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**PERSONALITY TRAITS
AND ADMINISTRATORS**

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Abstract

Administration is the art of getting tasks done by utilizing the resources and coordinating the people. Administrators give trigger to the administration by co-ordinating, and directing all parts of an organization by managing the tangible and intangible resources of the organization. The qualities of leadership are therefore a critical determinant of organizational success. The theories of leadership (Trait to Transformational leadership theory) have strived to look into the aspects that make successful leadership. Though the outcomes of each leadership theory are overlapping to certain extent; it has contributed to enhance the wisdom about leadership. This paper looks into the significance of behavioral influence on the bureaucratic functioning and throws light on the two groups of administrators possessing two different dominant natural preferences (Extraversion and Introversion) and their contribution to the administrative efficiency through empirical analysis.

Introduction

Bureaucracy is one of the most omnipresent phenomena which are all pervasive from the developed to the developing nations. It has been said that "If the different countries are really captive of a system, it is not capitalism or socialism but bureaucratism" for, bureaucracy is the "most prevalent form of power in all 'smokestack states' " (Dey, 1992). Bureaucratic institution is inherited with some rules of game that are devised over time such as system of rules and regulations, recruitment process, tenure system, career pattern and such others. These institutional characteristics have formal and informal influence that provides direction, and regulates the co-ordination. It also molds the human interaction and actions to achieve the collective goals. Therefore, seemingly it looks as if the structural parameters govern the entire behavioural pattern of bureaucrats. But at the same time the bureaucratic institution has also some behavioral features like impersonality, rule adherence, rationality, uniformity, consistency, precision and such others. These behavioral influences on the bureaucratic functioning are the concomitant result of

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the individual's behavioral traits. It is a cognitive factor that tends to have an effect on what you do and affect the actions of others. Therefore, for an institution to become effective, both the influence exerted by the structural features and behavioral characteristics should be well correlated.

The contribution of administrators which is a component of behavioural influence is a decisive factor in deciding the institutional functioning. Hence Wilson (1996) mentioned "If you dig very deeply into any problems you will find people". An organization in order to achieve its objectives efficiently has to have a proper understanding of the attitude of its human resource because personality characteristics of men have shown to predict overall leader effectiveness in terms of business outcomes, the ability of the leader to build an effective team, subordinate ratings of leader effectiveness and executive derailment (Kierstead, 1998). Further, personality is also predictive of emergent leadership – i.e., early identification of leadership potential. The personality traits of administrators reconciles with the internal strivings and environmental pressures and pays close attention to the way adaptive behaviour brings about changes in the functioning of the organizations. Therefore, the analysis of the personality traits of the administrators helps to understand the unique characteristics of administrators that contribute to the efficiency of the administration. An attempt is made in the present paper to understand the personality traits of the administrators by making use of psycho-social approach.

Approach to the Study

Inherent personality pre-dispositions are an important variable in understanding why people behave in particular ways. Inherent traits and environmental interactions teach people to be convinced about a set of behavioural patterns that are adapted in day to day functioning which is unique and individually different. Therefore, psycho-social approach is used to understand the personality traits that contribute to the uniqueness of the administrators. There are various psychological assessment techniques of personality traits namely personality inventories, rating

scales, projective techniques, observation method, measurement of self concept and self disclosure and others. In the present study personality traits of administrators are assessed with the help of a personality inventory namely Myer-Briggs Type Indicator (MBTI).

Myer-Briggs Type Indicator - Methodological Tool of the Study

MBTI, a personality inventory is a self-administering questionnaire in which the person answers the questions pertaining to his/her attitudes, feelings and behaviour. The function of MBTI is to provide an understanding of the person's four sets of preferences namely- Extraversion/Introversion (E/I), Thinking/Feeling (T/F), Sensing/Intuition (S/N), and Judgment/Perception (J/P). Among these four sets of preferences, two sets of preferences, Sensing/Intuition (S/N) and Thinking/Feeling (T/F) reflect on the use of perception and judgment function of the respondents. The other two sets of preferences Extraversion/Introversion (E/I) and Judgment/Perception (J/P) reflect on the styles of orientation of respondents towards their mind and outward behaviour.

Box 1.1 Four Indices of MBTI

Extraversion & Introversion index: It is designed to reflect whether a person is an extravert or an introvert. Extraverts are primarily outward looking, thus they tend to focus their perception and judgment on people and objects. Introverts are primarily oriented toward the inner world thus they tend to focus their perception and judgment upon concepts and ideas.

Sensing & Intuition index: It is designed to reflect the person's preference between two opposite ways of perceiving; one may rely primarily upon the process of sensing which reports observable facts or happenings through one or more of the five senses or one may rely more upon the less obvious process of intuition which reports meanings, relationships or possibilities that have been worked out beyond the reach of the conscious world.

Thinking and Feeling index: It is designed to reflect a person's preference between two ways of judgment. One may rely primarily on thinking to decide impersonally on the basis of logical consequences or a person may rely primarily on feeling to decide on the basis of personal or social values.

Judgment and Perception index: It is designed to describe the process a person uses primarily in dealing with the outer world. A person who prefers judgments reports a preference for using a judgment process for dealing with the outer world. A person who prefers perception reports a preference for using a perceptive process for dealing with the outer world.

Source: MBTI Manual, 1985.

Reliability and Validity of MBTI Tool

MBTI instrument has been tested exhaustively for reliability and validity during the thirty years of its development. MBTI instrument meets and exceeds the standards for psychological instruments in terms of its reliability. Reliability (when scores are treated as continuous scores, as in most other psychological instruments) is as good as or better than other personality instruments. On retest, people come out with three to four type of preferences in the same 75 percent to 90percent of the time. When a person changes type on retest, it is usually one of the dichotomous pairs (e.g., E/I or S/N), and in a dichotomy where the preference clarity was low. The reliabilities are quite good across most age and ethnic groups. (The T/F pair tends to have the lowest reliability of the four scales). For some groups reliability can be low and caution needs to be exercised in using the MBTI instrument with these groups, e.g., children, underachieving students. When the MBTI instrument is used with groups that are reported to have been demonstrably lower, the results can be used as a jumping-off point for discussion. Thus measures of internal consistency, together with test-retest reliability coefficients, have shown reliabilities in excess of 80.

Validity has been tested in three ways: by measuring correlations with other psychometric instruments, by assessing consistency between individual behaviour and Myer-Briggs type, and looking at the contribution, the MBTI makes to understand other issues of importance to psychology. High correlations were found between specific parameters of the MBTI, such as introversion and extraversion, and other psychometric instruments, but more interestingly, the MBTI was found to predict reliably both self

assessed and observed behaviour for all eight of the Myer-Briggs preferences. Type was also found to be predictive of others aspects of psychology such as conformity versus independence, focus on achievement, happy families, liking for variety and challenge, achievement within a system and so on.

Thus MBTI is considered to be an appropriate tool to understand the personality traits, and was adapted in the present study to assess the personality traits of the administrators.

Sample

The administrators occupying top management and middle management working at Secretariat and Directorate offices irrespective of the departments were selected as samples for the study. As these administrators are concerned intimately and directly with the policy plan formulation, programme implementation and evaluation, their personality traits will have decisive impact on different aspects of administration. Hence, 36 administrators belonging to both Indian Administrative Service and Karnataka Administrative Service were assessed using Myer-Briggs Type Indicator (MBTI) tool to understand their personality traits.

Assessment of Personality Traits of Administrators

Administrators were administered with MBTI Form G and based on the responses to questionnaire of the MBTI, scores were cast for E/I (Extraversion/Introversion), S/N (Sensing/Intuition), T/F (Thinking/Feeling), and J/P (Judgment/Perception) indices or preferences. Each of the responses for a question may be weighted 0, 1 or 2 points. Responses that resemble to a preference with a prediction ratio of 72 percent or greater carry a weight of 2; responses that resemble to a preference with a prediction ratio of 63 percent to 71 percent carry a weight of 1; over popular responses carry a weight of 0, the total for weighted scores for each preference are called 'Preference points'. To determine the dominant preference of the respondent, preference points for each pole of preference were compared (For eg., Extraversion (E) gets 17 scores and Introversion (I) gets 19 scores) subtract the smaller number of score from the larger

number. The preference with larger number indicate the direction of preference (According to eg., 'I' indicates the natural preference of the respondent). The difference between the preference scores should be calculated and refer to the column of the preferred natural preference letter (eg., 'I' right side column of the scoring key/stencil) . That score column gives the preference points of the difference score. As the preference on each index (E/I, S/N, T/F and J/P) or aggregate preferences are independent of the other three indices or preferences, the four indices yield 16 possible combination called 'Personality Types' denoted by the 4 letter acronym of the preferences. These 16 possible personality types with the various combinations among 4 sets of preferences are presented in the following table 1.1

Table 1.1: Personality Types assessed by MBTI

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Note: I- Introversion, E-Extraversion, N-Intuition, S-Sensing,
T-Thinking, F-Feeling, P-Perception, J-Judgment

Source: MBTI Manual, 1985.

Depending upon the administrator's responses, scores of all the four sets of preferences (E/I, S/N, of T/F, J/P) was calculated and based on the preference points of the respective preferences, the dominant preference in each of the four sets was identified and the administrators' personality types were interpreted into one of the 16 personality types as given by MBTI. The results of the dominant preferences, preference strength and personality types of 36 (total sample) administrators are presented in the following table 1.2.

Table1.2: Dominant Preference, Preference Strength and Personality Type of Administrators

Number of Respondents	Dominant Preferences and Preference Points (Preference Strength)				Personality Type
1	I- 9	N- 29	T- 14	J- 51	INTJ
2	I- 21	N- 31	T- 43	J- 31	INTJ
3	I- 25	N- 7	T- 27	J- 13	INTJ
4	I- 33	S- 33	T- 51	J- 53	ISTJ
5	I- 17	S- 33	T- 25	J- 45	ISTJ
6	I- 22	S- 11	T- 25	J- 16	ISTJ
7	I- 17	S- 16	T- 20	J- 20	ISTJ
8	I- 22	S- 17	T- 27	J- 20	ISTJ
9	I- 17	S- 13	F- 9	J- 23	ISFJ
10	I- 19	S- 19	T- 19	J- 27	ISTJ
11	I- 21	N- 13	T- 16	J- 21	INTJ
12	E- 17	N- 23	T- 10	P- 20	ENTP
13	E- 13	S- 9	T- 51	J- 35	ESTJ
14	E- 9	S- 41	T- 49	J- 43	ESTJ
15	E- 23	S- 19	T- 21	J- 31	ESTJ
16	E- 19	S- 18	T- 22	J- 26	ESTJ
17	E- 21	S- 13	T- 16	J- 17	ESTJ
18	E- 21	S- 20	T- 23	J- 27	ESTJ
19	I- 7	S- 13	T- 47	J- 49	ISTJ
20	I- 37	S- 23	T- 31	J- 49	ISTJ
21	I- 12	N- 13	T- 13	J- 22	INTJ
22	I- 20	S- 15	F- 18	P-18	ISFP

Number of Respondents	Dominant Preferences and Preference Points (Preference Strength)				Personality Type
	E	S	T	J	
23	E- 15	N- 7	T- 3	J- 39	ENTJ
24	I- 29	S- 21	F- 1	J- 9	ISFJ
25	E- 13	S- 9	T- 51	J- 35	ESTJ
26	E- 9	S- 41	T- 49	J- 43	ESTJ
27	E- 23	S- 19	T- 21	J- 31	ESTJ
28	E- 19	S- 18	T- 22	J- 26	ESTJ
29	E- 21	S- 13	T- 16	J- 17	ESTJ
30	E- 21	S- 20	T- 23	J- 27	ESTJ
31	I- 7	S- 13	T- 47	J- 49	ISTJ
32	I- 37	S- 23	T- 31	J- 49	ISTJ
33	I- 12	N- 13	T- 13	J- 22	INTJ
34	I- 20	S- 15	F- 18	P-18	ISFP
35	E- 15	N- 7	T- 3	J- 39	ENTJ
36	I- 29	S- 21	F- 1	J- 9	ISFJ

Note: Dominant Preference of Administrators is indicated by 'Preference Letter' that shows the 'Direction of the Preference (E/I, S/N, T/F, J/P)'. Preference Points indicates the reported 'Strength of the Preference'.

The table 1.2 represents that out of 36 administrators assessed through MBTI, there are 7 personality types that are emerging, namely Extraverted Thinking with Sensing (ESTJ)-12 administrators, Introverted Sensing with Thinking (ISTJ) - 10 administrators, Introverted Intuition with Thinking (INTJ)- 6 administrators, Introverted Sensing with Feeling (ISFJ)- 3 administrators, Introverted Feeling with Sensing (ISFP) - 2 administrators, Extraverted Intuition with Thinking (ENTP)- 1 administrator, and Extraverted Thinking with Intuition (ENTJ)- 2 administrators. Among these 7 personality types, 4 personality types has Introversion attitude as

dominant to orient towards outer life and 3 personality types has extraversion attitude as dominant to orient towards external world. Administrators have either extraversion or introversion preference possess thinking, sensing, intuition and judgment preferences also. The difference found among the personality types of administrators (in 36 administrators) on the basis of extraversion and introversion is illustrated in the following table 1.3

Table 1.3: Difference among the Personality Types of the Respondents

Personality Type	Dominant Attitude	Number of respondents	Total
INTJ	Introversion	06	21
ISTJ	Introversion	10	
ISFJ	Introversion	03	
ISFP	Introversion	02	
ESTJ	Extraversion	12	15
ENTJ	Extraversion	02	
ENTP	Extraversion	01	
			36

The above table represents that among the 36 administrators, 21 administrators have the introversion attitude as dominant preference to orient towards the outside world while 15 administrators tend to have extraversion attitude towards the outer life. Based on this major difference found in their personalities, administrators are classified into two groups namely-

Group I- Administrators with Introversion, along with thinking, sensing/intuition and judgment preferences (Twenty One Respondents)

Group II - Administrators with Extraversion along with thinking, sensing and judgment preferences (Fifteen Respondents).

Analysis of Personality Preferences Beholden by Group I and Group II Administrators

Based on the personality types derived for Group I and Group II administrators, it is identified that introversion is the dominant personality preference in Group I while extraversion attitude is dominant preference in Group II. These preferences in both the groups are supplemented by the sensing, intuition, thinking and judgment preferences. The analysis of these preferences will reflect on the personality traits possessed by these administrators that remarkably affect the personality of the administrators. The effect of these personality traits will certainly depend upon the strength of the personality preferences in the respective administrators. The strength of preferences implies that the respondent when forced to choose, report to what extent they, a) exercise them more, and thus b) are more likely to have developed the skills associated with those preferences and further c) are more likely to develop the traits and habits associated with exercise of those skills. The strength of the preferences can be understood by interpreting the levels of preferences. There are four levels of preferences namely–

(i) Very Clear Preferences (41 or higher) - Respondents who report very clear preference scores (roughly 41 or more, or for the feeling preference 31 or more) usually agree that they hold the preferences reported by the MBTI and they highly hold the attitudes and skills that accompany those preferences.

(ii) Clear Preferences (21-39 or 29 for feeling preference) - When an individual's preference scores are 21 through 39 there is a reasonable probability that the respondent holds and acts on the reported preference.

(iii) Moderate Preferences (11-19) - When preference scores are 11 through 19, the respondent often agree with the description of the reported preference.

(iv) Slight Preferences (1-9) - When preference scores are 1 through

9, a change of 1 or 2 questions could change the preference letter designation. In this case respondent has essentially "Split the vote". Low scores are often associated with a sense of tension between the poles of the low preference.

Based on the MBTI interpretation of the levels of the preferences, the strength of the preference in Group I and Group II was calculated. The analysis of the strength of the personality preferences reflects on the personality traits of the administrators and helps to understand the uniqueness in the administrators of these two groups that contributes to the effectiveness of the administration. The section that follows explains the strength of the personality preferences and also personality traits possessed by both the Groups.

Analysis of Personality Traits in Group I Administrators

The personality types that emerge from the analysis of Group I are : i) Introverted Sensing with Thinking (ISTJ), ii) Introverted Intuition with Thinking (INTJ), iii) Introverted Sensing with Feeling (ISFJ) and iv) Introverted Feeling with Sensing (ISFP). Among these four personality types, the common feature that emerges from the results is that the administrators of group I are dominated with Introversion preference. The differences among these personality types are in terms of combination of introversion with sensing preference or intuition preference and the combination of feeling with judging preference or perceptive preference in administrators. The strength of these preferences (introversion, sensing, thinking, intuition, judgment and perception preferences) is calculated with the help of average strength and is presented following table 1.4 along with the traits bestowed by these preferences on the personality of the administrators.

Table.1.4: Average Strength of the Preferences and Personality Traits in Group I

Preference	Average	Strength	Personality Traits
Introversion	20.61	Clear Preference	- Clarity of concepts and ideas, contemplative, detachment, enjoyment of solitude and privacy
Sensing	17.66	Moderate Preference	- Acute powers of observation, memory of details, realism and practicality
Intuition	19.06	Moderate Preference	- Imaginative, inventive innovative, future oriented, abstract and theoretical
Thinking	28.87	Clear Preference	- Objectivity, analytical, criticality, concern with justice and fairness
Feeling	9.4	Slight Preference	- Understanding personal values, capacity for warmth, desire for harmony
Perception	18.0	Moderate Preference	- Spontaneity, curiosity, adaptability, zest for experience, open-mindedness
Judgment	30.42	Clear Preference	- Systematic, planning, rational, decisive, certainty and with sustained efforts.

The table1.4 exhibits that the administrators of Group I have 'Clear Preference' for introversion, thinking and judgment preferences which denotes that there is a reasonable probability that the administrators of group I holds and acts on the reported preferences. The sensing, intuition and perception preferences show 'Moderate preference' which denotes that the administrators most often succumb to the description of the reported preferences. The feeling preference shows 'Slight preference' that denotes the negligible influence of the reported preference. Therefore, the personality traits attributed by introversion with the combination of thinking, judgment, sensing, intuition and perception preference (which is denoted briefly in table 1.4) is discussed further excluding the effect of feeling preference as it has negligible influence on the respondents.

The administrators of Group I dominantly relying on introversion attitude gives peace and stability at their work as they are inwardly directed, frequently unaware of the objective environment, interest and attention being engrossed by inner events and live in the world of ideas and concepts. This quality likely to characterize the introvert's careers, for the reason that, they go more deeply into their work. Therefore, Jung reported to have said, the introvert's activity thereby gains in depth and their labor has lasting value (Jung, 1923/1971).

Administrators of this group with the combination of introversion and sensing preferences are made remarkably dependable by their combination of preferences. They use their favourite process, sensing in their inner life, and they base their ideas on a deep, solid accumulation of stored impressions, which gives them unshakable ideas. Administrators with the combination of introversion and intuition possess iconoclastic imagination and an unhampered view of the future possibilities. Therefore, they are fine at getting things done, but they will be interested only when the problems involved are complicated enough to be challenging. Thus the administrators with either the combination of introversion and sensing or introversion and intuition prefer to use judgment and thinking preferences to run their outer life. Thus they have a complete, realistic, practical respect both for the facts and for whatever responsibilities these facts create. Sensing provides the facts, and after the introvert's characteristic pause for reflection, their judgment accepts the responsibilities. The interaction of introversion, sensing, and the judging attitude gives them extreme stability. Their use of experience, top with their stability, habitual comparison present and past situations, used in an executive capacity contributes for consistent policy and for care in the introduction of changes. They do not enter into things impulsively, but once in, they are very hard to distract, discourage, or stop (unless events convince them that they are wrong).

Their reliance on thinking preference to supplement their judgment function makes them more objective, critical, and develops

the concern with connections from the past through the present and towards the future. They believe in orderliness and decide in advance about what they intend to accomplish and they plan carefully. Because of strong judging attitude they have strong will power and having once decided to do a thing, they determine to see that these results in impressive accomplishments. The biggest drawback of Group I administrators who are dominantly introverts is that even when well balanced, they have a tendency to ignore the views and feelings of other people. Because usually they have difficulty in understanding needs that differ widely from their own. But once they are convinced that something matters a great deal to a given person, the need becomes a fact worthy of respect; they may go to generous lengths to help satisfy it.

Analysis of Personality Traits in Group II Administrators

The personality types that emerge from the analysis of Group II are :
i) Extraverted Thinking with Sensing (ESTJ) ii) Extraverted Intuition with Thinking (ENTP) and iii) Extraverted Thinking with Intuition (ENTJ). Among these three personality types, the common feature that emerges from the results is, that the administrators of Group II are dominated with extraversion preference. The differences among these personality types are in terms of combination of extraversion with sensing preference or intuition preference and the combination of thinking with judging preference or perceptive preference in administrators. The strength of these preferences is calculated with the help of average strength of extraversion, sensing, thinking, intuition, judging and perception preferences and the traits attributed by them are presented in table 1.5.

Table No.1.5: Average Strength of the Preferences and Personality Traits in Group II

Preference	Average	Strength	Personality Traits
Extraversion	17.26	Moderate Preference	Action oriented, ease of communication, reliance of environment and spontaneity
Intuition	12.33	Clear Preference	Imaginative, inventive, abstract and future orientation
Sensing	20.00	Clear Preference	Acute powers of observation, memory of details, realism and practicality
Thinking	24.0	Clear Preference	Objectivity, analytical, criticality, concern with justice and fairness
Judgment	31.54	Moderate Preference	Systematic, planning, rational, decisive, certainty and with sustained efforts.

The above table exhibits that the administrators of Group II have 'Clear Preference' for sensing, thinking and judgment preferences which denotes that there is a reasonable probability that the administrators of group II holds and acts on the reported preferences. The administrators also show 'moderate preference' for extraversion and intuition preference which denotes that the administrators most often succumb to the description of the reported preferences. Table 1.5 explains the strength of the preferences which are found in the personality analysis of the Group II administrators. The extraversion, sensing, thinking and judgment preferences are having different effects on the personality of the administrators depending on their respective strength. Therefore, the personality traits attributed by extraversion with the combination of thinking, judgment, sensing, and intuition preferences are discussed further.

In this group, administrators are having 'moderate preference' for extraversion preference and intuition preference and 'clear preference' for sensing, thinking and judgment preferences. The administrators, who said to have moderate preference of extraverted attitude, will often succumb to the effect of extraversion preference. Their real world is

therefore the outer world of people and things. Hence they are understandable and accessible and sociable who communicate freely with the people around. They are the people of action and practical achievement who are interested in the results of their job in getting it done and according to the way the world usually does it. These effects of extraversion are said to be with moderate effect as there is a chance for them to use introversion attitude according to the situations. The majority of administrators belonging to this Group II look at the world with sensing rather than intuition and their dominant orientation towards the external world is extraversion process. Hence, new things that cannot be grasped through the senses-abstract ideas and theories which appeal to introvert persons seem less real and are much less acceptable to these administrators. They are most interested in the realities perceived by their five senses, so they tend to be matter of fact and practical, receptive and retentive of factual detail, tolerant of routine and deft at mechanical things. The sensing preference is having clear effect on the personality of these administrators. This sensing preference gifts them with acute powers of observation, memory of facts and details, realism and practicality. Because of this they seldom make errors with respect to the facts and figures and tend to be good at precise work. They dislike new problems and like to work in accordance with the established way of doing things and enjoy using skills already learnt more than learning new ones which when combined with the extraverted attitude results in action according to the set procedures of the world or environment. They take decisions logically and work steadily with realistic idea, keeping in view the practicality of it. This makes them action oriented realists. The thinking preference also shows to have 'clear preference' on the personality of the administrators. These administrators are more analytically oriented and respond more easily to people's thoughts and putting things into logical order. This makes them more logical decision makers. The thinking ability gifts them with firm mind and tend to decide impersonally. This analytical thinking, objectivity, critical thinking makes them practical and matter of fact types with stronger executive ability. The judgment

preference also has a 'clear effect' on the personality of these administrators. They work best when they can plan their work and follow the plan and like to get things settled and finished. They are systematic and put sustained efforts to accomplish objectives. The sensing gives them realism and practicality and thinking gives them logical process and analytical ability which when combines with their judging preference gifts them with the quality of 'Standard executive type' who are realistic and logical decision makers who acts according established standards, customs, procedures and laws of the environment. Hence, they are the administrators who are more interested in seeing present realities than future possibilities.

The analysis of personality preferences and their respective traits in both groups puts forth that in Group I, administrators are well developed introverts can deal ably with the world around them when necessary but they do their best work inside their heads in reflection. This introverted attitude gifts them with capacity of fore thinking, clarity, contemplative, thoughtful, subtle impenetrable, intense, passionate in favour of inner life. Along with introversion these administrators are primarily oriented with thinking preference and stronger in executive ability as they value logic above sentiment and develop analytical ability, objectivity, and concern with principles of justice and fairness, criticality and are impersonal. The judging preference which describes the identifiable attitudes and behaviors to the outside world reflects that based on the results, Group I administrators are said to be with strong judging attitude. As it is related to the decision making and the exercise of judgment, it is an indispensable tool for administration. Therefore, the administrators of judging type naturally possess systematic way of life, sustained efforts, certainty decisiveness acceptance of routine, exercise of authority and planned life.

In between sensing and intuition preferences, both emerge as almost equally dominant preferences in this Group I. The administrators with sensing preference rely on their five senses for perception. Because

the sense can bring awareness what is occurring around them directly as a part of their own experience and is therefore trustworthy. Administrators with intuition preference rely and listen for the intuition that permits perception beyond what is visible to the senses, including possible future events. They develop characteristics that follow from the emphasis on intuition and possess imagination, by nature inventors, promoters and initiators. They enjoy enterprising and willing to sacrifice the present for future action.

The administrators possessing these characteristics will also have the weakness associated with the respective preferences. These administrators who have introverted attitude whose minds are inwardly directed frequently unaware of the objective environment are having typical weakness in a tendency toward impracticality. The health and wholesomeness depend upon a reasonable development of balancing extraversion. The administrators depending on sensing preference for perceptive function are always in danger of being frivolous, unless balance is attained through development of a judging process. The administrators depending on the intuition for perception are always in danger of being changeable and lacking persistence unless balance is attained through development of judging process. The administrators with thinking preference are able to organize facts and ideas into a logical sequence that states the subject, makes the necessary points comes to a conclusion but it should not be assumed that thinkers have a monopoly on all worthwhile mental activity. Because thinking process should be supplemented with feeling preference as it gives awareness about the human side of the decisions. The administrators of this group also have clear preference towards the judging attitude. Though these administrators are rational and depend on reasoned judgment and live according to plans, standards and customs and not easily to be set aside, it is necessary for them to develop sufficiently their perceptive process for them to be supplied with understanding, open mindedness, and the first hand knowledge of life that is needed to keep judgment itself from being blind or inhuman. It shows that

though administrators have clear effect of introversion, thinking sensing and intuition and judgment preferences, they have to balance them with the other supplementary preferences.

The administrators of Group II possessing extraversion attitude tend to be faster and dislike jobs with complicated procedures and often act quickly, sometimes without thinking. Their wholesomeness of personality depend upon a reasonable development of balancing introversion attitude. The sensing perception of the administrators are by nature prefer the art of living in the present than sacrificing the present for the future gain or good. They dislike ambiguity and do not accept to experiment with new things and are impatient if the things or details gets complicated hence they are in danger unless balance is attained through development of a judging process by supplementing with thinking and feeling preference. The judgment attitude supplemented with thinking process will make administrators tough minded and stronger executive who are essentially impersonal and being more interested in things than in human relationships and may suppress, undervalue, and ignore feeling that is incompatible with the thinking judgments. These administrators may be good logical decision makers but they lack the sensitivity towards the humane side of the administration. The administrator's judging process supplemented with feeling process is more people-oriented and often let decisions to be influenced by their own or other people's personal likes and wishes. Therefore, the judgment preference of good administrators should have the contribution from the objectivity of the feeling values of the people and subjectivity of the thinking process.

Conclusion

Follet a twentieth century management writer rightly regarded management as "the art of getting things done through people". This art of managing people essentially involves the exercise of influence by one person over others. The qualities of leadership exhibited by superior administrators is a critical determinant of organizational success as the leadership deals with change, inspiration, motivation and influencing people in the organization (Allen, 1998) Therefore transformational leadership theory contends that administrative leaders should stimulate their followers intellectually by binding the people with an organizational vision and by managing them with their behavior that appeals to their followers. The transformational leaders are relevant to today's public sector organizations as it is important to have leaders with the appropriate orientation defining tasks, managing the inter-relationships in the organization and influencing their followers to give their best to bring future to their organizations. The analysis of the behavioral attributes of the administrators enables us to understand the way these administrators are contributing to the public welfare through their administration.

The analysis of the dominant preferences of administrators shows that in both the sample groups, administrators have strong preference for the judging attitude towards outer world which makes them systematic orderly, and live according to plans, standards and customs. It is natural for them to decide the best way of accomplishing the targets and apply the will power till they accomplish the results. They enjoy taking decisions and exercise their authority and also see that other people conform to those set standards. It is also seen that majority of the administrators in both the groups, have favourable bent of mind to use thinking preference to conduct their judgment process. The analysis also shows that the majority of the administrators use thinking preference to take decision by way of rational order and planning according to impersonal logic. These persons are primarily

oriented towards analytical ability, objectivity, concern for justice and criticality. Therefore, it can be said that administrators with the combination of these two preferences (Thinking and Judgment) are the people who often have better executive and organizing abilities (Fange, 1961) because of the reason that they are usually able to organize facts and ideas into a logical sequence that states the subject, make the necessary points and come to a conclusion. They are impersonal, analytical, value logic above sentiment and are tough-minded executive and are instrumental leaders (MBTI Manual, 1985).

After looking at the commonalities in the administrators belonging to two different groups, the analysis has also reflected on the differences found in the preferences of the administrators. The administrators of the Group I stand apart as they have clear inclination towards the 'introversion preference'. As the introverts' energies are powerfully directed by their ideas. Their loyalty goes to their own inner principle and derives from it a secure and unshakable orientation to life. One biggest advantage of the introvert administrators is their inherent continuity that is, though outer conditions continually vary but their inner stimuli are far more constant. This gives them "powers of concentration" (Briggs and Myers, 1980). This faculty of concentration is likely to characterize their careers, which enables them more deeply into their work. But this also gives rise for the problems because they often do not look closely enough at the outer situation and some time this lead to impracticality. The able administrators are the one who achieve fine balance between their dominant process of introversion and the development of extraversion as an auxiliary process.

The administrators with introversion preference in the first group use intuition and sensing preference for their perception process. The administrators using either intuition or sensing along with introversion attitude are found in equal proportion in this group. Administrators with introverted intuition use the objective situation in the interests of the inner understanding. They are creative and always

in search of new angles for viewing and understanding life and solve problems. They contribute to the public welfare by their inventiveness, initiative, enterprise, and powers of inspired leadership in every direction of human interest. But the problem lies in the fact that self-expression is difficult and requires development of balancing judgment not only for the criticism and evaluation of intuitive understanding but to enable it to impart its visions to others and bringing them to practical usefulness in the world. Administrators with introversion sensing, develop attention that is very selective, guided wholly by the inner constellation of interests, so that it is impossible to predict what outer stimulus will catch and hold attention. They like to deal with what is real and factual in a careful manner so they become thoughtful realists. Lastly, along with the above mentioned combination of introversion with intuition and sensing gifts them with logical decision making which is the contribution of thinking and judging preference contributes to society by way of intellectual criticism solution of problems, loyal support of good works and those movements, regarded as good by the community.

The administrators belonging to Group II uses extraversion attitude as their dominant process, whose attitude is relaxed and confident but this preference has moderate effect on their personality which facilitates the use of introversion attitude to supplement their orientation according to the situations. They are interested and attentive about external happenings by which they tend to broaden the sphere of their work, to make them known to a wide circle and to multiply relationships and activities. Therefore, they are understandable and accessible in the world of people and things than in the world of ideas. Their ability of extraversion get balanced depending on the reasonable development of introversion. Administrators have reliance on the thinking and judging preference. Extraverted thinking makes administrators to depend upon the objective data, facts and borrowed ideas. Therefore, their solution to practical problems lies in discovery

and classification of facts, criticism and modification of generally accepted ideas, planning of programs and developing of formulas. The combination of extraversion with judging preference makes the administrators decisive extraverts as they are active, energetic, and fast moving. They are the people of action and practical achievement, with lot of confidence. They contribute to the public welfare by their support of energy, spontaneity and managing the existing situations consistently.

Thus the administrators of both Group I and Group II contribute towards the public welfare with their own uniqueness. Both innovativeness, thoughtfulness, clarity and other unique characteristics found in the Group I and also the characteristics of 'standard executive type' which help to maintain consistency in the established institutional set up, laws and procedures will add value for the efficient functioning of the administration. The Indian administration needs contribution of both the type of administrators who can handle routine and non-routine situations and provide able leadership. The point which is necessary is that there should be placement of right person with the right job according to the possessed personality traits of administrators. For which it is needed to screen the personality attributes of administrators during the induction of administrators, that enables to have a proper mixture of administrators who work efficiently for foreseen future events with their innovativeness and the administrators who work practically as per the present realities.

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