.R 2011)

**5.11 FINDINGS OF THE STUDY**

- **Hemisphericity and Mental Functions**
  - The Mental Functions of the Academic Administrators were activated by Right Brain and Integrated Brain dominance. The Right and Left Brain oriented Academic Administrators apply only Executive and Legislative style of Mental Functions in their work.
The Integrated Brain dominant males perform better Mental Functions in aspects of the Academic Administration. (Objective – 4)

The Academic Administrators belong to BT / HOD / PGT with integrated Brain dominance apply all the three Mental Functions compared to Right and Left Brain dominance, in their day to day work. (Objective – 4)

Educational Administrators of different Brain dominance apply Executive style of Mental Function. Integrated Brain Academic Administrators with science background applies Executive Mental Function. (Objective – 1).

As the Qualification and Designation are elevated, they mostly tend to be Executive in their Mental Functions. The doctoral degree holders apply Executive Mental Function. (Objective – 4)

Technical based Academic Administrators are activated by all the three Mental Functions compared to other departments. (Objective -4)

Right Brain and Integrated Brain Academic Administrators of age group between 31 -40 years and above apply Executive Mental Function in their administration. With respect to the age group, the analysis concluded that age influences the Mental Functions. Higher the enhancement of age 31 – 40, 41- 50 years the higher will be the application of all the three Mental Functions. (Objective – 4)

Years of Experience and Age of Academic Administrators play an important role to apply all the three Mental Functions namely Executive, Legislative and Judiciary Mental Functions in their administration. Right Brain Academic Administrators of 1 – 5 years of experience have Executive Mental Function. Right and Left Brain dominants with 6 -10 years of experience apply better Mental Functions in their academic administrative activity. Integrated Brain Academic Administrators of 11- 15 years and above 15 years of experience have Executive Mental Function. Irrespective of Brain dominance and years of experience, the Academic Administrators apply mostly Executive Mental Function.(Objective – 4)

Academic Administrators with Blood group ‘A’ and ‘O’ show all the three Mental Functions. The Academic Administrators with ‘A’ and ‘B’ Blood group of Integrated Brain dominance excel in Executive Style of Mental Function. But Left Brain dominants of the same Blood group are activated by Legislative Mental Function to some extent.
Academic Administrators of Right and Integrated Brain dominance with Blood group ‘B’ and ‘AB’ adhere with Executive Style.

Figure 5.1 Showing Paragenic representation of Academic Administrators Mental Functioning related to Brain Hemisphericity
Hemisphericity and Mental Forms

- The Right Brain dominated Academic Administrators use all the Mental Forms better than the Left and Integrated Brain dominants. Irrespective of Brain dominance Academic Administrators apply monarchic and Anarchic Mental Forms. (Objective – 2)

- The Mental Forms of Male are activated than the Female. The Right Brain Female and Integrated Male Brain Academic Administrators are dominant in their Anarchic Mental Form. Left Brain oriented people do not show any gender difference glaringly. (Objective – 5)

- Right Brainers perform better Mental Forms than the Left and Integrated Brain dominants. (Objective – 2)

- The Mental Forms of Academic Administrator with Integrated Brain dominance are activated well than any other Brain dominance with respect to their Designation. HM / PR are dominant in their Anarchic Mental Form. AHM / VP and BT / HOD / PGT activate their Oligarchic Mental Form in a lower than other alternatives. (Objective – 5)

- Right Brainers are good in their Hierarchic Mental Form, Left Brainers are good in their Monarchic Mental Forms and Integrated Academic Administrators are good in their Oligarchic and Anarchic Mental Forms with respect to their Designation. (Objective – 5)

- Right Brain and Integrated Brain oriented Academic Administrators with Ph.D qualification have Anarchic and Oligarchic Style of Mental Forms. Qualification influences the Academic Administrators in activating their Mental Forms. (Objective -5)

- The Academic Administrator of Education Department possesses Mental Forms which are Potpourri in nature. Technical and Mechanical Administrator of three Brain dominance does not show much difference in activating their Mental Forms. (Objective -5)

- The Mental Forms of Right and Integrated Brain dominance whose Age group ranges between 20-30 years and above 50 years are functioning at lower level caliber. The Mental Forms of Academic Administrator of different Brain dominance with Age group between 31 – 40 years and 41 -50 years are functioning to a commendable level. Age influences Mental Forms of Academic Administrators. (Objective – 5)

- The Academic Administrator with 1-5 years’ Experience of Right Brain dominance adopting Oligarchic Style and Integrated Brain dominance apply all types of Mental Forms. The Academic Administrators with 6 -10 years and 11-15 years the Brain Hemisphericity does not influence any Mental Forms. (Objective – 5)
The Left Brain dominant ‘AB’ Blood group Academic Administrator expose influence in different types of Mental Forms. But such influences are not seen among the alternatives. (Objective - 5)

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**Figure 5.2 Showing Paragenic representation of Academic Administrators Mental Forms related to Brain Hemisphericity**
Hemisphericity and Decision Making Styles

- The Academic Administrators of three Brain dominants apply only Logical Decision Making Style rather than Creative. Right Brainers are Creative in their Decision Making whereas the Left Brainers are Logical in their Decision Making and the Integrated Brain dominants use both the Decision Making Style according to the work they perform. (Objective – 3)

- Right and Integrated Brain oriented Female Academic Administrators are dominant in both Logical and Creative Decision Making Style than their counter parts. Left Brain Male Academic Administrators is dominant in Logical Decision Making Style. (Objective – 6)

- Integrated Brain dominant of bottom level Academic Administrators are good in both their Decision Making Style. (Objective – 6)

- Based on qualification the Decision Making Style of Academic Administrators with Right and Integrated Brain dominance are Logical in their approach followed by Creative Style to a certain extent. (Objective – 6)

- Academic Administrators of Left Brain dominants apply both Creative and Logical Style equally. (Objective – 3)

- The Decision Making Style of Academic Administrators in technical department are much better than any other Department. Right Brain oriented Technical Administrators are Creative. Integrated Brain Technical Administrators are Logical in their Decision Making Style. Left Brain Technical Administrators equally use both the Decision Making Style. The Academic Administrators of Arts, Science, Education and Medical Department are vagaries in their Decision Making Style. (Objective – 6)

- The Age influences the Decision Making Style of Right Brain and Integrated Brain dominants. Irrespective of Brain dominance with the Age group below 20 – 30 years are Creative in their Decision Making Style. The increase of Age confronts with the Creative Decision Making Style, higher the Age group more will be the Logical Decision Making Style. Integrated Brain dominants adhere their Creative Decision Making Style irrespective of Age in their Academic Administration. (Objective – 6)

- Right and Left Brain Academic Administrators with 1 – 5 years of Experience influence Logical Decision Making Style. (Objective – 6)

- The Academic Administrators with ‘O’ Blood group and Hemisphericity influences Logical and Creative in their Decision Making Style. ‘A’ and ‘AB’ Blood group
Academic Administrators adhere Logical approach and ‘B’ Blood group does not influence the Decision Making Style with regards to Hemisphericity. (Objective – 6)

Figure 5.3 Showing Paragenic representation of Academic Administrators Decision Making Styles related to Brain Hemisphericity
Correlation

- The research variables Mental Forms, Mental Functions and Decision Making Styles are related to one another and also with their dimensions with respect to Left and Integrated Brain Hemisphericity. (Objectives – 7,8,9)
- Significant relationship is found between Mental Function and its dimensions along with Mental Form and vice versa. Decision Making Style of Right Brain Hemisphericity finds relationship only with their dimensions. (Objectives – 7, 8, 9)

Figure 5.4 Showing Paragenic representation of Correlation related to Brain Hemisphericity of Academic Administrators
5.12 DISCUSSIONS

❖ Hemisphericity and Mental Functions

Academic Administrators has to perform their functions following direction even though they have the authority to exercise power. Findings reveal that Academic Administrators with Integrated and Right Brain Dominance are mostly executive in their functioning style. Though Integrated Brain and Right Brain dominants are Creative, Holistic and Subjective the executive functioning style’s nature is to follow guidelines, be Logical and to be systematic which suits the Academic Administrators to follow. Hence they are supposed to have executive style. Adapting to the situation develops with the Age and Academic Administrators perform well when they are new to the position since they follow the structure as such. These contribute to the executive style as our findings also reveal the same. Universally, we know that people with ‘Blood group’ ‘B’ only excel in the field of Education / Teaching which is also proved in our findings.

❖ Hemisphericity and Mental Forms

All Right Brainers are Creative, Holistic, Subjective and Synthesising by nature. It is also proved in Junghee Kim and William B. Michael (1995) study which stated that Right Brainers are creative in thinking. Similarly Anarchic Mental Forms possess Creative imaginary, tend to perform the best and enjoys dealing with a Potpourri of needs.

Kalpana Venugopal and Mridula (2007) stated that boys are Right Hemispheric oriented and girls are Left Hemispheric oriented. But our study revealed that female are Right brainers and male are Integrated Brainers.

Our present study exhibits that all Right Brain Academic Administrators possess Anarchic Mental Forms as theory states.

Academic Administrators of Education Department use varied Mental Forms according to their work culture. Study also proves that Academic Administrators of Blood Group ‘B’ does not adhere to any particular Mental Forms and it also proves that people with ‘B’ Blood group who excel in the field of Education does not possess any one particular form but adapt to the situation.
Data analysed says that Left Brainers are Oligarchic which proves the same with the fact that both Left Brainers and Oligarchic Academic Administrators possess Logical approach, functions well in Judicial side, deals compelling goals and convergent by nature.

**Hemisphericity and Decision Making Styles**

According to research, Left –Brained subjects focus on Logical thinking, analysis and accuracy. Right Brainers focus on synthetic feeling and creativity.

Integrated Brainers are Logical and Creative in their Decision Making Style according to the study.

Amarajit Singh (2002) stated that people in the department of Engineering construction are predominantly Left brained while design engineering are Right Brain user. But our findings concluded that Technical Academic Administrators have better Decision Making Styles and they are Creative too, whereas Arts, Science, Medical and Education side Academic Administrators are Logical. Since they follow the directions from their supreme powers and do not decide on their own.

Since Academic Administrators must follow directions they do not stick on to one particular Decision Making Style. They adapt to the situation in making decisions. This also matches with the Blood group ‘B’ which says no particular Decision Making Style is seen.

On the whole it is concluded that Academic Administrators usually posses Integrated Brain dominants with Executive Function and they are activated by Anarchic Mental Form and they take Logical Decisions in their Institutions.

**Correlation**

Mental Function has significant relationship with its dimensions and Mental Forms and vice versa. But Decision Making Styles has no relationship with Mental Functions and Mental Forms because Academic Administrators could not make their decisions on their own. They are dependent on their superiors and the rules and regulations to decide on a situation. Hence Decision Making Styles are not related to other variables with respect to Right Brain Hemisphericity.
Figure 5.5 Showing Paragenic representation of Mental Functions, Mental Forms and Decision Making Styles related to Brain Hemisphericity of Academic Administrators
5.13 DELIMITATIONS

The following are the delimitations of the present study

➢ This study is confined to the state of Tamil Nadu only.
➢ The sample was limited to 1000 only.
➢ The sub-sample was limited to Gender, Designation, Qualification, Department, Experience, Age and Blood Group only.
➢ The sample was restricted to regular stream of Academic Administrators alone.

5.14 EDUCATIONAL IMPLICATIONS

1. Our findings reveal that, most of the Academic Administrators are Right and Integrated brain oriented. Hence they have to shift to various hemispheric dominance to meet out their requirement that suits their situation. The whole brain dominance adherence must be accomplished to make all the recessive thinking styles dominant. Brain Jim is a kind of dance that maintains equilibrium in the usage of both the brain hemispheres.

2. Our mind performs all the three styles of Functions. However, in some persons any one of the styles tends to be dominant and this makes the individuals to exhibit their talent in the particular style of dominance. Our study figures out that the Academic Administrators exhibit executive style of Mental Function. Executive Function is like the CEO of the brain. It’s in charge of making sure things get done from the planning stages of the job to the final deadline. Crossword puzzles, Brain games, Chess, maze, Brain storming are the activities that stimulate thinking style which require for observing the facts of the situation.

3. The forms of mental governance and their styles are indispensable to carryout different duties in an organization whether the organization is private or government. According to our study, Anarchic Mental Form excels among the Academic Administrators generally enjoy dealing with a potpourri of needs and goals that are often difficult to sort out. Hence may yoga help us to sustain mental peace and it paves way to enhance their Administrative skill.
4. Observation of the present study states that Decision Making Style of Academic Administrators is predominantly logical in nature. Generally schools find to favour Left – Brain modes of thinking, which focus on Logical thinking, analysis, and accuracy by downplaying the Right – Brained subjects, that should also be focused on the other hand on aesthetics, emotions, and creativity. The Creative thinking of Right Brain functioning could be activated by colouring, storytelling, poetry writing, Narration, and Description which make the individual to think outside of the box.

5.1 SUGGESTION FOR FURTHER STUDY

1. The present study can also be applied at higher education level to find out the influence of Mental Functions and Mental Forms.

2. Exceptional children could also be taken as subjects which will help us to enhance their thinking and learning styles.

3. As a study training techniques can be identified, organized and utilized for activating both sides of the brain.

4. The research variables connected to Personality, Leadership style, Intelligence, Emotional Maturity and Mental Health and illness can be under taken to find out the influence of above said variables.

5. Various dimensions of Mental Forms could be analysed, with regards to personality, Emotional intelligence etc.

6. Influence of Mental Functions and Mental Forms with regard to multiple intelligence of the student can be explored.

7. Mental Functions and Mental Forms of Doctors as various subjects of specialization can be analysed.

8. The study could be carried out in Crime and Forensic department to enhance their lateral thinking in exploring the truth. Their Mental Forms can be analysed with the help of Hemisphericity preference.

9. Mental Functions and Mental Forms of the people with beyonderic traits (Traits for excellence) can be analysed.
5.16 CONCLUSION

Brain Hemisphericity of Academic Administrators related to their Mental Functions, Mental Forms and Decision Making Styles explored enhancement in Educational field. The statistical analysis showed that most of the Academic Administrators are Integrated Brainers with Executive Mental Functioning, Anarchic Mental Form and Logical in their Decision Making Style.

The investigation revealed that a person with a particular thinking style may adapt to different situations and act accordingly by knowing this Mental Functions, Mental Forms, Decision Making Styles, Brain Hemisphericity and there, by changing the same through proper training. This would help one to dilute the difficulties they come across in their real life situations.