

# Myths and Realities of Administration

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More has been said about what constitutes a good administration and how to make administration effective. It should be, however, pinpointed that there is a lot of difference between what we say and what we feel. What we say is a theory that if such and such steps are taken, then such and such results come out. But our feeling as hidden in inner conscience dictate somewhat different result. The main focus is towards how myths of administration can be inherently different to the realities of administration. Myths are expressed as the stories talepieces of administration while the realities are the enlightments of true characteristics of administration in practice. There are many things to guide the myths in order to aspire belief that administration is the corner stone of action-orientation. The realities on the other hand may show a very contradictory situation that results are derived not because administration is good but because of manipulation, fraud and other tactful devices that make an administrator successful. Given the issues before us, we now throw light on the myths and realities of administration.

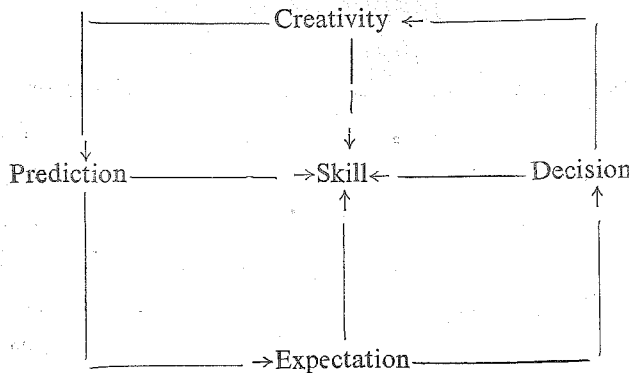
## Theories of Myths

Myths of administration depend upon certain theories as similar to the imaginative ideas of interesting talepieces and stories. Such theories are, in fact, countless in number. But for the sake of conveniences, we state here at least three theories of myths that has impact upon the administration.

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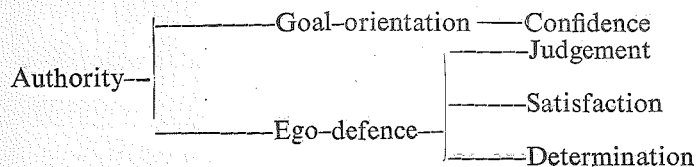
- 1) The first is the theory of skill as an essential guide of administration. Those who support this theory maintains the view that the key to administration is towards pressing need of skill-orientation. Skill develops creativity, and this is creativity that develops the predicting power of administration. The greater the prediction, the greater the expectation of an administrator to reach the goal. The goal is towards concurrence of self-accomplished strategy. This is, how, an administrator is capable of making decision. To put in another way skill is the yardstick of measuring the administrative potentiality of an administrator, and it is this skill that tends to create questioning, reasoning and experimental mind, The theory of skill as means to upgrade the administrative calibre can be diagrammatically presented:—



Skill has four dimensional characteristics of making administration effective. The first factor to be considered in skill is towards, enhanced creativity. Creativity is required to the extent of making the administrator to be rational in his judgement. The essence of rationality is to built a base to distinguish between what is right to undertake as against what is wrong to avoid. Skill helps to predict something that makes a sensible conclusion. Prediction of the mind can be brought to the highest degree of aspiration if an administrator possesses sufficient degree of skill. Skill works because an administrator expects that it brings some concrete solution. There is a lot of divergence between a man who expects due to skill as against a man who avoids risk due to lack of skill. A man without skill is just the same as the multiplication of unknowns so that expectation becomes the weakest point. An administrator is bold because he has skill to think in terms of expectation. But tentatively skill develops confidence as an administrator has to make decision. To decide means to think in a skilful way so that

within a minimum error, he gives a most promising conclusion towards an emerging problem. It should be taken for granted that skill is a necessary attribute of good administration but this alone is not a sufficient condition. There are many occasions to show that a skilful man may be a bad administrator. This aspect will be discussed in full length when we later on evaluate the realities of administration.

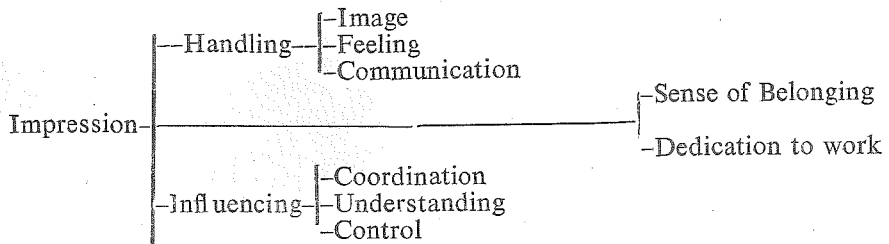
2. The second myth of administration is the source of authority, that enhanced the quality of an administrator. An administrator without authority is just like a dead horse. The supporters of this theory convey the argument that Power or authority that flow together when an administrator holds the chair develops his personality as a distinct symbol of boldness and effectiveness. As an administrator obtains authority due to arm-chair holding, he learns to dictate how to guide the course of action towards the furtherance of stated goal. An authoritative administrator is a 'goal-focused' with a strong source of action through continuous and self directive issues of instructions to subordinates. As the administrator gets stronger and stronger because of authority, he tends to develop strong base to make things go without interruption. Some argue that authority develops other qualities in administration. The first quality that an administrator develops is the level of confidence. When he has authority, he tends to judge where he is and what his position is. This helps towards self-determination of what he ought to do and what he ought not to do. The question of worries and anxieties as the diseases of control can be cured through grant of authority to an administrator. The second quality that an administrator can built up is the free paly of self-image as the defensive aspect of survivial. Since he has authority, there is no bottlenecks towards the growth of egoism as an instrument of willingness to do a job and also thereby coming to highest degree of satisfaction. The way how the source of authority can make administration as an example of successful trail can be revealed through a following diagram.



Authority opens the gate-way towards goal-orientation of an administrator. An administrator is given the authority to the extent that he develops his own goal to achieve something he is ought to accomplish. But this can be done since authority provides a greater defence to his ego-support of ideas. There is nothing to prevent in developing the goals according to what his ego dictates. Authority helps not only to make goals but also to have creative play of independent thinking. Goals become perfectly formulated as the level of confidence of an administrator develop in full swing. Confidence means the belief that he can attain the goal as he has authority to make the goal successful. From time to time, he is watching towards the goal to see how far it is capable of being accomplished and this means his tentative judgement directs the level of confidence either more or less towards the goal-orientation. If the judgement shows some deviation results in his confidence level, he will make adjustment in goals to coincide with his confidence. But at the same time it should not be however forgotten that ego-defence is the result of free play of internal consciousness to the extent that there is no bar of anxiety and worries in an administrator. As he is happy because he can use his ideas and feelings in making administration work, he feels content himself. This is how satisfaction reaches the point of success in administration. Satisfaction is derived as he has interest in job and this makes him to work further. The force of the determination takes a wide-angled vision in which an administrator thinks himself as a symbol of success. But the story of authority in administration which is so beautifully narrated above can be fundamentally a source of danger as well as the free-play of bureaucracy as a dominant influence of administration. The realities of administration in the light of the theory of authority can be equally pinching and horrible to note as misuse of authority is not a rare practice in administration.

3. The third myth of administration is the theory of impression which is the measuring rod of efficient administration. Many of those who hold the impression theory opine the view that impression is the essential attribute of a good administration. It is only through impression that an administrator can handle the executives in a satisfactory way. However competent, creative and authoritative an administrator may be, lack of impression can lead to a great down fall of an administrator. The impression depends upon how much politeness an administrator can be towards his subordinates. The work of politeness tends to develop a positive feeling of subordinates towards an

administration so that cooperation steps in. This develops an atmosphere of positive thoughts and sense of belonging among the subordinates towards the administrator. It is, therefore, always a fundamental issue that some administrators are good and successful as against another administrator because of differences in the degree of impression which they imprint into the minds of their subordinates. We can present the idea in more explicit form through the presentation of a diagram.



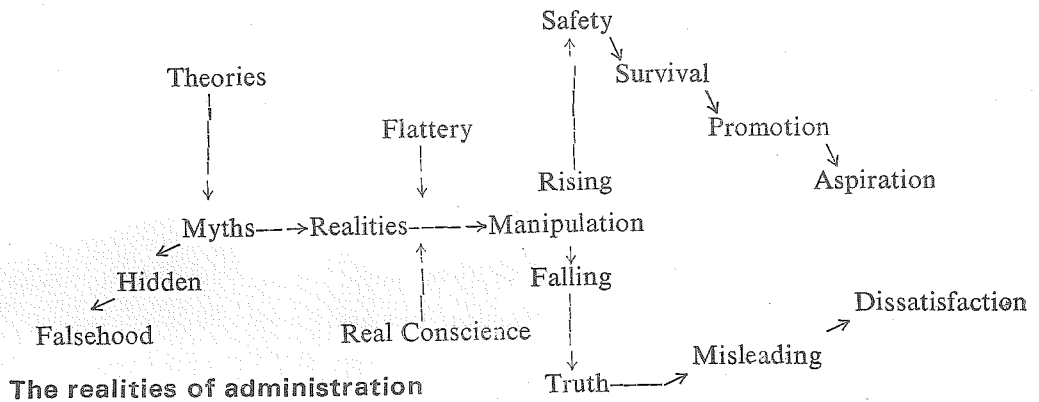
If properly handled, an administrator can develop three traits in subordinates. The first is image-creation in the mental faculty of subordinates. The image denotes outward liking of the subordinates at the facial expression. The feeling that develops is the inner liking of the administrator to the subordinates. The subordinates once they feel that their administrator is good as dictated from their conscience, they communicate each other so that an administrator become popular within the organization he works. Moreover, the impression also orients the influencing power of an administrator. Influence means winning the confidence of subordinates. To win the subordinates convey the active coordination in work force. This helps in widening the level of understanding the administrator regarding what his personality is, who he is and how he is good to them. This development of understanding makes the point of control as easy as anything. The measurement of performance is the active support of action-orientation by willingness of subordinates to do for organization as administrator is there to help and guide in their actions. The art of handling when taken together with influence develops sense of belonging among subordinates so that they learn 'dedication to work' as the main task of action-oriented organization. But mis-handling can be as worst as underinfluencing since mishandling raises temptations while underinfluencing creates fear and worries among subordinates. The theory of impression which is looking so nice and pretty as a fiery tale can be practically insignificant since the administrator being authoritative and powerful can be as rough and hard to subordinates. This is again another part of realities to be investigate that the theory of impression is only an idea of impracticable lacuna.

## Realities of Administration

The theories of Administration within the framework of ideas flourished in literature and managerial books can be of doubtful vision once we compare these theories to the realities of administration. The dictation of reality is neither a story nor a fancy but reality is what things are against what things ought to be. The politics of administration in a theoretical context is a diplomacy of sweet words expressed in opinions and ideas. But what matters for us is not opinions and ideas but the feelings and inner traits of an administrator. An administrator who says outwardly in a diplomatic tone may hide the realities as his inner conscience is saying something that is contradicting to his mouthspeech. Thus all spoken words are taken for granted—there is a tendency for falsehood to develop, and this falsehood can mislead the listeners. There is always a contradictory statement of people on the same issue. Realities of administration in the light of administrative theories as explained above can be grouped into three distinct headings.

1. The first group of administrative reality is the growth of falsehood. The expression 'falsehood' implies outward flatteries contrary to the inner conscience. This is, in fact, unliking or unpleasant message of administrator to the subordinates or outsiders he meets. The degree of falsehood is necessary as administrator has to survive in a complex environment. The greater the falsehood in terms of flattering the others by speaking in their favour, the greater he develops his background of safety for survival and continuity of administrative position. Administrator speaks false not because he likes, not because his skill dictates, but because he is helpless. Speaking truth although dictated by skilful conscience is given up as there is more harm to speak truth than the favourable results of false-statement. A young man in the beginning tempted by expertise skill to rate truth tends to learn the advantage of falsehood in course of time as he gets bitter experience of truth. Truth is as good as a theory but it may be as worst as a painful exercise. So the reality of administration is very often guided by the consequences of falsehood. The favourable results of falsehood are not the outcome of only administrative position safe but it also brings other follow-up benefits like promotion, opportunities and good esteem in their favour. Falsehood is often substituted for praise-worthy words towards fellow friends, fellow executives, and among all to the executives who control him. Falsehood is, therefore, the hidden element in the ladders of myths that tends to raise aspiration level for ultimate success. The action towards success is not very often guided by one's painful effort but it can be better achieved by the effective art of manipulation. The

way how falsehood can be used in action-performance or the safe position of administration is diagrammatically presented below.



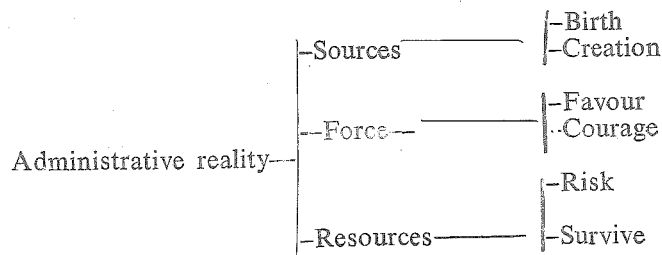
The realities of administration lying between myths and manipulation can be clearly seen that the theories hide falsehood in the earlier instance. This hidden falsehood is not dictated knowingly or unknowingly as falsehood as a truth can be pinching to those who have used the medium of myths to protect their positions. A good administrator in reality becomes a successful manipulator as he is motivated to flatter for protecting the interests of safety. The goal of administrator is to hide facts and weakness. If that is found and known, his safety towards administrative post is shaken. By means of concealing facts, he propagates falsehood through convincing style of flattery to maintain the administrative position. As long as he is safe, he deems to think himself as fitful since he is surviving. During this period as administrative weakness remain unchecked, the communication of flattery gives chances of promotion since he himself communicates his worth at the cost of inefficiencies or he does through his touch with other powerful administrators by developing his slavery and goodness doing to him. As he gets favourable results because of flattery, he reaches to the highest point of aspiration fulfilled.

But after completing a cycle, there is conflict in his conscience that his achievement is not by right doing but through wrong doing. As a result, he fights himself internally to derive towards the process of truth. The expression 'Truth' is the realization of flattery which he used this weapon as a point of success in raising his aspiration level. This tends to set falling downward as truth dictates his inner conscience that he achieves by misleading to others. Misleading means the point of deception since results are created through falsehood. Ultimately, the administrator becomes

himself dissatisfied once he fulfils what he has not through wrong means. But this may not be applicable to all administrators since all wrong-doings cannot enable administrators to achieve their motives. The realities clearly pinpoint demonstratively that an administrator always has to play a falsehood role in making flattery since due to his experience he comes to know that truth is as bitter as a poison, and in many cases truth cannot be realized since administrator is in the process of achieving aspiration through flattery.

2. The second group of administrative reality is the growth of three dimensional aspects that consist of source, force and resource. The background of administration is the finding of hierarchical source. In order to build an administrative career, he must be capable of tapping the source from where he can develop his position. The source may come by virtue of birth in a family of vested interest groups. Since by birth, he taps the source to an administrative position. In this situation, he neither needs qualities and traits nor abilities and calibre. But birth itself creates a virtuous position to handle an administration position and he develops confidence in himself that his chair teaches what he has to do and what he has to make other to do. There are other who like flies attract with him since he can create their fortune. Since many other subordinates and outsiders esteem in his favour, he tends to learn the art of bureaucracy where action does not work but his whims and desires dictate mostly. The other source of administration is through mechanism of slavery in a number of ways. An administrator who has no source from birth has to develop the source through his personal effort and patience. He has to serve a bureaucrat who promises him to give a position of an administrator. He had to work for his favour, speak in his favour, and do everything in his favour till he becomes content to service he provides. This is how one can develop a source through a continuous process of slavery to obtain an administrative position. But a person who has neither source nor who knows how to develop a source must have either force to resist or resources to attract who give the privileges to hold an administrative position. The force to resist means the act of bravery through strong determination to fight for right cause regardless to how mighty the future consequences are. If one can't resist the force, he must either keep silent through depressed mental calmness or he must arrange resources to develop source for administrative position. This can be better explained through a diagram.

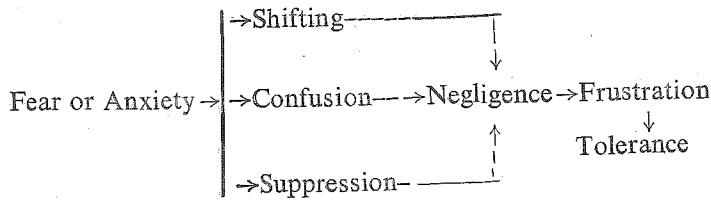




The administrative reality depends upon three relative dimensions of source, force and resources. A person with a strongest source can not only be an administrator but he can enjoy all the advantages without painful efforts. A person with a source comes to an administrative post immediately while others are waiting for a long time still they may not get a good administrative position. This is true in case of an administrator having the source by birth. He multiplies number of sources by creating posts to all those who favour him. But some have to create the sources if they are not borned with a silver spoon in the mouth. But some get administrative positions by favour which is considered as the 'rise of faith' created by good luck. But there are people who have developed administrative positions by means of their courage together with the risk. This is true in case of people who have come from different remote areas. These are the people who have no alternative for survival. If by crying and taking opportunities, they tend to threaten the political machinery so that the government is bound to provide an administrator's position to these people with a view to save the country from internal disturbances. But if one can't resist to take risk due to lack of courage, he has to remain as silent as a fish of water. But in another way a person who has a resource can also develop his administrative position. As he can provide service by different ways through party arrangements, gift-packaging, presentation-giving, he can create influence so that an administrative position can be built up. In reality, therefore, what it seems true is that the essence of administration to get things done is the outcome of how strong one's source is, or how much force one can resist in getting the position or among all the influence of resources through different party arrangements, gift-packaging and presentations. These are the determinants of realities in administration. This sort of prevailing feature can be a continuous process unless and until the administrative reform tends to respect the theories for ultimate truth.

3. The third group of administrative reality is the clear cut message of 'Fear' apparent at the oversight in the face or as dictated by Five senses of life. In reality, too many

worthy ideas are killed by Fear. Fear is the expression of anxieties and worries that develop action avoiding attitude of an administrator. Since an administrator has fear, he does not expose this as it is understood. The fear is always there for an administrator that he will be kicked out. More fear he will have than an ordinary man if his firing is based without reason and tentative ground. There are many side-effects development of fear. The first is the **shifting of responsibility** as he does not want to be accountable at any instance. The experience dictates sincerity of action is followed by severity of punishments and in course of time he develops negligence towards the work instead of doing with interest. As this continues, administration becomes a time consuming process in an administrative office through unnecessary gossips and telephone calls irrelevant to the object of administrative work. This tendency is the reality of administration if the degree of fear goes to unlimited extent. The growth of fear has many repercussions since it leads to mental suppression as a result of which administrator becomes always frustrated. The way how an administrator can be helpless and inactive due to cause of fear can be better explained in a more clear cut fashion through a diagram:



The immediate consequence of fear is the degree of anxiety which makes nightless sleep so that confusion develops through mental warfare to do this or that. In this continuous warfare, he undertakes negative approach so that negligence towards work is made apparent. During this period, the degree of anxiety diversifies the mind towards the idea of shifting responsibility to others. The more he is confused, the more he shifts and the more he is mentally suppressed. Afterwards, he can digest the inputs of negligence through high degree of tolerance. In some cases fear gives an administrator to develop the habit of tolerance. But on the whole the quality of administrator is deteriorating and this is clear from the waves of the frustration of an administrator. The frustration makes himself always disappointing, and at last he develops the other attitudes to be tolerant. He does not care what others say. He keeps

silent and deaf to complaints made against him. This is how life goes on in an office without zeal and interest and fear makes the victim of conscience although he holds the post without any charm.

### Conclusion

Discussing in length and breadth about the myths and realities of administration in both theoretical and situational context can be of useful guide to all those who are interested in this field of study. But the above discussion is not a 'fullproof' tool of knowing the administration since it has its own limitations. Firstly, it is stated more in a theoretical context and much more practical research could be done through the use of other devices to make this field of research more valuable. Secondly, this study lacks empirical testing of the realities in administration since empirical results can give a more valuable conclusion rather than looking administration only in a situational context through setting of examples and diagrams. A good piece of research to make ideas in a continuous process of flourishing needs the additional informations to test realities of administration. But even then it is expected that giving idea can also be of some help to give some information to readers.