

# CHAPTER IV

## RESULTS

### 4.1 Statistical Analysis

The data collected from the Respondents were tabulated and were put in an excel sheet for statistical analysis purpose by application of SPSS (version 09) software to calculate mean, standard deviation etc. which are the bases for statistical analysis purpose and were than subjected to regression analysis. Basing upon the findings, the results are inferred as given below:

**Table 4.01 Overall mean and SD on behavioral dimensions**

Behavioral Constructs	Mean	SD	N
Attitude	3.81	0.52	352*
Commitment of Administrator	2.93	0.85	172*
People Orientation	2.18	0.86	352
Emotion	4.68	0.56	352
Group Cohesiveness	3.26	0.61	352
Inter Personal Relation	3.42	0.45	352
Temperament of Administrator	2.11	0.97	172*
Empowerment	4.36	0.34	352

\* indicates the sample other than the senior level bureaucrats

It appears from the above table 4.01 that the attitude, emotion, empowerment play a major role than the commitment, people orientation, temperament because of the values of mean and standard deviations arrived at. However, group cohesiveness, inter-personal

relation stand as a positive indicator upon the official working in the bureaucratic organization whether the same is a Government Department or a Public sector undertaking. Among the constructs, the emotion is found to be a very important factor as the mean for the constructs is 4.68 followed by the feeling of empowerment and then the attitude. In day to day functioning of bureaucratic organization, it is imperative to note that emotion of the officials of Government machinery affect a healthy decision making process. The emotion is also associated with the sense of empowerment and when the empowerment is accorded to the officials, it gives a shape to the emotion resulting better output. Similarly, the attitude of the officials plays a vital role in the functioning of the bureaucratic organizations. The other factors like Inter-personal relations, Group cohesiveness also helps in effective decision making process. However, the factors like group cohesiveness, people orientation, and inter-personal relationship though are relatively less important as that of emotion, empowerment and attitude of the officials of the bureaucratic organization, still have significance. On perusal of standard deviation (SD) in this analysis, those are being of very less magnitude, the respondents were found to be more homogenous. It appears that behavioral complexity behaved in a compensatory and integrative manner.

**Table 4.02 Inter-Correlation matrix between different behavioral factors**

**(N=352)**

	ATG	ATR	ATC	CT	COA	POR	EMO	GC	IPR	TOA	EMP
ATG	1.00										
ATR	.05	1.00									
ATC	.08	.32	1.00								
CT	.25	.27	.30	1.00							
COA	.03	<b>.49**</b>	<b>.47*</b>	.22	1.00						
POR	.03	<b>.59*</b>	<b>.41*</b>	<b>.43*</b>	.36	1.00					
EMO	.03	<b>.40**</b>	<b>.44*</b>	<b>.61*</b>	<b>.45*</b>	<b>.47*</b>	1.00				
GC	.04	<b>.40*</b>	<b>.47*</b>	.22	<b>.39*</b>	.36	<b>.45**</b>	1.00			
IPR	.03	<b>.38**</b>	<b>.41*</b>	<b>.43*</b>	.36	<b>.41*</b>	<b>.48**</b>	.36	1.00		
TOA	<b>.54**</b>	.03	.12	.18	.06	.07	.04	.06	<b>.47*</b>	1.00	
EMP	.03	.01	.10	.14	.02	.04	.02	.02	<b>.58**</b>	.04	1.00

(\* significant at 0.01 level)

(\*\* significant at 0.05 level)

ATG= Attitude towards Growth, ATR= Attitude towards Relationship between Administrator and Subordinates, ATC= Attitude towards contentment, CT= Contextual Attitude, COA= commitment of Administrators, POR= People Orientation, EMO= Emotion, GC= Group Cohesiveness, IPR= Inter personal Relationship, TOA= Temperament of Administrator, EMP= Empowerment.

The inter-correlation of various constructs in respect of the total sample was measured by the predictors' scales as indicated in Table 4.02. It was found that most of the behavioral constructs have high and positive relationship except the few which has poor relationship. These results provide ample evidence for the validity of the predictor scales. The inter co-relation among the predictor scales illustrates the degree to which scales are tapping their intended constructs. Examination of Table 4.02 provides evidence suggesting that each predictor scale is measuring the behavioral constructs which provide some evidence for the convergent validity of predictors scales. Again

these relationship among the predictors scales are as expected and also indicative of congruous relationship among the various constructs.

A critical evaluation of the above indicates that there is a positive correlation ( $r = 0.49$ ) of the construct viz: attitude towards relationship between Administrator and subordinates with that of commitment of the Administrator. Thus, if the administrator is able to maintain good relation with his subordinates, the managerial principle are made automatically applicable and the administrator is able to get the things done through their subordinates and as a result the commitment of the administrator is getting fulfilled. Similarly, commitment of Administrator also has a positive linkage ( $r = 0.47$ ) with the attitude of the officials functioning in bureaucratic organization towards contentment. Thus if the subordinates are well contended, the commitment of the administrator is getting fulfilled and as a result the decision making process becomes very much facilitated. There is also an overall linkage between the behavioral constructs viz: people orientation with that of the attitude towards relationship between administrator and subordinates, as well as attitude towards contentment of the officials besides their contextual attitude ( $r = 0.59$ ). Here people orientation becomes a boon in establishing relationship between the administrator and the subordinates and as a result both the administrator as well as subordinates understand each other, realize the limitations of either group and precipitate the mission statement of the organization in a

more lucrative and understandable manner. Moreover, all the three constructs like relationship between administrator and subordinates, attitude towards contentment of the officials, contextual attitude play a vital and significant role with people orientation (  $r = 0.59, 0.41, 0.42$  respectively). Here people orientation develops a sense of belongingness of the individuals with the organization and mutual trust is automatically developed between the administrator and the subordinates. Either groups feel free to interact in receiving their means and ends during the course of their day to day functioning or as such the contentment level arises considerably. Further, the behavioral constructs like emotion has positive bearing with the behavioral constructs like attitude towards relationship between administrator and subordinates, attitude towards contentment of the officials, contextual attitude as well as the commitment of the administrator ( $r = 0.40, 0.44, 0.61, 0.45, 0.47$  respectively). Therefore, the emotion factor has a tremendous influence over the functioning as well as output yielded by the officials functioning in the bureaucratic organization. The decision making process mainly gets shaped by the emotions as all the rules and practices are setting precedents and examples basing upon which decisions are modulated through interpretation. Therefore emotion of the administrator when is positive results in a good decision making and similarly when the emotion is negative, the decision making process often become non coherent. Here for making the emotion positive, the behavioral constructs like attitude towards relationship and mutual trust are often accepted as crucial factors. The behavioral constructs like

group cohesiveness has tremendous linkage with the attitude towards relationship between the administrator and subordinates, their contextual attitude as well as commitment of the administrator, besides the emotional factor of the officials ( $r = 0.40, 0.47, 0.39, 0.45$  respectively). The inter-personal relationship has tremendous linkage with the attitude towards relationship, towards contentment, contextual attitude, people orientation and emotion ( $r = 0.38, 0.41, 0.43, 0.41, 0.48$  respectively). The constructs like temperament of the administrator influences the inter-personal relationship and vice-versa. Inter-personal relationship influences the behavioral constructs of empowerment. The overall sample of 352 respondents therefore exhibited the prime behavioral constructs which are mainly :

- a) Attitude
- b) Emotion
- c) Empowerment
- d) Group Cohesiveness
- e) Inter personal relationship
- f) People Orientation

**Table 4.03 Inter-Correlation matrix of urban respondents****(N=234)**

	ATG	ATR	ATC	CT	COA	POR	EMO	GC	IPR	TOA	EMP
ATG	1.00										
ATR	.05	1.00									
ATC	.08	<b>.48**</b>	1.00								
CT	<b>.42*</b>	.27	.30	1.00							
COA	-0.03	.25	<b>.53*</b>	.22	1.00						
POR	.03	<b>.39*</b>	.31	.33	.31	1.00					
EMO	.03	<b>.40**</b>	.24	<b>.63*</b>	.25	<b>.47*</b>	1.00				
GC	-0.24	.20	.27	.22	<b>.39*</b>	.36	<b>.45*</b>	1.00			
IPR	.03	.23	<b>.41*</b>	<b>.43*</b>	.06	<b>.41*</b>	<b>.48*</b>	.36	1.00		
TOA	<b>.54**</b>	.03	.12	<b>.51*</b>	.06	.07	<b>.54*</b>	.06	.07	1.00	
EMP	<b>.63*</b>	.01	.10	<b>.54*</b>	.02	.04	.02	.02	<b>.58*</b>	.04	1.00

(\* significant at 0.01 level)

(\*\* significant at 0.05 level)

ATG= Attitude towards Growth, ATR= Attitude towards Relationship between Administrator and Subordinates, ATC= Attitude towards contentment, CT= Contextual Attitude, COA= commitment of Administrators, POR= People Orientation, EMO= Emotion, GC= Group Cohesiveness, IPR= Inter personal Relationship, TOA= Temperament of Administrator, EMP= Empowerment.

When such an inter-correlation is made taking into account the responses made by the urban sample (N = 234), it is seen that there a positive linkage between contextual attitude and attitude towards growth of the respondents ( $r = .48$ ). This implies; the officials hailing from urban areas expect fast career growth and the same runs concurrently with their contextual attitude. If their growth is materialized, they exhibit positive out put in both personal as well as official work spheres. Similarly, attitude towards relationship between administrator and subordinates leads to contentment among the officials of bureaucratic organization coming from urban area. This implies that officials of the bureaucratic organization coming from

urban areas vividly try to maintain relationship with their official superiors to achieve their goals besides putting efforts to fulfill the commitment of their administrator. Their emotion since is linked with the attitude towards relationship between administrators and subordinates as well as people orientation, they want to up keep and maintain relations with their official superiors. Their Group cohesiveness is also linked with the commitment of the administrator as well as their emotion and thus they extend relations beyond official spheres looking into the attitude of their superiors. The group of the sub-ordinate officials works in line with the commitment made by their administration which shapes their emotion. The inter-personal relationship factor in respect of the urban sample is linked with the attitude towards contentment, their contextual attitude, people orientation as well as emotions and as such their relation does not propagate automatically but only context wise. The behavioral construct viz: empowerment is closely associated with attitude towards growth as well as inter personal relationship of the officials of the bureaucratic organization hailing from urban area. In case of urban populations, the commitment of administrator is negatively related with the attitude towards growth of the officials as the administrators are keen for their own betterment than their fellow colleagues. Here the self centeredness plays a key role on the part of the administrator. Similarly, the group cohesiveness has a negative effect upon the attitude towards growth of the officials as the individual behave differently while they are single and when they are in a group. The group behavior always overrides the individual



behavior. This could be one of the reasons that there is a difference between the individual behavior and group behavior especially in the bureaucratic organization which affect the decision making process. Also there is no uniform behavior pattern of the same individual when he is alone and when he is in a group. One can find a construct variable between the emotion and attitude towards growth because of the fact that though individuals have urge for their individual growth, emotion some times act as a deterrent factor and because of temporary emotions, the attitude towards growth gets spoiled and de-linked from the career of the individual. Therefore, the urban sample of 234 respondents exhibited the prime behavioral constructs which are mainly:

- a) Attitude
- b) Emotion
- c) Empowerment
- d) Inter personal relationship

**Table 4.04 Inter-Correlation matrix of rural respondents****(N=118)**

	ATG	ATR	ATC	CT	COA	POR	EMO	GC	IPR	TOA	EMP
ATG	1.00										
ATR	<b>.58**</b>	1.00									
ATC	.08	<b>.47*</b>	1.00								
CT	-0.25	.27	<b>.43*</b>	1.00							
COA	-0.03	.29	.27	.22	1.00						
POR	<b>.43*</b>	.31	<b>.49*</b>	<b>.39*</b>	.36	1.00					
EMO	.03	<b>.46**</b>	<b>.54*</b>	.21	<b>.45*</b>	<b>.57*</b>	1.00				
GC	.04	<b>.49*</b>	.27	.22	.23	.36	<b>.45**</b>	1.00			
IPR	.03	<b>.38*</b>	<b>.51*</b>	<b>.41*</b>	.36	<b>.43*</b>	<b>.48**</b>	<b>.39*</b>	1.00		
TOA	<b>.49**</b>	.03	.12	.18	.06	<b>.61*</b>	.04	.06	.07	1.00	
EMP	.03	.01	.10	.14	.02	.04	.02	.02	<b>.58*</b>	.04	1.00

(\* significant at 0.01 level)

(\*\* significant at 0.05 level)

ATG= Attitude towards Growth, ATR= Attitude towards Relationship between Administrator and Subordinates, ATC= Attitude towards contentment, CT= Contextual Attitude, COA= commitment of Administrators, POR= People Orientation, EMO= Emotion, GC= Group Cohesiveness, IPR= Inter personal Relationship, TOA= Temperament of Administrator, EMP= Empowerment.

Inter-correlation of the behavioral constructs of the rural sample i.e officials of bureaucratic organization hailing from rural area indicate that there is a strong linkage between the attitude towards relationship between administrator and subordinates with that of attitude towards growth as well as contentment and as such the officials from rural areas move along with their bosses. Further, people orientation has a strong linkage with the attitude of the officials and thus officials from rural areas prefer to work in groups. This could be due to the reason that social linkage, group activity style prevailing in the rural areas which gives a final module to the individuals hailing from that area as they get tuned to the local

situations. The emotion, people orientation, commitment of administrator as well as their attitude shows positive linkage in case of the rural sample. The inter-personal relationship has tremendous effect upon the behavioral constructs whereas the temperament of administrator and sense of empowerment is considerably weak in case of rural sample. This implies that in bureaucratic organization, the officials from rural area do not come forward to own higher responsibilities voluntarily as that of urban mass. Moreover, attitude towards growth becomes negatively correlated with the contextual attitude and as such the respondents from rural area do not exhibit, attitude towards growth as a common and regular phenomenon. The commitment of administrator does not influence them and shape their attitude towards growth of the individual. There is low coefficient between inter-personal relations and attitude towards growth ( $r = .03$ ) and empowerment and attitude towards relationship between administrator and subordinates ( $r = .01$ ). This implies that the official from rural area does give much importance to inter-personal relationship ignoring that this could be a means for their growth. Similarly, there is weak coefficient between empowerment and emotion among the rural respondents. This implies that the rural respondents do not choose to shoulder higher responsibilities which could become a hidden agenda for most of the respondents coming from rural area and working in bureaucratic organization. The variables like group cohesiveness becomes a construct variable which is supposed to be high taking into account the behavioral dimension of people orientation ( $r = .43$ ) whereas the value of  $r$  in case of group

cohesiveness with reference to attitude towards growth is only 0.04. Therefore, the rural sample of 118 respondents exhibited the prime behavioural constructs which are:

- a) Attitude
- b) Commitment of administrator
- c) Emotion
- d) Inter-personal relationship
- e) People Orientation

When an inter-correlation assessment is made between the rural as well as urban Respondents there are few positive indicators like attitude, emotion, inter-personal relations which is common to both categories of respondents. This could be the reason that both the urban as well as rural respondents are concerned about the attitude towards growth, attitude towards relationship, attitude towards contentment, and contextual attitude. Similarly, emotions of the individual of either sector influence in their decision making process. The behavioral factor like inter-personal relationship is also a matter of pride for either group of respondents. The urban respondents while prefer to be empowered to take part in decision making process, their rural counterpart lack such character and do not exhibit much enthusiasm to shoulder higher responsibilities and be a part of decision making process individually. Moreover, the rural respondents exhibited enthusiasm towards people orientation, whereas the urban respondents did not. These could be due the reason that the rural respondents prefer to be together and to work in

groups. Their group behavior overrides their individual behavior and in group they work more efficiently than on individual basis. This character is also reflected in their decision making process. The urban respondents are not very much concerned about people orientation and could be due to the reason that every individual feels self sufficient while becoming the part of decision making process. Hence, when a bureaucrat at any level coming from an urban area is required to take a decision, makes a decision himself depending upon his own perception on the issue, his experience on the subject and so on without much consultation with others. Whereas if a bureaucrat at any level coming from rural area is required to take a decision, arrives at a conclusion after consulting with his group or with his superior, or his fellow beings, or his close associates. Similarly, while the urban respondents are not very much concerned about the commitment of their administrators, the rural respondents exhibited their concern about the commitment of their administrator. This implies that in order to stick to the commitment of the administrator and in the line of action the administrator prefers, the officials of the bureaucratic organizations coming from rural areas work in the above lines. However, the officials of the bureaucratic organization coming from the urban area do not follow such step and work independently in the way they prefer.

**Table 4.05 Inter-Correlation matrix of Male Respondents****(N=243)**

	ATG	ATR	ATC	CT	COA	POR	EMO	GC	IPR	TOA	EMP
ATG	1.00										
ATR	.25	1.00									
ATC	.09	<b>.39*</b>	1.00								
CT	<b>.45**</b>	.27	.30	1.00							
COA	.33	-0.39	<b>.47*</b>	.22	1.00						
POR	.03	.29	<b>.43*</b>	.33	.31	1.00					
EMO	.03	-0.29	<b>.54*</b>	.32	.24	.26	1.00				
GC	.04	.30	<b>.54*</b>	.22	<b>.42*</b>	.36	.25	1.00			
IPR	.03	.21	<b>.47*</b>	<b>.64*</b>	.36	.31	<b>.68**</b>	.36	1.00		
TOA	<b>.44**</b>	.03	.12	.18	.06	.07	<b>.64*</b>	.06	.27	1.00	
EMP	<b>.57*</b>	.01	.10	<b>.54*</b>	.02	.04	.32	.32	<b>.52*</b>	.04	1.00

(\* significant at 0.01 level)

(\*\* significant at 0.05 level)

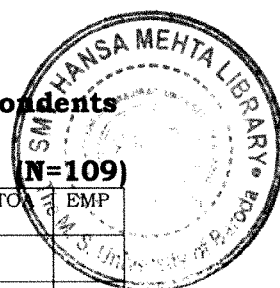
ATG= Attitude towards Growth, ATR= Attitude towards Relationship between Administrator and Subordinates, ATC= Attitude towards contentment, CT= Contextual Attitude, COA= commitment of Administrators, POR= People Orientation, EMO= Emotion, GC= Group Cohesiveness, IPR= Inter personal Relationship, TOA= Temperament of Administrator, EMP= Empowerment.

When an inter-correlation is drawn taking into account the responses made by the male samples (243 numbers), there is a strong linkage between attitude with that of the commitment of administrator, people orientation, emotion, group cohesiveness and inter-personal relationship. The temperament of administrator is having least impact upon the behavior of male officials of bureaucratic organization as every male official has his individual life style which does not get eclipsed by the official superior. However, the emotion and sense of empowerment has a tremendous influence upon the officials of masculine gender. The commitment of administrator and emotion is negatively related to the attitude towards relationship between administrator and subordinates which implies that male

officials functioning in bureaucratic organization least prefer the behavioral factor of relationship with administrator or with subordinates resulting in uneven approach to handle identical situation and all does not react alike. Similarly, emotion is having a least role to play as the male officials do not give much importance to the emotional factor while functioning in the bureaucratic organization. Moreover, there is a low coefficient of correlation between attitude towards growth, people orientation, emotion, group cohesiveness which implies that the male respondents are determined to work in line with the attitude towards relationship with their administrator, no matter what could be the position of their co-worker as well as their emotions. Empowerment is seen as a construct variable with reference to the commitment of administrator as though the male respondents are inclined to shoulder higher responsibilities, the commitment of administrator some times do not allow because of the fear of unknown. The administrator being the superiors some times feels that because of the empowerment of his subordinates, their position, power and prestige are at dilemma and therefore the coefficient between empowerment and commitment to the administrator becomes a construct variable ( $r = .02$ ). Therefore, the male sample of 243 respondents exhibited the prime behavioral constructs which are mainly:

- a) Attitude
- b) Commitment of administrator
- c) Empowerment
- d) People Orientation

**Table 4.06 Inter-Correlation matrix of Female Respondents**



	ATG	ATR	ATC	CT	COA	POR	EMO	GC	IPR	TOA	EMP
ATG	1.00										
ATR	.25	1.00									
ATC	<b>.49*</b>	<b>.52**</b>	1.00								
CT	<b>.55*</b>	.27	.30	1.00							
COA	-.23	<b>.49*</b>	.27	.22	1.00						
POR	.03	.29	<b>.51*</b>	<b>.41*</b>	.32	1.00					
EMO	<b>.63*</b>	.30	<b>.54*</b>	.21	.25	.17	1.00				
GC	.24	.24	.14	.22	<b>.39*</b>	.33	<b>.65**</b>	1.00			
IPR	.03	<b>.48*</b>	<b>.51*</b>	.33	.36	<b>.49*</b>	<b>.54**</b>	.36	1.00		
TOA	.34	.03	.12	.18	.06	.07	<b>.64**</b>	.06	.07	1.00	
EMP	.03	.01	.10	.14	.02	.04	.02	.02	.18	.04	1.00

(\* significant at 0.01 level)

(\*\* significant at 0.05 level)

ATG= Attitude towards Growth, ATR= Attitude towards Relationship between Administrator and Subordinates, ATC= Attitude towards contentment, CT= Contextual Attitude, COA= commitment of Administrators, POR= People Orientation, EMO= Emotion, GC= Group Cohesiveness, IPR= Inter personal Relationship, TOA= Temperament of Administrator, EMP= Empowerment.

When an inter-correlation of Female Respondents is drawn, it is seen that in case of female officials there is a strong relation between attitude, emotion and inter-personal relationship. However, commitment of administrator is negatively related towards attitude and empowerment which have a least role to play while being a part of bureaucratic organization as well as decision making process. This implies that the female officials functioning in bureaucratic organizations do not prefer to be empowered and also donot feel comfortable with additional and higher responsibilities. However, they prefer to possess attitudinal growth, emotion, inter-personal relationship as well as group cohesiveness. They exhibit and enroll



their emotion, prefer to work in identical attitudinal circles and in groups. There is a negative correlation between commitment of administrator and attitude towards growth ( $r = -.23$ ). This implies that the female respondents do not concerned with the commitment of administrator, whereas they want to pursue attitude towards growth since attitude towards growth has strong linkage with their attitude towards contentment, contextual attitude and emotion. This implies that the female respondents strive for their growth in their career. Their emotion, inter-personal relationship with fellow colleagues and temperament of administrator are strongly and positively correlated (as  $r = 0.65, 0.54$  and  $0.64$  respectively) whereas empowerment, commitment of administrator, emotion, attitude towards relationship between administrator and subordinates are having low coefficient of correlation ( $r = .02, .02$  and  $.01$  respectively). This implies that irrespective of the commitment made by the administrator, ignoring the relationship with administrator and without affecting the emotional factor, the female respondents do not show positive indication towards empowerment while working in bureaucratic organization. The female sample of 109 respondents exhibited the following prime behavioral constructs:

- a) Attitude
- b) Emotion
- c) Group Cohesiveness
- d) Inter personal relationship

Inter-correlation between male and female respondents too shows certain degree of high correlation between few behavioral dimensions like attitude towards Growth, Attitude towards Relationship between Administrator and Subordinates, Attitude towards contentment and Contextual Attitude. This implies that both the male and female officials working in bureaucratic organizations are concerned about attitude towards growth, attitude towards relationship between administrator and subordinates, attitude towards contentment as well as contextual attitude. These dimensions are common to the respondents of either gender working in bureaucratic organizations. Therefore, decision making process while resorted to by the respondents of either gender, these behavioral dimensions play a vital role. While the male officials are concerned about commitment towards administrator, empowerment and people orientation, the female respondents are concerned with emotion, group cohesiveness as well as emotions. This implies that the male officials for their self recognition work in the line of the commitment of the administrator and prefer to shoulder higher responsibilities if empowered and prefer to become a frontline leader. Same time the male officials exhibit the character of people orientation and thus are not very much self centered. Contrary to the same the female officials exhibit more concerned toward emotion, group cohesiveness and inter-personal relationship. Thus, while becoming a part of decision making process, the female officials working in bureaucratic organization exhibit their concern towards emotion and even get swayed with emotion at times. They prefer to work more in groups

and try to develop inter-personal relationship among their colleagues. Both the positive as well as the negative externalities are attributed to the group instead the individual who is heading and leading the group in the process of the decision making.

**Table 4.07 Means and Standard Deviations of Executive / Non Executives on Behavioral Dimension**

Level →		Executive		Supervisory		Operative Staff	
Variable ↓		DR	PROM	DR	PROM	DR	PROM
ATT	M	2.18	3.64	2.11	3.92	2.79	3.01
	SD	0.23	0.42	0.39	0.51	0.69	0.19
CMT	M	3.81	3.64	3.71	2.92	3.79	2.28
	SD	0.21	0.52	0.73	0.45	0.26	0.41
POR	M	2.48	3.24	3.11	2.88	3.19	2.91
	SD	0.33	0.28	0.33	0.65	0.38	0.29
EMO	M	2.68	3.69	2.71	3.89	2.87	3.65
	SD	0.27	0.41	0.23	0.55	0.29	0.36
GC	M	2.38	3.67	2.49	3.96	2.61	3.81
	SD	0.34	0.32	0.91	0.81	0.62	0.29
IPR	M	2.19	3.84	2.81	3.98	2.89	3.91
	SD	0.53	0.43	0.44	0.71	0.39	0.24
TMP	M	4.18	2.64	3.73	2.92	3.79	2.01
	SD	0.52	0.62	0.29	0.41	0.39	0.21
EMP	M	4.48	3.97	3.73	3.54	3.28	3.09
	SD	0.21	0.47	0.29	0.53	0.67	0.18
N		58	54	62	64	52	62

DR= Direct Recrutee, PROM = Promotee, ATT= Attitude, CMT= commitment of Administrators, POR= People Orientation, EMO= Emotion, GC= Group Cohesiveness, IPR= Inter personal Relationship, TMP= Temperament of Administrator, EMP= Empowerment

While Mean is considered is the average of the responses, the standard deviation is a statistic that indicates how tightly all the responses are clustered around the mean in a set of data. The standard deviation of the statistical population, a data set, or a probability distribution is the square root of its variance. Standard deviation is a widely used measure of the variability or dispersion. It shows how much variation there is from the "average" (mean). A low standard deviation indicates that the data points tend to be very close to the mean, whereas high standard deviation indicates that the data are spread out over a large range of values. Therefore the responses from each level need to be analyzed so as to arrive at a conclusion as to how the behavioral dimensions are affecting in decision making process on the part of Executive (top level bureaucrats), Supervisory (middle level bureaucrats), Operative Staff (front line staff).

A reference of the statistical analysis made in Table 4.07 reveals the behavioral constructs of all executives, supervisory and operative staff engaged in both Government Department as well as the public sector undertakings including both direct recruitees as well as promotees. The Standard Deviation were calculated to asses the homogeneity of the data. The direct recruitees are the officials who are inducted directly to various positions whereas the promotees are the individuals who are inducted to particular position but subsequently rise vertically in the organization.

On analysis, it is found that the attitude of the direct recruits are some how different from the promotees at all the three levels namely executives, supervisory and operative staff. These attitudinal difference is to some extent due to lack of sense of belongingness of the direct recruit officials to the organizations and at any point of time the direct recruits see for better opportunities outside and as a result there is turnover. However, in case of promotees, they develop better sense of belongingness with the organization and accordingly there is attitudinal change which helps in decision making process. The commitment of administrator induces more to the direct recruits than the promotees as promotees get tuned with the organization in due course. So far as the people orientation is concerned, the promotees own these sense while forming part of executive whereas the direct recruits in case of supervisory and operative staff show more people orientation tendency than the direct recruits as the team building spirit amongst operative staff are more and the supervisory staff need more co-operation from the group members. However, the promotees in these categories since get tuned to the organization and become habituated to the prevailing practices of the system by enrolling themselves, do not improve. The emotions of promotees are more than the direct recruits at all the three levels. The group cohesiveness as well as the inter-personal relationship of promotees is more than the direct recruits at all the three levels. This is due to the fact that the promoted officials are united more than the direct recruits. The temperament as well inclination towards empowerment are high in case of direct recruits than the promotees

as the direct recruits prefer to work independently than the supervisory and operative staff in bureaucratic organization. The above behavioral constructs accordingly shape the decision making process in the bureaucratic organization. Moreover the findings are significant and are significantly related to the assessment of the behavioral dimensions. Further, the attitude of direct recruits as well as promotees at all the three levels viz. Executive, Supervisory and Operative staff are different.

From the above an inference can be made that the direct recruits at all levels have different manifesto than that of the promotees. The promotees on the other hand are getting accustomed with the situation, with the personnel, with the organizational goal and accordingly tune their behavioral dimensions. The direct recruits on the other hand are firm believers of the theory, own perceptions, prevailing practices in the leading organization and therefore there is an attitudinal difference between the direct recruits vis-à-vis the promotees.

The commitment of administrator is some how similar both for the direct recruits as well as the promotees under Executive category. However, the behavioral factor viz., commitment of the administrator is some how similar in case of both the direct recruits under supervisory and operative grade but or dissimilar in case of the promotees. This implies that the commitment of administrator equally affects the direct recruits as well as promotees in the

executive grade and both the group work in line with the commitment of the administrator for achieving their career growth and prospects. Similarly the direct recruitees of supervisory as well as operative staff work in line with the commitment of administrator for achieving their career growth and prospects too. The promotees under supervisory category and operative staff do not carry a way with the commitment made by the administrator and they became seasonal in working in their own style irrespective of the fact that the commitment of administrator no way can influence their working style and behavioral paradigm.

The behavioral factor viz. people orientation is similar between the direct recruitees and promotees under operative category. This category being the frontline staff and are thus more concerned with the cause of the people and they consider that stakeholders benefit are the prime cause they are striving for.

The inter-personal relationship factor of behavioral dimension is found to be different between the direct recruitees and promotees in case of executives as the promotees while are interested for their class benefit, the direct recruitees exhibit for their self benefit, no matter whether other members are gaining or otherwise. Here self centeredness is a prime cause for deciding the behavioral paradigm.

Similarly, the behavioral factor of temperament of administrator are considered differently both by the direct recruitees and promotees under Executive, Supervisory and Operative category staff. Each

group respond differently towards the commitment of their administrator and no common pattern could be noticed.

The behavioral factor of empowerment is noticed in a similar way between the direct recruits as well as the promotees under executive category and also between the direct recruits and promotees under operative category. This implies both the groups viz. direct recruits and promotees under Executive category as well as operative are ready to shoulder higher and independent responsibilities if delegated to them. Whereas the supervisory staff either under direct category or promotees is not interested to shoulder higher responsibilities.

This strengthens the findings of Berelson (1997) that human beings often form their own working relationship both for their business as well as personal relationship which too is applicable to bureaucratic organizations.

To differentiate in terms of decision making process as well as to understand the distribution and behavioral factor of the bureaucrats who are directly recruited following a definite recruitment process, an analysis was made. The mean and standard deviation of behavioral dimension in respect of them were calculated basing upon the responses collected through the questionnaire using a lickert type scale of values 1 to 5 and is presented below:



**Table 4.08 Behavioral Complexity Scores Officials of Government Departments (Direct Recruitses)**

(N = 90)		
<b>Variables or Factors</b>	<b>Mean</b>	<b>SD</b>
Attitude	3.19	0.73
Commitment of Administrator	2.26	0.92
People Orientation	2.47	0.84
Emotion	4.00	0.75
Group Cohesiveness	3.20	0.59
Inter Personal Relation	2.89	0.82
Temperament of Administrator	3.91	0.13
Empowerment	4.41	0.41

Table 4.08 indicates the behavioral constructs of the officials of Government Departments who are the direct recruits. On perusal of standard deviation, those are being of very less magnitude, the sample was found to be more homogenous. The mean value indicated above indicates that the direct recruits are having better attitude, high degree of emotion, more keen towards empowerment, recognize the temperament of administrator to a higher degree, exhibit team building tendency thereby reflect the group cohesiveness. However, their commitment towards administrator, feeling of people orientation, inter-personal relationship is not to the same degree as that of other behavioral constructs. This indicates that the direct recruits are more concerned about their betterment than that of the organizational development and development of fellow beings for whose cause they are working for. Their citizen centric attitude is not very active unless those are associated with their individual betterment and growth prospectus. Here it can be inferred that the direct Recruitess possesses good attitude, rich in emotion, recognize the temperament of the administrator and preferred to be empowered because of the

fact that the mean value of these components are higher. Similarly depending upon the mean value of other factors viz. commitment of administrator, people orientation, inter-personal relationship, the direct recruitees though exhibit these tendencies but comparatively lower than the above factor which can be inferred by lower score of the mean value. Though this strengthens view of Adler (2001) to some extent that building their modes of operation around people and organic social formations, emerge as fine soils for growing trust-based cultures, the direct recruitees exhibit different behavioral dimensions than the promotees in the same organizational culture in India under a democratic setup where the both the direct recruitees as well as promotees are placed resulting varied differences in both the process as well as out come of the decision making process and constitutional guarantees accrue to them while under employment. The Indian culture also plays a role in shaping the behavioral dimension of the individual.

To differentiate in terms of decision making process as well as to understand the distribution and behavioral factor of the bureaucrats who are promoted based upon their years of experience, an analysis was made. The mean and standard deviation of behavioral dimension in respect of them were calculated basing upon the responses collected through the questionnaire using a lickert type scale of values 1 to 5 and is presented below:

**Table 4.09 Behavioral Complexity Scores of Officials of Government Departments (Promotees)**

<b>(N=100)</b>		
<b>Variables or Factors</b>	<b>Mean</b>	<b>SD</b>
Attitude	4.11	0.26
Commitment of Administrator	3.10	0.22
People Orientation	3.88	0.18
Emotion	3.14	0.28
Group Cohesiveness	3.50	0.23
Inter Personal Relation	3.30	0.11
Temperament of Administrator	2.46	0.73
Empowerment	3.14	0.49

The behavioral constructs of promotees as indicated in Table 4.09 indicates working in the Government Department who possess high degree of attitude (4.11), high degree of commitment towards administrator and high degree of people orientation. On perusal of standard deviation, those are being of very less magnitude, the sample was found to be more homogenous. The mean value indicated above indicates that the attitude of the promotees are pivotal point basing upon which the decisions are made by the promotees while being a part of the bureaucratic organizations. Their degree of people orientation is of importance but is less than their attitudinal factor which gives the ways and means to the other behavioral factors. Their degree of emotion, sense for team building and inter-personal relationship are also high. However, they do not consider the temperament of the administrator. These could be due to the reason that the promotees get tuned to the organizational climate and develop resistance for outside deviations/ changes if any. Whenever, the

administrator changes, immediately they cannot influence the promotees. However, the sense of empowerment may not influence much to the promotees as they don't wish to own higher degree of responsibilities and exhibit mediocrity tendency in furtherance of their own need and requirement. Accordingly, these constructs affects the decision making process by the promotees. This strengthens the findings in the previous para that the direct recruitees exhibit different behavioral dimensions than the promotees in the same organizational culture where the both the direct recruitees as well as promotees are placed resulting varied differences in both the process as well as outcome of the decision making process.

To differentiate in terms of decision making process as well as to understand the distribution and behavioral factor of the bureaucrats who are working in public sector undertaking and who are directly recruited following a definite recruitment process, an analysis was made. The mean and standard deviation of behavioral dimension in respect of them were calculated basing upon the responses collected through the questionnaire using a lickert type scale of values 1 to 5 and is presented below:

**Table 4.10 Behavioral Complexity Scores Officials of Public Sector Undertakings (Direct Recruits)**

**(N= 82)**

<b>Variables or Factors</b>	<b>Mean</b>	<b>SD</b>
Attitude	4.26	0.39
Commitment of Administrator	2.12	0.38
People Orientation	2.35	0.29
Emotion	4.48	0.22
Group Cohesiveness	2.48	0.24
Inter Personal Relation	2.40	0.25
Temperament of Administrator	2.35	0.72
Empowerment	4.01	0.76

An exhibit of behavioral parameter of the officials who are the direct recruits engaged in public sector undertaking is indicated in Table 4.10. On perusal of standard deviation, those are being of very less magnitude, the sample was found to be more homogenous. The mean value indicated above indicates that the officials of public sector undertaking (direct recruits) exhibits high degree of attitude, emotion and feeling of empowerment. However, their commitment towards administrator, people orientation, group cohesiveness, inter-personal relationship, temperament of administrator is not as effective as that of attitude, emotion and empowerment. These could be due to the fact that the direct recruits in public sector undertaking are not very much concerned with the administrator. They are more concerned about their growth than the societal development thereby resulting in less degree of people orientation. Mostly, they don't believe in team building and all the direct recruits aim towards individual betterment. They do not recognize the human side of

enterprise and do not bother much for the temperament of the administrator. This result in in-effective service delivery by the direct recruit officials engaged in public sector undertaking. This finding contradicts the findings of Child et. al. (2001) that post bureaucratic organizations are better networked than hierarchial organizations as being part of bureaucratic organization, Public Sector Undertakings are again centers around various subgroups and lack effective networking. This often results in ineffective and slow decision making process unlike Government Departments and results in ineffective service delivery.

To differentiate in terms of decision making process as well as to understand the distribution and behavioral factor of the bureaucrats working in public sector undertaking who are promoted based upon their years of experience, an analysis was made. The mean and standard deviation of behavioral dimension in respect of them were calculated basing upon the responses collected through the questionnaire using a lickert type scale of values 1 to 5 and is presented below:

**Table 4.11 Behavioral Complexity Scores Officials of Public Sector Undertakings (Promotees)**

<b>(N=80)</b>		
<b>Variables or Factors</b>	<b>Mean</b>	<b>SD</b>
Attitude	2.68	0.49
Commitment of Administrator	3.36	0.53
People Orientation	3.63	0.49
Emotion	3.86	0.71
Group Cohesiveness	3.64	0.62
Inter Personal Relation	3.85	0.41
Temperament of Administrator	3.65	0.18
Empowerment	2.29	0.39

Table 4.11 is indicative of the behavioral constructs of the officials of public sector undertakings who are promoted from various posts. On perusal of standard deviation, those are being of very less magnitude, the sample was found to be more homogenous. The mean value indicated above indicates that the officials of public sector undertaking who are promoted from various posts exhibit lesser degree of attitude and sense of empowerment. They are not inclined for owning higher degree of responsibility individually. They are more interested to get controlled than controlling their subordinates. They work in line with guiding principle adopted by their superiors. As a result their dependency upon their administrator is comparatively more than that of the direct recruitees. They believe in team building and as a result show high degree of people orientation as well as group cohesiveness and inter-personal relationship. Their reorganization as administrator is also comparatively more. Though they do have emotion but is not a key factor in regulating other behavioral constructs. Accordingly, the decision taken by the promotees are not as bold and strategic as that of the direct recruitees. However, this contradicts the findings of Ebenstein (1996) to some extent that informal relation strengthens organizational development as though the promotees maintain quite healthy informal relations as reflected above, still the same does not help in organizational development and the findings of Ebenstein (1996), becomes contextual.

It is interesting to note that the mean score of promotees and direct recruitees have different trend, even though the behavioral dimensions are similar. This could be the reason that the direct recruitees are having different vision, perception and different line of thinking and they adopt different ways and means to accomplish their goal which includes their career advancement, individual growth, irrespective of the fact that whether they are working in Government sector or in public sector undertaking. The behavioral dimensions help them in making decisions and arriving at a conclusion.

The promotees working in Government departments as well as public sector undertaking show a different pattern which could be due to the reason of their long years of experience in their respective organizations which makes them seasoned to act in a particular style.

A comparative analysis of the behavioral dimensions among direct recruitees and promotees reveals that in case of direct recruitees the behavioral factors like attitude, emotion, and empowerment are of highest score because of the mean values arrived at. Similarly, in case of the direct recruitees, the other factors like temperament of administrator, group cohesiveness are above average in case of the direct recruitees working in Government departments. The mean values of other factors viz. inter personal relationship, commitment of administrator are lower which is common in both Government departments and public sector undertakings. Therefore, there is a similarity in the behavior pattern among the direct



recruitees working either in Government department or public sector undertaking.

In case of the promotees working in Government departments, the mean score of their attitude are highest because of their long association in the department and at the same time they exhibit people orientation, group cohesiveness, inter personal relationship and empowerment to an extent which is above average. This is because of the induction effect from the direct recruitees as there is a competition for career growth between the direct recruitees and promotees in the Government department. The temperament of the administrator and emotional value in decision making process is below average and these factors do not influence much to the promotees while working in Government department. Whereas in case of promotees working in public sector undertaking, the emotion, the inter-personal relationship, temperament of administrator, people orientation and group cohesiveness are considered to be vital factors because of the fact that the Government policies change day by day depending upon the socio-economic-political situation of the country and these could be creating a sense of unsafe and destabilization of organization in toto and working mass irrespective of the level as they want to be united as well as people centric. They prefer to work in groups and as a result they choose not to be empowered much for the cause of the organization.

**Table 4.12 Differences in behavioral constructs between the Officials of Government Department and Public Sector Undertakings**

<b>Variables</b>	<b>Mean Difference</b>	<b>Standard Error Difference</b>	<b>t</b>	<b>df</b>	<b>p</b>
Attitude	0.164	0.10	1.51	174	0.13
Commitment of Administrator	0.280	0.12	2.16	174	0.03
People Orientation	0.413	0.13	3.05	174	<b>0.01</b>
Emotion	0.173	0.10	1.57	174	0.11
Group Cohesiveness	0.258	0.09	2.78	174	<b>0.01</b>
Inter Personal Relation	0.115	0.09	1.20	174	0.23
Temperament of Administrator	0.181	0.08	2.22	174	0.03
Empowerment	0.342	0.12	2.77	174	<b>0.01</b>

(p value - Bold figures are significant at 0.05 level and other Figures are significant at 0.01 level )

A comparative assessment of the behavioral constructs between the officials of Government Department and Public Sector Undertakings is indicated in Table 4.12. The attitude of the officials of Government Department is rated higher than that of public sector undertakings. Similarly, the commitment of administrators effectuates more to the Government departments than the Public Sector Undertakings. The people orientation of the officials of Government Department is more than that of the Public Sector Undertakings. The sense of group cohesiveness, the emotions inter-personal relations, temperament of administrator in Government Department is comparatively more than that of the Public Sector Undertakings. As a result while making decision; the officials of the

Government Department are keen to make pro people decisions effectively than that of the officials of the Public Sector Undertakings. While making decisions, when the officials of the Government Departments make pro people decisions, the officials of the Public Sector Undertakings take decision which is conducive for their betterment as well as the individual growth that result in turnover of the officials in Public Sector Undertakings than that of the Government Departments.

The above analysis are supported because of the “t” value which make multiple dyadic comparison between the Government Departments and Public Sector Undertakings, their degree of freedom indicated in terms of “df” and probabilistic value indicated in terms of “p” and in this case, the results are very much significant. Moreover the study infers that the behavioral constructs viz. People orientation, Group Cohesiveness and empowerment are significant at 0.01 level where as the behavioral constructs viz. Temperament of Administrator, commitment of administrator, attitude, emotion and interpersonal relationship are significant at 0.05 level. This explains the significance level is the true difference and not by chance. This indicates that the Government officials function differently from the officials of public sector undertakings on emotional aspects of decision making. This could be due to the reason that in Government departments, the powers are delegated to the officials working at different levels. Though they are subject to public scrutiny and performance audit, the same are not done in true spirit. As a result

the officials in the Government department functions in a more facilitating way than the officials in the public sector undertaking whose actions are subjected to quick scrutiny in form of the audit report, performance appraisal system etc. However, this findings to some extent contradicts the findings of Adorno et.al. (1972) that Bureaucracy is a mechanism of Oppression in view of the degree of commitment, group cohesiveness, people orientation and interpersonal relationship of the officials of the bureaucratic organization. This could be due to the reason that the citizen centricity of the bureaucratic organizations in the present era of Liberalization, privatization and globalization has brought a paradigm shift in the system management.

**Table 4.13 Attitudinal Differences in behavioral constructs between the officials hailing from Urban and Rural areas**

<b>Variables</b>	<b>Mean Difference</b>	<b>Standard Error Difference</b>	<b>t</b>	<b>df</b>	<b>p</b>
Attitude	0.184	0.19	1.53	154	0.16
Commitment of Administrator	0.260	0.17	2.82	154	0.23
People Orientation	0.323	0.15	3.04	154	0.01
Emotion	0.153	0.19	1.49	154	0.01
Group Cohesiveness	0.358	0.03	2.83	154	0.01
Inter Personal Relation	0.145	0.06	1.67	154	<b>0.02</b>
Temperament of Administrator	0.161	0.01	2.21	154	<b>0.03</b>
Empowerment	0.242	0.13	2.74	154	0.01

(p value - Bold figures are significant at 0.05 level and other Figures are significant at 0.01 level )

Table 4.13 is an indicative of the behavioral constructs comparison between the officials basing upon their place of origin i.e. urban base as well as rural base. The mean value of overall behavioral constructs of the officials hailing from urban area is more in comparison to the officials belong to rural areas. These could be due to the reason that the officials coming from urban areas are having good exposure to various civic societies and accordingly there is a perceptual change among them selves. The people hailing from urban areas tend to update their knowledge in relevant fields, suiting to the requirement of organization wherever they are engaged and accordingly shape their behavioral constructs. There are hardly any difficulties encountered by them in amending their behavioral dimensions. They go by the commitment made by the administrators to a higher degree and getting adjusted with the administrators. Their team building capacity being better, they are keen to take charge of the section/ department/ organization independently. However, in case of inter-personal relations, the officials coming from rural areas show a better modesty than the officials hailing from urban areas. This could be due to the reason that persons coming from Urban areas exhibit better inter-personal bonding than the urban people. The traditional family bonding system of rural area has got much influence over such factor. The above analysis are supported because of the "t" value which make multiple dyadic comparison between the Government Departments and Public Sector Undertakings. This finding strengthens the findings of Bandura (1982) that goal setting draws from self reactiveness of human to some extent but the degree

of inter personal relationship shapes the behavioral dimension of groups depending upon the place of their origin which results in intra group congruity there by creating a differential group value and group performance. The study infers that the behavioral constructs viz. People orientation, Group Cohesiveness and empowerment are significant at 0.01 level where as the behavioral constructs viz. Emotion, Inter Personal Relation and Temperament of Administrator is significant at 0.05 level. Moreover, this finding strengthens the findings of Berelson (1997) that human beings often form their own working relationship both for personal and business relationship.

**Table 4.14 Attitudinal Differences in behavioral constructs between Male and Female officials**

<b>Variables</b>	<b>Mean Difference</b>	<b>Standard Error Difference</b>	<b>t</b>	<b>df</b>	<b>p</b>
Attitude	0.64	0.13	2.31	134	0.13
Commitment of Administrator	0.80	0.18	2.35	134	<b>0.03</b>
People Orientation	0.13	0.11	3.06	134	0.01
Emotion	0.73	0.39	1.57	134	0.01
Group Cohesiveness	0.58	0.43	2.98	134	<b>0.03</b>
Inter Personal Relation	0.15	0.26	1.28	134	<b>0.08</b>
Temperament of Administrator	0.81	0.61	1.20	134	0.22
Empowerment	0.42	0.33	2.78	134	<b>0.06</b>

(p value - Bold figures are significant at 0.05 level and other Figures are significant at 0.01 level )

Table 4.14 is an assessment of the behavioral constructs between male and female officials engaged in bureaucratic

organizations. The female officials possess better attitude, more congenial feelings towards commitment of the administrator, greater degree of people orientation and higher degree of emotions than their male counterparts. Similarly, they respect the temperament of administrator to a greater degree than their male counterpart. However, the degree of inter-personal relationship and inclination towards empowerment is less in comparison to their male counterparts. These indicate that in developing inter-personal relationship as well as for owning higher responsibility though they tend positively but the same is less in comparison to their male counterparts. Though the female possess tendency for better group cohesiveness, still they lack capacity for developing inter-personal relations in same footing with their male counterparts. The above analysis are supported because of the "t" value which make multiple dyadic comparison between the Government Departments and Public Sector Undertakings, their degree of freedom indicated in terms of "df" and probabilistic value indicated in terms of "p". This to some extent strengthens the findings of Bass, 1985 that Organizational behavior are valid in certain situations. However since the Organizational behavior also depends upon the group dynamics which also play a vital role, its role can not be ignored so far as bureaucratic organization is concerned. The study infers that the behavioral constructs viz. People orientation and Emotion are significant at 0.01 level where as the behavioral constructs viz., empowerment, commitment of Administrator, Group Cohesiveness, and Inter Personal Relation and is significant at 0.05 level. Moreover, the

findings of Deshons (2004) that personality dimension variables produce low correlation and study of both personal and behavioral dimension could be a solution holds good as strengthened from this study.

**Table 4.15 Attitudinal Differences in behavioral constructs between Direct Recruits and Promotee officials of bureaucratic organization**

<b>Variables</b>	<b>Mean Difference</b>	<b>Standard Error Difference</b>	<b>t</b>	<b>df</b>	<b>p</b>
Attitude	0.84	0.14	2.11	104	0.13
Commitment of Administrator	0.70	0.17	2.05	104	0.03
People Orientation	0.33	0.14	2.06	104	0.01
Emotion	0.17	0.16	1.37	104	<b>0.03</b>
Group Cohesiveness	0.68	0.05	2.28	104	0.01
Inter Personal Relation	0.45	0.07	1.18	104	<b>0.03</b>
Temperament of Administrator	0.21	0.08	1.40	104	<b>0.07</b>
Empowerment	0.52	0.17	2.88	104	0.01

(p value - Bold figures are significant at 0.05 level and other Figures are significant at 0.01 level )

Table 4.15 is a comparative analysis of the behavioral constructs between the direct recruits and the promotees. The direct recruits exhibit higher degree of attitude and respect the commitment of administrator more effectively than the promotees. Similarly, the emotion, sense of empowerment of direct recruits is more than that of the promotees. This indicates that the direct recruits tend to handle the official matter including the effective



decision making in a more autocratic manner suiting to the requirement of their official superiors and also very much concerned about their individual growth. In case of promotees they respect citizen centricity more than the direct recruitees. They consider the people and citizen as partner and stake holder of the organization where they are engaged. They try to grow along with their other counterparts. As a result, the direct recruitees tend to change the organization till they settle down and enjoy a lucrative position to fulfill their attitude, emotion and sense of empowerment. In other words the promotees try to stick to the organization and feel comfortable when their fellow being and group are recognized for their good deeds. Though they prefer to work in groups, individually they apprehend that they are not as competent as the direct recruitees. The above analysis are supported because of the "t" value which make multiple dyadic comparison between the Government Departments and Public Sector Undertakings, their degree of freedom indicated in terms of "df" and probabilistic value indicated in terms of "p" . The study further infers that the behavioral constructs viz. People orientation, empowerment and Group Cohesiveness are significant at 0.01 level where as the behavioral constructs viz. Emotion, Inter Personal Relation and Temperament of Administrator are significant at 0.05 level These factors accordingly shape the decision making process in the bureaucratic organization.

More over the above findings strengthen the following findings:

1. Empowerment brings growth of work environment (Kanter,

1993) is equally applicable to bureaucratic organization.

2. Empowerment provides autonomy (McCurdy, 1992) also holds good for bureaucratic organization which too was verified from all the respondents.
3. Involvement exists when people are empowered (Lawler, 2005) also is applicable to bureaucratic organization.
4. High emotional connections lead to extremely satisfied group dynamics (Flemings, 2005) too is equally holding good for bureaucratic organization.
5. Moreover, one paramount factor as pioneered by Koehler (1997) that decision do not determine organizational work but how it functions if to be allocated to an influenced in bureaucratic organization very much holds good for bureaucratic organization as it is a very complex institution comprising of diversified individuals originating from different place, having varied educational and experience strata, different mode of selection and postings etc. which results in different decision making styles and outcomes.

#### **4.2 Hypothesis Testing**

Under this caption, the hypotheses postulated for the purpose of this study are tested at seriatim. For the purpose besides regression analysis, the Durbin–Watson statistic which is a test statistic used to detect the presence of autocorrelation in the residuals from a regression analysis is used through e-views software.

Regression analyzes the relationship between dependent and independent variables. The term "regression", like many statistical terms, is used in statistics quite differently than it is used in other contexts. The method was first used to examine the relationship between dependent and independent variables when both two are related. The term "regression" is now used for many sorts of curve fitting. In general, the goal of linear regression is to find the line that best predicts Y from X. Linear regression does this by finding the line that minimizes the sum of the squares of the vertical distances of the points from the line. The linear regression does not test whether the data are linear (except via the runs test). It assumes that data are linear, and finds the slope and intercept that make a straight line best fit the data compiled and subjected to regression. This amplifies the coefficient of variation which is a simple measure of variability. Coefficient of variation is the ratio of standard deviation and arithmetic mean. Further  $R^2$  is a statistic that will give some information about the goodness or fitness of a model. In regression, the  $R^2$  coefficient of determination is a statistical measure of how well the regression line approximates the real data points as  $R^2$  of 1.0 indicates that the regression line perfectly fits the data. Values of  $R^2$  outside the range 0 to 1 can occur where it is used to measure the agreement between observed and modelled values and where the "modelled" values are not obtained by linear regression and depending on which formulation of  $R^2$  is used. In many (but not all) instances where  $R^2$  is used, the predictors are calculated by ordinary least-

squares regression and this method is adopted by for the purpose of this study.

Since regression can be done more scientifically by using a software, this has added advantage over and above the simple calculation of the ratio of standard deviation and arithmetic mean and thus this method is used for obtaining more accurate results for the purpose of this study.

**Hypothesis. 1- Behavioral pattern of officials hailing from urban area are much more conducive while functioning in bureaucratic organization than that of the officials hailing from Rural areas:**

(Here y is the dependent variable “place of origin” and x is considered as the series of independent variables viz: attitude, people orientation, emotion, and interpersonal relationship)

**Table 4.16 Statistical analysis of Hy.1**

Dependent Variable: SERIES01 (Place of origin of respondents) Sample: 352				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
Place of origin (y)	0.052	0.070	0.74	0.46
Attitude (x1)	0.005	0.046	0.11	0.91
People orientation(x2)	0.028	0.068	0.42	0.68
Emotion(x3)	0.088	0.098	0.90	0.37
Interpersonal relationship(x4)	0.125	0.081	1.53	0.33
R-squared	-0.042176	Durbin-Watson stat		1.863457
Adjusted R-squared	0.134814	S.E. of regression		0.191484

Here the hypothesis is the correlation between the place of origin of the officials of the bureaucratic organization with that of their conducive behavior and adaptability to the organization and thus officials coming from urban area exhibit more conducive behavior than the officials from rural area. From the results indicated above including the t – stat value, it is established that all the factors are significant and the probability factor is good enough to prove the significance and degree of freedom level. The adjusted  $R^2$  value 0.1348 which is 13.48% and indicate that the coefficient is good enough to establish a relationship between the place of origin of the officials of the bureaucratic organization with that of their behavior style and thus it strengthens the significance level. Similarly, S.E of regression is positive predictor which implies no multi collinear problem and the same is strengthened by Durbin Watson stat value which is minimum, the table 4.16 shows a pattern and hence the correlation between the place of origin of the officials of the bureaucratic organization with that of the conducive behavior is positively related.

The officials hailing from urban area are exposed to varied situations starting from their childhood, schooling as well as in the field of their employment. Because of their conversion with the prevailing practice including the

changed scenario of the surroundings, question of their adjustment to the prevailing situations often are not becoming cumbersome and they do not find at all difficult to adjust with the situation. This type of situational adjustment gives a flavor to their behavioral dimensions including the factors under study. This sort of mutual adjustment with the surrounding including the surroundings at the place of employment becomes part of their day to day happenings and without any difficulties, the bureaucratic officials hailing from urban areas get themselves enrolled with the surroundings under even a changed scenario. The situational maladjustment though craps at sometimes, often becomes a temporary phenomenon. The officials change their behavioral dynamics to suit with the environment as well as the working situation and as a result the behavioral factors gets settled with the surroundings.

So far as the case of the officials coming from rural area are contrary to that of the officials hailing from urban area. The officials hailing from rural area including the most remote rural areas are not exposed to the changed scenarios very on and off. They mostly adopt the traditional system from their childhood and get tuned to the traditional system and any variances of the system bring difficulties of adjustment for the officials. This

system shapes the behavioral factors and dynamics of the individuals. During the course of their employment and being a part of decision making process, mostly they rely upon traditional system rather than succumbing to the urge of the changed scenario. Their lifestyle also get tuned with the traditional system and as a result, the same affects the behavioral system including the decision making process.

Accordingly, in the case of a senior bureaucrat originating from urban area his decision making style becomes somehow different than that of the official hailing from rural area.

**Hypothesis. 2- Male officials of bureaucratic organization are more adaptable to the system than the female ones:**

(Here y is the dependent variable the gender, x the independent variables viz: attitude, people orientation, emotion, interpersonal relationship.

**Table 4.17 Statistical analysis of Hy.2**

Dependent Variable: SERIES01 Gender (Male/ Female)				
Sample: 352				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
Gender (y)	0.065	0.054	1.19	0.24
Attitude (x1)	-0.043	0.032	-1.35	0.18
People orientation(x2),	-0.018	0.047	-0.38	0.70
Emotion(x3),	-0.006	0.031	-0.19	0.84
Interpersonal relationship(x4)	0.292	0.090	3.24	0.42
R-squared	0.076825	S.E. of regression		0.180220
Adjusted R-squared	-0.005235	Durbin-Watson stat		2.074752

Here the hypothesis is the correlation between the gender of the officials of the bureaucratic organization with that of their adaptability to the system while becoming a part of in decision making process and thus the adaptability of male officials of the bureaucratic organization are more than that of the female officials of the bureaucratic organization. From the result indicated above, the t – stat value of all the factors is insignificant and the probability factor is not good enough to prove the significance and degree of freedom level. The adjusted  $R^2$  value -0.005235 which is 00.52% and thus it does not strengthen the significance level though the SE of regression is positive predictor which implies no multi collinear problem. This indicates that the coefficient is not good enough to establish a relationship between the genders of the officials of the bureaucratic organization with that of their adaptability to the system including becoming part of the decision making process and thus it does not strengthen the significance level. More over, the table values (table 4.17) do not show any pattern for establishing a reasonably good coefficient of variance level. Hence no correlation exists between gender and their adaptability in decision making process.

The above result indicates that not only the male officials of the bureaucratic organizations are more



adaptable to the system, but also the female officials of the bureaucratic organizations are also adoptable to the functioning of the bureaucratic system. The gender itself is not the criteria of deciding the adaptability of the individuals to the bureaucratic system. When we think of gender system, the present era of liberalization, privatization as well as globalization has shrunk the gap between the gender based human economy and the females have equally risen in tune with the demand of the bureaucratic organizations. The output given by the female officials are no way less in comparison to that of the male officials. The decision making style and the outcome of the decision making process by the female officials are on the same foundation and footing of that of the male officials of the bureaucratic organizations. The day to day activities of the bureaucratic organization recognize the contribution made by the female officials.

The male officials in no way considered superior than that of their female counterparts so far as the functioning of the bureaucratic organization concerned. The decision making style and the outcome of the decision of the male officials are no way superior to that of their female counterparts. The contribution made by the male officials equally is no way superior to that of their female counterparts in the present system of governance.

Hence, the service delivery both by male as well as female officials of bureaucratic organizations is treated equally. An analysis of the happenings establishes the roots of this comparison rest with the behavioral factors of both male and female officials engaged in bureaucratic organizations. The behavioral factors get the shape from their experience from childhood, the societal factors as well as the governance system which equally affect both the male as well as the female officials equally. As a result, the officials of both the gender get equally adaptable to the system and neither group claims superiority in decision making process.

A critical evaluation of the above indicates that in the present era of functioning of bureaucratic system, the female officials contribute equally like that of male counterparts and are equally adaptable to the prevailing situations as well as the changes scenario in the functioning of the bureaucratic organization.

**Hypothesis. 3 - Officials of Governmental bureaucratic organization are much loyal to society than the public sector undertaking (Public Sector Undertaking) officials.**

(Here y is the dependent variable Place of posting, x is considered as the series of independent variable viz: attitude, people orientation, emotion, interpersonal relationship).

**Table 4.18 Statistical analysis of Hy.3**

Dependent Variable: SERIES01 (Place of posting Government Department/ Public sector Undertaking) Sample: 352				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
Place of posting (y)	0.811	0.951	0.83	0.41
attitude (x1),	0.821	0.522	2.27	0.78
people orientation(x2),	0.401	0.801	4.35	0.35
emotion(x3),	0.333	1.144	2.93	0.65
Interpersonal relationship(x4)	4.324	1.011	3.30	0.71
Adjusted R-squared	0.13414	Sum squared resid		3.38E-29
R-square	0.07682	Durbin-Watson stat		2.439416
S.E. of regression	1.2715			

Here the hypothesis is the correlation between the place of posting of the officials of the bureaucratic organizations with that of their loyalty to the society and thus the loyalty of the officials of the Government Departments are more than that of the officials of the Public Sector Undertakings.

From the result indicated above, the t – stat value of all the factors are significant and the probability factor is good enough to prove the significance and degree of freedom level. The adjusted  $R^2$  value 0.1341 which is 13.41% which indicates that the coefficient is good enough to establish a relationship between the place of posting of the officials of the bureaucratic organization with that of their behavior style making them loyal to the society and thus it strengthens the significance level and

the degree of freedom. Similarly, S.E of regression is positive predictor which implies no multi collinear problem, Durbin Watson stat is minimum, the table values (table 4.18) show a pattern and hence the correlation between place of posting and loyalty is positively related. This implies that the covariance between the Officials of Government Department and of Public Sector Undertaking being are high, Officials of Government Department have more affinity to the society than the officials of Public Sector Undertaking.

The officials engaged in the Government Departments are mainly engaged for effective service delivery to the citizens of the country. Though they hardly produce any goods for the consumption of the public, but they produce services which are availed by the common citizen. The degree of satisfaction made available by the officials of the Government Departments is mostly at free of cost or at an affordable rate for the general public. The officials of the Government Departments ought to be loyal to the common citizen in the changed scenario of paradigm shift from normal governance system to citizen centric governance system. The citizens are the tax payers and their tax forms major part of the consolidated fund of India from where the officials of the bureaucratic organization draw their

salary. The citizen centric governance system have given a different though process to the general public who now are in a position to realize the value of the tax paid by them and role of Government Departments for their benefit.

So far as the Public Sector Undertakings are concerned, they produce goods which are purchased by the consumers at a definite cost. The unit cost charged by the Public Sector Undertakings is same for all the citizens irrespective of the degree of social strata enjoyed by them. The cost may be direct which implies that the consumer bears all the cost components or indirect where some Government support in form of subsidy could be available. However, the Public Sector Undertaking has to get the charged cost and cannot afford to render a costless service to the general public. They are accountable for generation of revenue for the survival of their organization. The officials of the Public Sector Undertaking have to work in line with the corporate principles adopted by their respective organizations and thus only can be loyal to their organizations.

Therefore, an analysis of the above results amply proves that the officials of the Government Departments are becoming more loyal to the citizens as well as the society than the officials of the Public Sector Undertaking.

**Hypothesis. 4 - Behavioral pattern of senior officials are much more adaptive to the organization than juniors:**

(Here y, the dependent variable is considered as seniority, x is considered as the series of independent variable viz: attitude, people orientation, emotion, interpersonal relationship)

**Table 4.19 Statistical analysis of Hy.4**

Dependent Variable: SERIES01 (Seniority) Sample: 352				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
Seniority (y)	0.017	0.024	0.74	0.47
Attitude(x1),	0.061	0.019	3.16	0.36
People orientation(x2),,	0.078	0.021	3.76	0.48
Emotion(x3),,	0.114	0.037	3.07	0.44
Interpersonal relationship(x4),	0.102	0.032	3.21	0.32
S.E. of regression	0.054254	Adjusted R-squared		0.18514
Sum squared resid	0.091249	Durbin-Watson stat		1.482322

Here the hypothesis is the correlation between the seniority of the officials of the bureaucratic organizations with that of their adaptability and thus the adaptability of the officials having put on more years of service are more in comparison to the officials having put on less years of service.

From the results indicated above, the t – stat value of all the factors is significant and the probability factor is good enough to prove the significance and degree of

freedom level. The adjusted  $R^2$  value here is 0.18514 which is 18.51% and indicates that the coefficient is good enough to establish a relationship between the seniority of the officials of the bureaucratic organization with that of their adaptability to the organizations. The value also strengthens the significance level. Similarly, S.E of regression is positive predictor which implies no multi collinear problem, Durbin Watson stat is minimum, the table value (table 4.19) show a pattern and hence the correlation between place of origin and awareness is positively related.

A comparative analysis of the working style and adopted pattern of the senior officials vis-à-vis the juniors indicate the following:

The seniors by virtue of their experience, their outlook as well as their behavioral factors get tuned to the situations and the factors do not get varied. Since the decision making process of the individual depends mainly upon the behavioral factors including the prevailing situations and circumstances, the behavioral factors of the seniors get adopted with the prevailing situation within the organizational climate. The individual behavior gets tuned with the organizational behavior as well as organizational structure. As a result, the seniors whole heartedly get themselves adjusted with the organization

and settle themselves and there is no question of job rotation and change over by the senior officials engaged in bureaucratic organization whether it is a Government Department or Public Sector Undertaking.

The juniors on the other hand are not exposed to the varied situations in the field of employment under a given organizational structure. They lack experience in getting adjusted with the varied situation. Experience being a greatest preacher, do not add flavor to the juniors at the beginning which makes the junior less adaptable to the organization. Any changed scenario brings a question of maladjustment for the juniors and automatically they are not becoming tuned to the situation and finding it difficult to overcome the changed scenarios and temporary problems. As a result being impatient, the juniors resort to job change over and job rotation at the beginning till they gain experience and feel confident to involve themselves with the changed scenario. By the time they get adjusted they become seniors in their respective organizations. The experience shapes their behavioral factors and effectuate the decision making process.

Therefore, it can be summed up that the behavioral pattern of the senior officials are much more adaptable to the organization where they are employed than the



juniors though both seniors and juniors form part of the respective organizations.

**Hypothesis. 5- Persons working in Administrative set up are much more indispensable than that of Accounts and other group of officials.**

(y is taken as dependent variable considered as nature of job handling, x is taken as series of independent variable viz. attitude, group cohesiveness, emotions and interpersonal relationship)

**Table 4.20 Statistical analysis of Hy.5**

Dependent Variable: SERIES01 (Nature of job handling) Sample: 352				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
Nature of job handling (y)	0.052	0.063	0.81	0.45
attitude(x1)	0.048	0.063	0.75	0.48
group cohesiveness(x2)	0.046	0.083	0.56	0.59
emotions(x3)	0.132	0.108	1.21	0.27
interpersonal relationship(x4)	0.033	0.063	0.53	0.61
R-squared	-1.078032 Durbin-Watson stat			2.450382
Adjusted R-squared	2.740458 S.E. of regression			0.061159

Here the hypothesis is the correlation between the nature of job handling with that of the dispensability and thus the indispensability of the officials handling administrative jobs are much more than the officials handling non administrative jobs. From the results indicated above, the t – stat value of all the factors is

significant and the probability factor is good enough to prove the significance and degree of freedom level. The adjusted  $R^2$  value 2.740458 which is 27.4%. This indicates that the coefficient is good enough to establish a relationship between the nature of job handling of the officials of the bureaucratic organization with that of their dispensability to the organizations and thus it strengthens the significance level. Similarly, S.E of regression is positive predictor which implies no multi collinear problem, Durbin Watson stat is minimum, the table data (table 4.20) show a pattern and hence the correlation between place of origin and awareness is positively related.

The officials working in Administrative setup are mostly involved in decision making process including the implementation of decisions in an orderly manner so that the vision, mission, goal and objective of the organizations are achieved. The realization of the goal and achievement of the objectives depends mainly upon the administrative machinery of the respective organizations which yields effective outputs. If the decision is faulty, the modus operandi of implementation of the decision including the outcome may not be a citizen centric and would be away from the public delivery system. Since the behavioral factors shape the decision making components, the

officials engaged in administrative setup contribute a vital support to the organization. The methodology adopted by the officials though differ from time to time and situation to situation, but the basic background and foundation of formulating policy and making its implementation remains unique which normally does not change very often.

The officials engaged in other activities of the organization are only the implementers of various decisions taken by the Administrative machinery. Those groups contribute also in the functioning of the organizations but since they are not involved in the decision making process but only are the implementers, they are not considered so vital like that of administrative group. Any lacunae in the system noticed by the officials other than that of the administrative group are put up to the administrative group for rectification so that those could be implanted effectively for the cause of the organization including the citizens of the country. The officials other than bureaucratic organizations are not the policy formulator. The difficulties experienced by them while implementing various systems is only carried forward to the administrative group who are the policy formulators and make policy prescription in the interest

of the general public as well as the organization where they are employed.

Thus, officials working in administrative setup in due course are becoming much more indispensable than that of the Accounts and other groups of officials. The officials of other groups since act as per the direction of the administrative group, their dispensability is not on par with the administrative group.

**Hypothesis. 6 - The highly educated officials are much suited to the organizations / Society than others:**

(y, the dependent variable is taken as level of education; x is taken as series of independent variables viz. commitment, people orientation, attitude and emotion).

**Table 4.21 Statistical analysis of Hy.6**

Dependent Variable: SERIES01 (Education level) Sample: 352				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
Education level (y)	0.052	0.063	0.82	0.45
Commitment(x1)	0.048	0.063	0.76	0.48
People orientation(x2)	-0.046	0.083	-0.57	0.56
Attitude(x3),	0.132	0.108	1.22	0.28
Emotion(x4),	0.033	0.062	0.54	0.61
R-squared	-1.078032 Durbin-Watson stat			2.450382
Adjusted R-squared	2.95451 Sum squared resid			0.018702

Here the hypothesis is the correlation between the level of education and suiting to the bureaucratic organization by the officials and thus if the education level is more, than the individual is more suited to the bureaucratic organization.

From the result indicated above, the  $t$  – stat value of all the factors is significant and the probability factor is good enough to prove the significance and degree of freedom level. The  $R^2$  value 2.95451 which is 29.54%. This indicates that the coefficient is good enough to establish a relationship between the level of education of the officials of the bureaucratic organization with that of their suitability to the organizations and thus it strengthens the significance level. Similarly, S.E of regression is positive predictor which implies no multi collinear problem, Durbin Watson stat is minimum, the table values (table 4.21) show a pattern and hence the correlation between place of origin and awareness is positively related.

The education and its level makes the skeleton of the individual and with the education an individual is able to understand all probable happenings in and around the society including the organizations where the individual grows. The same situation is equally applicable with reference to the functioning of the bureaucratic

organization. The officials of the bureaucratic organization, who are educated, understand the various implication of the functioning of the organization including the availability of the resources as well as the services meant for the society and are produced by the organization. Any backdrop is countered by the learned mass so that uninterrupted services are rendered by the organization. Any system lapses and dearth of resources are equally identified by the educated officials of the organization or of the society so that question of non-sustainability is ruled out to a greater extent.

On the other hand, the persons with less education are becoming tools in the hands of the educated mass and are used as cog in the machine. They are not made accountable either for policy formulation or implementation but are only deemed to be a servant of the system giving a measurable output. They are questioned only for their output but not for the functioning of the system and effective policy implementation as well as outcomes. Their say does not see the light of the day and they are becoming traditionalist remaining away from the present happenings amongst the changed scenario. The difficulties experienced by them often are not brought to the notice of the learned mass out of fear psychosis. Only when their experiences are felt by the educated cum

experienced group those are redressed in due course of time. The less educated officials often do not cope up when the organizational climate changes and the societal structure undergoes the process of metamorphism. It takes time for the uneducated mass to get accustomed with the situation than that of the educated mass. The problems experienced by the uneducated mass because of its non-redressal at appropriate time becomes multifold and then attacked and addressed by the educated officials.

In the same analogy, the behavioral factors of the educated and uneducated mass also act upon and as a result the highly educated official becomes more suited to the organization/society than the others.

**Hypothesis.7- Commitment of Administrators shapes the functioning of Bureaucratic organization including their efficiency (i.e efficiency of organization):**

Here y is the dependent variable commitment (being the target ascribed by the department), x the independent variables viz. attitude, emotion, people orientation and group cohesiveness.

**Table 4.22 Statistical analysis of Hy.7**

Dependent Variable: SERIES01 (Commitment ) Sample: 352				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
Commitment (y)	0.006	0.016	-0.06	0.72
attitude(x1)	0.007	0.009	-0.07	0.46
emotion(x2)	0.013	0.019	-0.07	0.49
people orientation(x3)	0.091	0.029	0.09	0.01
group cohesiveness(x4)	0.059	0.020	-0.02	0.01
S.E. of regression	-0.033 Durbin-Watson stat			4.346233
Sum squared resid	0.015 Adjusted R-squared			-0.00954

Here the hypothesis is the correlation between the commitment of administrators and the functioning of the bureaucratic organization.

From the data indicated above the t – stat value of all the factors is insignificant and the probability factor is not good enough to prove the significance and degree of freedom level. The adjusted R<sup>2</sup> value -0.00954 which is 00.95%. This indicates that the coefficient is not good enough to establish a relationship between the commitment of the administrator of the bureaucratic organization with that of the effective functioning of the bureaucratic organizations and thus it does not strengthen the significance level though the SE of regression is positive predictor which implies no multi collinear problem, the values arrived at as indicated in the table does not show any pattern. Hence no correlation



exists between the commitment of administrators and the functioning of the bureaucratic organization.

Administrator is only a part of the system handling the administrative mechanism in bureaucratic organization. The various components of the administrative mechanism are dealt differently and implemented effectively by a group of individuals. Hence, the capability of the Administrator is not only the sole criteria for giving the desired output and outcome of the administrative system. The plans of administrator unless implemented properly by the colleagues and subordinate of the administrator, the action may go futile without resulting any output.

In a democratic setup like India, where constitutional guarantee is available to all the citizens including the officials of the bureaucratic organizations, nobody can be condemned for exhibiting less commitment. At the same time, less commitment may not result in desired output and achieve the predetermined goal. The group activity always is considered noble than the individual action.

Administrator being a part of the system has to influence the group motivates the fellow colleagues for reaching a conclusion so that effective service delivery can

be ensured to all the citizens who are the beneficiaries under the public domain and a governmental setup being in the receiving end. The motivated group is the asset in the hands of the Administrator which he has to make use of in any situation. As a leader, he should lead the group and modulate the attitude and practice of the subordinates. He has to synchronize the actions of all his subordinates in line with the organizational goal so that the goals and objectives of the organization are achieved without any hindrance. As a senior, the Administrator needs to promote the goals and objectives of his fellow colleagues and subordinates in such a way that they develop a sense of belongingness to the organization where they are engaged and their services are utilized for the cause of the society and organization at large.

Therefore, not only the commitment of administrator alone can shape the functioning of the bureaucratic organization including enhancing the efficiency of the organization, rather the commitment of all the officials of the bureaucratic organization can shape the functioning of the bureaucratic organization.