CHAPTER VIII

SUMMARY AND FINDINGS

8.1 INTRODUCTION

Since India became a Republic (1950), the aims, objectives and the role of Government changed completely. The constitution lays emphasis on national reconstruction and development, a shift from the traditional task of maintenance of law and order. The objectives of the Government were to launch a massive attack on five major evils of the society—want, disease, ignorance, squalor and idleness—and to secure to all its citizens "Social justice and economic upliftment". This change had brought about many new responsibilities pertaining to economic development and social welfare on the shoulders of its civil services. Hence the civil servants of today are expected to play manifold roles. There is a need to match the role expectations and role perceptions so that role performance by the civil servants is optimum and may satisfy the diverse needs and urges of the country at large. It is in this direction that this study is undertaken to find out the congruity between the expectations of the role senders to the Indian Administrative Service and the role perceptions of the officers of Indian Administrative Service. Further an attempt has also been made to find out behavioural orientations of the senior civil servants (including senior officers, but not belonging to Indian Administrative Service cadre) who are working at the Secretariat of Government of Tamilnadu. An attempt has also been made to find the relatedness of the behavioural orientations and the roles that the top bureaucrats do perceive as expected out of them. Further differences between the salient features of
erstwhile Indian Civil Service and that of present Indian Administrative Service and the impact of certain demographic variables on the behavioural orientations of the senior civil servants were also analysed. The summary and findings of the study are enumerated in the following section.

8.2 SUMMARY AND FINDINGS

As per Katz and Kahn (1966) ‘Role theory’, individuals in organizations acts in relation to and in response to the expectations of the Members of the Role set, not because of those expectations constituted same mentalistic field to force, but because they are expressing explicit behavioural ways, in the bureaucratic environment also this theory holds good. The roles played by the officers of Indian Administrative Service are definitely influenced to a very larger extent by the expectations sent towards their role by the role senders to this service and also what the role players within themselves perceive about what is expected out of them. National leaders right from the time of independence till today in various forums have expressed their various expectations from the members of the Indian Administrative Service. On perusal of all these expectations and what the official documents state about what is expected from the officers of Indian Administrative Service it is seen that these people are expected to play the following nine roles.

1. Advising role
2. Coordinating role
3. Facilitating role
4. Guarding role
5. Controlling role
6. Serving role
7. Directing role
8. Modelling role
9. Responsive role

On our empirical analysis, the role players of Indian Administrative Service was found to perceive that they are expected to play the following ten roles. They are, Responsive role, leadership role, Guarding role, Resource allocator role, Welfare role, Advising role, Standardizing role, Regulatory role, Modelling role and developmental role.

Even though there are varied expectations from the role senders to the role players of Indian Administrative Service the most predominant expectations of the role senders is that the officers of Indian Administrative Service are expected to be responsive to the needs of the public and that they should be able to provide a very effective leadership to the administrative environment so as to enable and direct the administrative processes towards the achievement of welfare objectives. During the year 1985, Rajiv Gandhi, former Prime Minister has arranged a series of workshops for the District Collectors where in he took part personally and addressed each one of them requesting the administrators to inculcate responsive attitude within themselves and to reflect the same in their bureaucratic behaviour.

Further, it is to be stated that in a profit oriented organisation, the managers are expected to be more efficient and effective in achieving the corporate objectives. However, in the governmental setup what is more required than efficiency is the
capability to understand the genuine needs of the people and to provide the structure and direct the bureaucratic processes in such a manner to meet the requirements of the people at large. Hence, it is stated that the emergence of Responsive role as a primary and most important one as perceived by the officers of Indian Administrative Service is heartening one to note.

In a bureaucratic set up when different organizations are functioning to achieve different objectives, bringing forth coordination, controlling the processes, setting targets for the subordinates, and also enabling them to achieve the stated targets and acting as an effective link between the Governmental organizations and the Government in power requires effective leadership. This Leadership role is perceived as the second most important one by the officers of Indian Administrative Service.

Guarding the interests of the organizations, preventing the misuse of public funds and protecting the genuine rights of the public are also important functions of the bureaucracy and it is seen in this study that playing a role towards the fulfillment of these aspects, which we have labelled as a Guarding role has emerged as a third important factor.

The need for resources is always more than what is available in the Governmental organizations. Hence allocating resources according to the genuine requirements of the situation is yet another important role expected of the top bureaucrats. Venkataraman (1986) has pointed out that 'The civil services must be primarily concerned with the efficient management of limited financial and physical

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resources to ensure fullest benefit to the people at large with speed, economy and efficiency'. Hence, the emergence of the Resource allocator role as fourth important role fulfills one of the important expectations from the top civil servants.

In a developing country like India, welfare of the society alone could be primary consideration for the bureaucrats who are in a position either to create or to mar the realisation of the welfare state. In this study it is seen that the officers of Indian Administrative Service do perceive the importance of playing the welfare role and the same has emerged as the fifth important factor.

The word administrator itself has come out of the concept of ‘Advising the Ministers’. Hence advising is an important function. It is seen that this function has emerged as the sixth important role as per the perceptions of the officers of Indian Administrative Service.

Bringing forth ‘Uniformity and standardisation’ in the various Governmental organizations both at the state and at central level is one of the expectations of the role senders of Indian Administrative Service to the role of players of Indian Administrative Service. The Administrative reforms Committee, (1967, 1969) have also pointed out that standardising the procedures that are being practiced in the Government departments is an important function and attention need to be paid for the same. This study shows that the officers of Indian Administrative Service perceive the standardizing role as seventh important role.

With the ushering in of our five year plans and welfare ideas, we thought that the keel was steady for a peaceful progress of the state. But recent developments
have shown that the most urgent problem facing our nation is law and order. Breakdown of law and order threatens all plans and ideals. A sharp distinction between the regulatory administration and developmental administration is irrelevant in a developing society, as both are mutually interactive. If there is perpetual threat and violence and lack of stability, development becomes impossible. Similarly if an area is neglected and remains in the backwaters, the imbalance could result in lawlessness and disaster. We cannot polarise civil service attitudes into developmental and non-developmental. The developmental process itself creates new dimensions of law and order while the latter could pose a problem when there is an absence of development. The federal nature of our polity and the erosion of national feeling and its suppression by regional sentiments, the role of the Indian Administrative Service as a regulatory force has become even more important than that of the Indian Civil Service. Hence it is quite appropriate that the bureaucrats do perceive the need to play regulatory role, which has emerged as yet another distinctive factor in this study.

The emergence of modelling role vibes with the spirit of verse 21 in chapter 3 of Bhagvat Geeta which runs as ‘whatever and whichever action is performed by a leader and public official, the public follows. And whatever standards he sets by his examples, others so behave’. Hence it is heartening to note that the senior bureaucrats of the state of Tamilnadu perceive that they will have to play their roles in such a manner so as to emulate the standards for others to follow.

In today’s environment ‘development’ as a concept has gained much currency. Welfare and development are always considered as twin important objectives of a developing country. Hence emergence of developmental role as a distinct factor is
heating to note. However, it should be mentioned that Singh\(^1\) (1974) has observed that the present bureaucratic system weighted heavily in favour of administrative tasks and was therefore unsuitable for the achievement of the goals of national development. Further Dror\(^2\) (1987) has observed "India a developing country which inherited relatively well developed civil service from the colonial rule have benefitted a lot from Independence but also suffer from some features of such services that do not fit development needs including a less development orientation. These observations and views seem to run contrary to the findings of this study.

As far as interrelatedness of the emerged roles are concerned it is seen that the responsive role of the Officers of Indian Administrative Service is found to correlate significantly with all other emerged role in this study. It is also seen that this role is inversely related to the regulatory role. It shows that both these roles are mutually exclusive. Likewise leadership role is also found to effectively correlate with the Guarding, Advising, Standardising and Resource allocating roles.

Most of the emerged roles seems to correlate well with one another excepting that of the Responsive and Advising, Leadership and Regulatory. The Guarding role is found to correlate only with the resource allocator role and welfare role. The resource allocator role is also found not to correlate with advising and modelling role. Likewise the standardising role is found not to correlate with the developmental role and the modelling role also is found not to correlate with the developmental role.


Lack of correlation between the above roles only shows that the officers cannot play all these roles with same ease and comfort. In other words, it means that the orientations and skills required to play any particular role are different from that required for any other role.

An attempt is made to compare the direct recruited and rank conferred officers of Indian Administrative Service regarding their role perceptions. In this attempt it is found that the two groups gets differentiated between themselves on the basis of the importance that they attach to the resource allocator role, welfare role and advising role. It is also seen in this study that the rank conferred officers of Indian Administrative Service do perceive the need for these roles more than the direct recruited Indian Administrative Service Officers. It may be because the rank conferred officers of Indian Administrative Service because of their earlier exposure to the administrative nuances at the lower rungs of the administrative hierarchy might have understood the need for these roles much better than the directly recruited officers of Indian Administrative Service.

As Herbert A Simon\(^1\) (1957) and Robert Presthus\(^2\) (1962) says, the character of an organisation is determined not so much by the structural form as by the behavioural orientations of its personal who support or distort, build or undermine the organisational objectives. In accordance with this principle when an attempt was


made to find the behavioural orientations of the senior Civil servants of Tamilnadu, the following orientations are found to emerge.

a. Achievement orientation  
b. Objectivity orientation  
c. Power orientation  
d. Service orientation  
e. Influence orientation

In the last four and half decades, all our planned efforts are towards the creation of welfare state. This is possible only when the welfare objectives that has been set forth in our strategic plans, which get percolated and forms as organizational objectives in various Government organization, are achieved. In this situation, the finding that the bureaucrats have achievement orientation is a heartening one to note.

Objectivity orientation which was found to emerge as the second important behavioural orientation is in line with what is expected from the bureaucracy. Bureaucrats are expected to be highly objective in their interactions with the administrative processes. The impersonality and rationality are the basic premises on which any bureaucratic structure could be built on. In fact, Webber’s interpretation of bureaucracy itself spins around these two basic dimensions. Hence in this study when the objectivity orientation was found to emerge as a second important factor it is very much on the expected lines.

Power is a must for the bureaucrats to discharge their duties and to achieve their objectives that has been set forth for their positions. In fact positions in a
bureaucratic setup come into existence only because of the power injected into them. Hence unless a bureaucrat is oriented to use the positional authority he may not be able to achieve what is expected out of them. In this sense having power orientation is quite normal. However, in our study the emergence of this factor indicates the need for power over participation and a deep desire to have power for the purposes of getting others recognition, do not indicate the positive trend. It only shows a ‘craving for power’ which is not desirable. Hence, attempts must be made to make our senior civil servants to realise this negative trait prevailing among them and also thinking and devising ways to shed that unhealthy orientation. People who have this orientation are classified as ‘Climbers’ in Anthony downs\(^1\) theory of Typology and as ‘detractors’ in Jayantha kumar ray’s\(^2\) classification of bureaucrats. These are people who are motivated solely by the desire to maximise their own personal power, income and prestige.

In a developing country like ours the people who are in a position to control the Government activities should have a service orientation. Only then the Governmental schemes and programmes will be designed and directed in such a manner to meet the genuine needs of the people. The administrative reforms commission\(^3\) (1966) has stated that ‘Civil servants are the trustees of public good trying to implement the policy laid down within the frame work of powers and authority delegated to them by the public through chosen representative. The creation of a new social order which was envisaged in the preamble to our constitution is a

1. Anthony Downs, OP. Cit, Ch.5.
2. Ray, OP. Cit. P.9
continuing unending process in which the civil servants service orientation has a
significant role to play'. The emergence of 'service orientation' is in line with this
expectation. Further, it is seen that this finding runs contrary to the finding of
C.P.Bhambri\(^1\) (1971) who has found that 'bureaucrats view people as generally
illiterate, ignorant, resourceless, incapable of initiative and hence they maintain a
distance between them and citizens and there is lack of service orientation within
them'.

Even though bureaucratic structures are built on positional authority, many
times because of the impact of social and cultural forces on these systems the people
who occupy the positions of authority could not get things done just by using their
positional authority. Hence in such of these situations they need to influence the
process, the people in order to get things done. Prof.Laski\(^2\) (1928) has observed that
the civil service has an influence which corresponds, to the needs implied by the
political democracy. He further opines 'It oils the machinery of blocks by relating
popular will as the party in power reflects to what an detached and disinterested
experience believes to be practicable. Its authority is that of influence not of power'.

Hence the emergence of influence orientation as the fifth important orientation vibes
with the requirements of the bureaucratic environment.

The five emerged behavioural orientations are found to have effective
corelations between them. Interestingly it is noted that the objectivity orientation and
the service orientations and inversely correlated. It shows that both the orientations

\(^1\) Bhambri, C.P., 1971. Bureaucracy and politics in India, Delhi, Vikas, P.90

could not be present within a bureaucrat at any given point of time when he engages himself in any particular bureaucratic behaviour. It is true that many schemes and programmes which are drafted for the people to achieve the socialistic objectives of our society could not stand the test of objectivity. Hence the inverse relationship between objectivity and service orientation is a natural phenomenon. Likewise power orientation is found to have negative correlation with the service orientation and objectivity orientation. It also shows that the presence of power orientation might not enable the bureaucrats to have objectivity or service orientation. This finding very much vibes with commonsense.

Officers of Indian Administrative Service and officers not belonging to Indian Administrative Service found to differ on their achievement, power, service and influence orientations. In all these four orientations, it is seen that the Non-Indian Administrative Service officers are found to have more of these orientations than that of the Officers of Indian Administrative Service. This may be because that Non-Indian Administrative Service Officers might have started their career at the lower rungs of the administrative hierarchy and because of their experiences in these positions they might have had the chance of interacting more closely with the people and because of that they might have picked up these orientations more within themselves. Likewise when the directly recruited officers of Indian Administrative Service and rank conferred officers of Indian Administrative Service are compared as far as the behavioural orientations are concerned it is again found that they differ in their achievement, service and influence orientations. It is also seen that the rank conferred officers of Indian Administrative Service are found to have more of these orientations of than that of the directly recruited officers of Indian Administrative Service. Here
again the reason is, the rank conferred officers of Indian Administrative Service just like the Non-Indian Administrative Service officers, because of their earlier intensive experience at the cutting edge level in the administrative hierarchies might have picked more of these orientations to discharge their official duties effectively. It is because of this to man the sensitive positions in the administrative hierarchy the political executives normally prefer the rank conferred officers of Indian Administrative Service than that of directly recruited officers of Indian Administrative Service.

When the impact of the behavioural orientations on the perceived roles of the Indian Administrative Service officers were analysed it was seen that the Responsive Role is found to be correlated with the service and influence orientations. In today's social, political, environment administrators are expected to be more responsive to the needs of the public. This message is being consistently and continuously given to the bureaucrats by the present national leaders. Hence among all the roles that the administrators perceive to be played in the bureaucratic systems responsive role is the most important one. This role definitely could not be played unless the administrators do have service orientation and influence orientation. Likewise the welfare role is also a very important role which is found to positively correlate with all the five behavioural orientations expecting that of power orientation. When the need for power and position is within the bureaucrat definitely he could not bother about the welfare of the people. Hence welfare role not correlated with the power orientation is to be noted with interest. Likewise, the developmental role is also seen positively correlated with service orientation and influence orientation. These two orientations are must for any bureaucrat to discharge their duties keeping developmental interest of the people in mind. It is also noted that the service orientation was found to have
effective relatedness with seven out of 10 emerged roles. The seven roles are responsive, role leadership role, guarding role, resource allocator role, welfare role, advising role, standardising role, regulatory role and developmental role. Followed by the service orientation it is seen that the influence orientation were found to have effective relatedness with seven emerged roles. Therefore the analysis very clearly proves that the service orientation and influence orientation are a must which enables the bureaucrats to play different roles as perceived by them. When the Indian Administrative Service officers were classified as directly recruited and conferred officers of Indian Administrative Service, for the directly recruited officers it was seen that the service orientation is found to have as effective relationship on the their emerged roles. Followed by this the influence orientation is fund to have a positive impact on the six emerged roles. For rank conferred officers of Indian Administrative Service also it was seen that the service orientation and influence orientation were found to have a major impact on seven roles. Hence we can generally conclude that among the emerged behavioural orientations of officers of Indian Administrative Service and influence orientations were found to have a major impact on the majority of the roles that has emerged in this study.

The impact of the demographic variables on the behavioural orientations of the civil servants were analysed. On the basis of religion when the civil servants were classified it was seen that the officers belonging to Islam were found to have more achievement and influence orientation than that of the officers belonging to Christianity and Hinduism. Likewise officers belonging to Hinduism are found to have more service orientation than that of officers belonging to Christianity and Islam.
On the basis of communities when the civil servants were classified it was seen that the officers belonging to backward communities were found to have more of achievement orientation and service orientation. On the basis of education when the civil servants were classified as Matriculates, Graduates, Post Graduates and those having professional and doctoral qualification, it was seen that higher the education makes them to have more achievement, objectivity and service orientation. It also means that education has nothing to do with influence orientation which goes to establish that influencing is an art, which could be mastered only through experience in the organizational processes.

Indian Administrative Service is always regarded as societally more respected service. But every service is bound to have certain positive and negative features as per the perceptions of the officers belonging to that service. When an analysis was made to cull out the perceptions of the officers regarding the positive and negative traits of this service, certain interesting findings has emerged.

The officers were found to see ‘An opportunity to serve the public’ and ‘Variety in the jobs’ as first and second most important positive traits of this service. ‘Chances of getting to know many things’, ‘constitutional backing’ for the service are seen as the third and fourth important positive feature of the service. Naturally the social status that this service enjoys has been ranked as the fifth positive trait. When it comes to the negative traits the officers were found to perceive the red taqism and delay in decision making as first and second important negative traits of this service. ‘The Need to work in a very structured atmosphere’ was seen as the third negative trait of the service. Since till to date no empirical studies were made to assess the congruity between the expectations of the role senders to the Indian
Administrative Service and the perceptions of the role players of Indian Administrative Service, and because of incongruity between them, as on date the officers of Indian Administrative Service are found of feel that there is 'Role confusion' in the service. This particular trait was seen as the 4th negative trait of this service. 'Inability to take decisions on the merit of the case' and the need to work under superiors who are not competent enough to be the superiors' were also got ranked as the fifth and sixth negative traits of this service.

As far as positive features of Indian Administrative Service are concerned, the findings of this study runs contrary to the findings of Valecha and Malathi V.Gopal1 (1990) who has found out that the predominant strength of Indian Administrative Service are the good compensation package and the societal status that this service enjoys. However, as far as negative traits are concerned, they have found out that 'delay in decision making', 'constrains of Government rules and regulations', and highly formalised working condition as main negative features. Saksena’s2 (1990) assertion that 'In the ultimate analysis, the Indian Administrative Service officers choose their career for reasons of security, social prestige and the authority that they enjoy' is also found not to be true in this study.

When the predominant features of Indian Civil Service was attributed to the Indian Administrative Service the respondents were found not to agree with the same.

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2. Saksena, N.C. (1990) The world of IAS—time nature of Indian bureaucracy', Quoted in the 'Selected Readings in Administration' - a background reading materials given to the probationers of Indian Administrative Service at Lal Bahadur Shastri National Academy of Administration, Mussorie.
The primary objective of Indian Civil Service was to maintain law and order and supervise the revenue collection. This fact has not been agreed by the officers of Indian Administrative Service as applicable to their service. Further the officers were found to have a view that they are answerable and accountable to the public which was not the case with the Indian Civil Service and also their present service is more tuned for the welfare state which was not true as far as Indian Civil Service was concerned.

8.3 SUGGESTIONS

The role effectiveness as per Katz and Kahn\(^1\) (1978) Role Theory depends much on the congruity between the expectations of the role senders and that of the perceptions of the players of the roles about what are expected from them. In this research, when an attempt was made to find the congruity between the expectations of the role senders to the Indian Administrative Service and that of the perceptions of the role players of Indian Administrative Service about what is expected from them, it was found out that the Indian Administrative Service officers perceptions of what are expected from them tallies mostly with the expectations of the role senders to their roles. Again as per Katz and Khan's theory (1978) the roles that emanate from the role players also depends on the role players ideas about how they ought to play their roles. In line with this, from this study it is seen that the officers of Indian Administrative Service do perceive certain role behaviours which they think are expected from them, however the same are not expected by the role senders to the

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\(^1\) Daniel Katz and Robert L.Kahn (1978) OP.Cit. pp.186-221.
Indian Administrative Service. Such of these roles are labelled as Leadership role, resource allocator role, welfare role, standardising role and developmental role.

Now that we have empirically found out what the role players of Indian Administrative Service think about that are expected, from them Government being formulator of policies and creator of structures as far as administration are concerned it is for them to decide whether the perceptions of bureaucrats are in tune with what is expected from them or that they should be informed about the changes the Government desires from them.

In order to make the top civil service more effective, all out efforts are being taken by the Government at Central and at the States to train the officers of this service so as to make them to pick up more competency and skills. In realisation of this objective many training programmes, conferences, workshops are being conducted all over the country. Inculcation of desirable orientations, skills and competencies within the officers are possible only when they are clearly informed about the roles that they are expected to play. Since from this study a clear image has emerged about the roles that the officers of Indian Administrative Service are playing, now it should be possible for the Government to design and develop training programmes to inculcate required competencies and skills within them so as to enable them to play the roles with efficiency and effectiveness. Further it is also suggested that while recruiting youngsters to the Indian Administrative Service psychological tests can be conducted to find out whether the aspirants for the service do possess the required competencies and skills to play the required roles. Even if it is found that they do not have it, it should be seen that they must atleast have the orientation to pick up the skills and competencies in course of their service.
The Non-correlation between certain roles only shows that the competencies and orientation required to play certain roles are different than that required to play other roles. Hence while designing any top bureaucratic position Government should take care of not creating position wherein the need for the occupant to play Non-correlative roles together arises. In practice also it is seen that the officer who could be effective as head of a training institute or developmental agency when gets transferred to a position wherein he is expected to play a regulatory role fails miserably. Hence while posting the bureaucrats to any position a careful analysis about the Psychological fitment of them to the position to which they are posted could be made so that once posted the officer could do justice to that position. Further this understanding can also be used in finding the bureaucrats comparability or incompatibility with certain roles and then serious thought could be given to design and develop training programmes so that such incompatibility could be minimised by inculcating the necessary attitudes and skills within those administrators.

In the emergence of behavioural orientations it is seen that accepting that of power orientation all other orientations are generally found to be in tune with the present day socio policyal and economic environment. Government as an organisation being service oriented the desire to be in positions of power and need for an authority to have status in the organisational structures is something not to be encouraged. This orientation is not in tune with our aspirations of making a welfare state. Hence the top bureaucrats must be made to realise the same and training programmes must be designed in such a way to make the bureaucrats to shed this orientation. Further even at the recruitment stage of the civil servants, psychological
screening must be made to filter out the aspirants for the public service who has got this power orientation.

Among the five behavioural orientations it is seen that these service and influence orientations are found to be more predominant than the other orientations. Since in today's environment these orientations are much required it would be better to design and develop behavioural training programmes and personnel growth labs wherein the bureaucrats could be made to imbibe these orientations strongly within them. Since the directly recruited officers of Indian Administrative Service are found to have these two orientations slightly at a lower level than that of the rank conferred and Non-Indian Administrative Service officers it is suggested that they must be specially trained so as to make them to imbibe these orientations.

Another interesting finding that has emerged in this study is that the rank conferred officers of Indian Administrative Service are found to have more inclination to play the nine emerged roles with more intensity than that of the officers directly recruited to the Indian Administrative Service. Likewise the Non-Indian Administrative Service Officers and also the rank conferred Indian Administrative Service Officers are found to have achievement, objectivity, service and influence orientations at a much higher level within themselves than that of directly recruited officers of Indian Administrative Service. This may be because that the Non-Indian Administrative Service Officers and rank conferred Indian Administrative Service officers might have had more interactions with the people at the cutting edge level in the organisation and because of that they might have realised and imbibed the need to have more of these orientations and the need to play more of certain emerged roles. Since these referred four orientations and the nine emerged roles are very much required in a
developing country like India we can seriously think of filling up the Indian Administrative Service with more of officers who had earlier experience at lower rungs of administrative hierarchy. In other words the direct recruitment to the Indian Administrative service can be reduced if could not be stopped altogether. Particularly with the falling standards of University education, we will have to think very seriously whether it is advisable to recruit personnel to this most important service in our country only on the basis of competitive examinations.

In order to increase the productivity of the officers of Indian Administrative Service Government can seriously consider initiating actions so as to minimise the impact of the negative traits as perceived by the officers of this service. The 'Redtapism', 'delay in decision making' which are seen as main negative traits of the service could also be attacked by redefining and restructuring certain Governmental organisational processes. The negative traits labelled as 'the need to work in a very structured environment' can also be looked at seriously. The present heavy structuring of Government organisations may be with the intention of minimising the subjective feelings of the bureaucrats to creep into the decision making processes in the organisations. Since this is also likely to stifle the innovation and creativity of the bureaucrats, the govt. can seriously think of making certain major structural changes so as to minimise the impact of this particular negative trait. Since the role confusion of the bureaucrats of Indian Administrative Service was found mainly due to the disparity between the expectations of the role senders to the Indian Administrative Service and that of the perceptions of the officers of Indian Administrative Service the Government can take initiative in making both the things to tally with one another and for that purpose a debate at the national level could be initiated.
8.4. FURTHER AREAS OF POSSIBLE RESEARCH

From this study we have found out the roles that are being played by the officers of Indian Administrative Service in the State of Tamil Nadu. Since the population of the study is drawn fully from the State of Tamil Nadu, such as study can be made at the national level to have a clear understanding about the general perceptions prevailing about the roles that are being played by the Indian Administrative Service officers. An attempt can be made to assess whether the roles that are being played by the Indian Administrative Service Officers are in tune with the present socio political and economic situation. If some dissonance is noted then the Government can think about bringing forth the desired changes in the structural and the behavioural processes of bureaucracy.

This study has also helped us to have an understanding about five predominant behavioural orientations of the civil servants. The study also shows that among the five orientations the service and influence orientations are more predominant than the other three. Hence another research could be made to find out the intensities of these two orientations that are there within the civil servants and a model could be developed to typify the bureaucrats on the basis of the presence of these two orientations. In the management literature as far as leadership styles are concerned we have an internationally popular model known as managerial grid in which the possible behavioural patterns of the managers are typified on the basis of their task orientation and relationship orientation. Likewise bureaucratic behaviour can also be typified on the basis of their service orientation and influence orientation. This requires another extensive research.
8.5. CONCLUSION

The responsive and efficient civil service is the Sine Qua non to a welfare state. The dynamic social economic environment within which this institution operates demands appropriate behavioural orientations and distortion free understandings of what are expected from them for the realisation of Governmental goals. This study has helped us to have an understanding about the perceptions of the officers of Indian Administrative Service about what are expected from them and also their predominant behavioural orientations.

The relatedness of the behavioural orientations with the roles that are being played by the senior bureaucrats have come to light in this study. This understanding will help us to have a relook at the recruitment policies that are being practiced by the Government of the India in recruiting people to the Indian Administrative Service. The psychological fitment of the aspirants of this service could be found out by developing appropriate instruments on the basis of the emerged findings. This study has also helped us to know that the predominant behavioural orientations of top civil servants are not the relationship orientations and task orientation as it happens to be for the managers working in the Industry. The bureaucrats working in the bureaucracy are found to have five behavioural orientations and from among them the influence and service orientations seems to be more predominant. This study will also help the Government to develop effective training programmes so as to inculcate and strengthen the orientations within the top bureaucrats to enable them to play the roles as perceived by them. Behavioural training programmes could also be designed to minimise the power orientation within the civil servants and to enhance the service and influence orientations.
This study has also brought to notice that the rank conferred officers of Indian Administrative Service are found to have more of service and influence orientations and the need to play more intensively, the administratively more relevant roles, such as Advising role, welfare role and resource allocator role than that of the directly selected officers of Indian Administrative Service. This is in an areas which required further investigation and if this finding is found to be true at the national level the Government can seriously think of filling up the Indian Administrative Service more with people who have already served at the lower rungs of the bureaucracy and picked up necessary qualifications, competencies, abilities to get elevated to this service, after certain years of experience. As Kelsall\(^1\) (1955) has observed that "Administration is an art, a mystery that no one without at least twenty years of service could hope even begin to understand,". Hence it is advisable that the top bureaucratic positions in the administrative hierarchy is filled up with more experienced people.

Since the study has also highlighted certain negative traits of the Indian Administrative Service as seen by the officers belonging to that service, the Government can seriously think of the minimising the impact of these negative traits so as to increase the effectiveness of work performance of the senior bureaucrats. It requires a re-look at the existing Governmental structures and reexamination of the Governmental processes.