The Civil Service is an indispensable part of any Government. Due to its exclusive and specialist nature of work and the need for more expert knowledge in administration for improving the quality of life, the importance of Administrative Civil Services increases day-by-day.

The Institution of Indian Administrative Service is one of the oldest institutions, the British Government has bequeathed to India. It has a long historical background and is a product of centuries.

'Of no country can it be said more truly than of India that 'Government is Administration'', wrote the Indian Statutory Commission, commonly known as the Simon Commission, after the name of its Chairman, in its Report on the Indian Constitutional Reforms, in 1930. Commenting on the Character and importance of Civil Service in India, the Commission stated: 'In a country of small cultivators, with no accumulated resources and little experience in organisation... private enterprise cannot undertake new and costly experiments. The task of bringing within reach of such a society the benefits of the administrative experience and the applied science of the West was possible for one agency only-Government; no other had the necessary knowledge or machinery. Thus, the Civil Service of India, which in origin was little more than revenue collecting agency, gradually took upon itself a very wide range of duties. India looks to Government to do many things which in the West are

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done by private enterprise," This brilliant statement should serve to explain the origin, nature and purpose of the Indian Civil Service.

The expansion of Government activities has been going on at a fast rate since the above lines were written, and more so since Independence in 1947. With the adoption of the concepts of Welfare State and 'Socialistic pattern of society' the sphere of Government has expanded enormously resulting in an immense increase in the magnitude of Administrative Services, and an additional big increase in future might well be anticipated.

Hence, the Indian Administrative Service, a successor to the Indian Civil Service which came into existence in 1946 is entrusted with varied responsibilities. It operates within the framework of a democratic political system. It is supposed to come closer to masses and feel the agony of the millions of underfed, under-read and under-clothed citizens and then design strategies, formulate and execute policies, take right and timely decisions, initiate action and remedial measures for improving the lot of masses and upliftment of the country as a whole. Hence, the present socio-political environment requires a civil Service different from the previous one which was useful when the primary concern of bureaucracy was the maintenance of law and order.

As per the Katz and Khan (1978) role theory, which is applicable even to the bureaucratic systems, the effectiveness of the Indian Administrative Service depends to the extent of congruity between the perceptions of the role players of this Service, about what is expected from them and the expectations of the role senders to this service.
Hence this study aims to find out whether the perceptions of the role players of the Indian Administrative Service matches with the expectations of the role senders to this Service. Further, since the quality of the Bureaucratic behaviour is very much related to the behavioural orientation of the bureaucratic, efforts are made to find the behavioural orientations and also to see the impact of them on the perceived roles of the administrators.

The various chapters constituting this study are briefly explained below;

In Chapter one, the concept of bureaucracy, bureaucrat and the Civil Service and their relatedness in today’s public administration has been discussed. The objectives for this research work has been spelled out and the exploratory, descriptive and casual methodologies adopted for this study are also explained. The limitation of this study and the contributions that this study is likely to make to the existing knowledge in the interface of Public Administration and management is also explained.

In the Chapter two, an extensive survey of the existing literature of Indian Civil Service and on Indian Administration Service has been made. Since, the research conducted in the area of bureaucratic behaviour are very scanty in India, an on line search, through the international computer agency known as ‘DIALOG’ has been made and from the obtained data a brief analysis of the research work that has been done, at various parts of the world on this topic is also presented in this chapter.

The various studies available as far as the roles that are being played by managers and Administrators in different organisational planes is analysed in chapter
three. Katz and Khan (1978) role theory has been taken as a theoretical basis and from it, the congruity between the expectations of the role senders to the role players of the Indian Administrative Service and the perceptions of the role players of Indian Administration Service about what is expected of them is analysed in this chapter. Inter-relatedness and the significance of the roles perceived by the role players of the Indian Administration Service are also discussed.

From the typology studies, made about the administrators by Anthony Downs, (1967), Robert Presthus (1962), Jayanth Kumar Ray (1981) and Dubashi (1964) the behavioural orientation of the administrators has been culled out and having them as a basis, the behavioural orientation of the present day senior civil servants are empirically found out and the results of it are given in Chapter four. Further, in this Chapter, the inter-relatedness of the emerged orientations and the differences in the behavioural orientation of the officers of Indian Administrative Service and Senior Non-Indian Administrative Service Officers has also been found out and the significance of certain differences are also discussed.

In Chapter five, the impact of the behavioural orientations of the officers of Indian Administrative Service on their perceived roles are discussed.

The influence of demographic variables on the behavioural orientations of the Senior Civil Servants are discussed in the Chapter six.

The positive and negative traits of the Indian Administrative Service as perceived by the Officers of the Service are culled out in this empirical study and the same is given in chapter seven. Further, in this chapter, the salient features of Indian
Civil Services and its resemblance or otherwise to the Indian Administrative Service as perceived by the Officers of Indian Administrative Service are also discussed.

In the last chapter eight, the summary of the findings are given. The suggestions to make the senior Civil Servants to be more effective in their roles and further possible areas of research are also discussed, in this chapter.

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