

## **Human Traits Required In Ministerial Employees: A Study With Reference To Assam University, Silchar**

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**Abstract:** *In order to have the requisite quality and the quantity of contribution from the human resource it is necessary for every organization to ensure that it gets the right people at the right time. Organizations do this by timely and appropriate human resource planning. They recruit and select such people for their organizations who possess in them such human traits, characteristics and qualities which are needed in them to perform the duties and the responsibilities they are expected to perform on the jobs they are proposed to be put. The requirements of various jobs with the support of researches in the area of Job Analysis are to a large extent available. The researchers and the managers have in the mean time also been able to identify the qualifications required-educational and/or technical- to be there in the manpower. But the traits and the characteristics which are required to be there in a worker to perform satisfactorily on that job is something such which the managers are struggling with even today. The crux of the matter lies in identification of the set of characteristics required to be there in a worker with an appropriate blend of the degrees of requirement of these characteristics by the job he or she has been put in. The unfortunate aspect of the matter is that the system often concentrates on the educational qualification alone while recruiting the persons for the posts of LDCs and /or UDCs in the organisations in our country in general and the universities in particular. Many have realised and pointed out towards the fact that once we recruit the persons for whatever positions not having the set of human characteristics that are suited to the jobs, they will be expected to perform, in course of time puts the university administration in difficulty. This paper tries to identify more pertinent human traits and characteristics, out of hundreds which are there in the literature, that might be desirable to be there in the employees serving as Lower Division Clerks or Upper Division Clerks in the institutions of higher learning in general and the universities in particular.*

**Keywords:** *Human Traits, Ministerial Employees, Human Resource planning, Job Analysis, Institution of Higher Learning.*

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### **I. Statement Of The Problem**

In a scenario of today's fierce competition the employers are not leaving any stone unturned in not only reducing the cost of production but also, to the extent possible, trying to cater to the needs of the customers i.e., delivering the goods and services the way the customers wish. While attaining this goal the employers naturally try to acquire all the inputs of the production i.e., men, machine, money and material of the apt most quality. No one will probably dispute the fact that to have requisite quality of men for an organization is more difficult than to acquire other factors of production as desired. To the question that why is it so- the reply is not very difficult. Fast changing technology, changing structures of the organisations, internationalisation of business, increased intervention on the part of the government in the affairs of the business, increased awareness among the employees and higher expectations of the workers from their employers are to count a few. To have an appropriate dovetailing between the requirements of the job, influenced by the factors above, with the qualification and the characteristics required to be there in the workers has been and still is a challenge. The requirements of various jobs with the support of researches in the area of Job Analysis are to a large extent available. The researchers and the managers have in the mean time also been able to identify the qualifications required-educational and/or technical- to be there in the manpower. But the traits and the characteristics which are required to be there in a worker to perform satisfactorily on that job is something such which the managers are struggling with even today. The crux of the matter lies in identification of the set of characteristics required to be there in a worker with an appropriate blend of the degrees of requirement of these characteristics by the job he or she has been put in. Interestingly the next step is equally difficult and that is ensuring the presence of the requisite traits and characteristics, as identified, in a worker either at the time of his/her recruitment or even later. However, the fact remains that unless the needed characteristics are identified there will not arise a need for ensuring the presence of the requisite human characteristics in a blend having needed extent (degrees).

The unfortunate aspect of the matter is that the system often concentrates on the educational qualification alone while recruiting the persons for the posts of LDCs and /or UDCs in the organisations in our

country in general and the universities in particular. Many have realised and pointed out towards the fact that once we recruit the persons for whatever positions not having the set of human characteristics that are suited to the jobs, they will be expected to perform, in course of time puts the university administration in difficulty. Howsoever good orientation and training, these newly recruited LDCs and UDCs are imparted, in many cases they fail to come up to the expectations of the higher officers because of not possessing by them the set of human characteristics that is needed to perform the job they are chosen.

Keeping the above scenario in the mind the efforts, in this study, will be put to identify more pertinent human traits and characteristics, out of hundreds which are there in the literature, that might be desirable to be there in the employees serving as Lower Division Clerks or Upper Division Clerks in the institutions of higher learning in general and the universities in particular.

## II. Objectives Of The Study

1. To identify the human traits required to be there in the Ministerial Employees of Group C serving in the rank of Upper Division Clerk (UDC) and Lower Division Clerk (LDC) in Indian Universities
2. To find out the relative worth of the select human traits in terms of its requirement in the Ministerial Employees of Group C serving in the rank of Upper Division Clerk (UDC) and Lower Division Clerk (LDC) with reference to Assam University, Silchar.

### 1.3 Research Questions

- What are the human traits that are required to be there in the Ministerial Employees of Group C serving in the rank of Upper Division Clerk (UDC) and Lower Division Clerk (LDC) in Indian Universities?
- What is the relative worth of each of the select human traits influencing the performance of the Group C employees under study?

## III. Methodology Of The Study

**Type of Research:** Descriptive

**Selection of Human Traits:** In order to attain the objectives of the study initially an extensive review of the existing literature was carried out to identify the various human traits capable of influencing the performance of the Ministerial Employees of Group C serving in the rank of Upper Division Clerk (UDC) and Lower Division Clerk (LDC) in Indian Universities. In order to ensure the relevance of the traits identified through the said literature review an exercise of in-depth personal interview with some senior officers of Assam University, Silchar was conducted. These exercises facilitated the selection of the human traits to be included in the questionnaire for finding out the relative worth of these human traits required to be there in the rank of the employees under study.

**Survey Instrument:** Since the study called for collection of primary data a structured questionnaire was developed to have the views on the matter from the employees under study. The questionnaire included in it two sections- section one included the questions relating to demographic factors and section two of the questionnaire intended to elicit the perceptions of the employees over the degree of requirement of select human traits in Ministerial Employees of Group C. The questionnaire studied in it 40 human traits over which the perceptions of the employees were noted. A five point rating scale was used to measure the degree of requirement of the select human traits, where the scale points were Necessarily Required (5); Largely Required (2); Moderately Required (3); Somewhat Required (2) and Not at all Required (1).

**Survey Design:** The population of the study comprised of all the employees of Assam University working in the rank of Assistant Registrar, Section Officer and Assistant. As on 31<sup>st</sup> March 2016, there were 7 Assistant Registrars, 13 Section Officers and 13 Assistants. Since the size of the population seemed, at the time of planning for the study, approachable it was decided to have a Census Survey.

**Data Analysis:** The data so collected with the help of questionnaire was fed into computational software for preparing Master Sheet. The Master Sheet facilitated the preparation of required number of Tables and Charts. Apart from frequency, total score and percentage, statistical tools, namely- mean, standard deviation and quartile were used to analyze the data for arriving at the findings of the study.

**Profile of the Respondents:** The following table delineates the demographic profile of the respondents.

**Table 1.1:** Gender wise Number of Respondents

Gender	Number of Respondents	Percentage of Respondents
Male	27	81.8
Female	6	18.2
Total	33	100

Source: Field Survey

**Table 1.2:** Age Group wise Number of Respondents

Age	Number of Respondents	Percentage of Respondents
Up to 45 years	15	45.5
Above 45 years	18	54.5
Total	33	100

Source: Field Survey

Table 1.2 shows that out of the total respondents 45.5% fell under the age group ‘up-to 45 years’ and 54.5% ‘above 45 years’.

**Table 1.3:** Rank wise Number of Respondent

Rank	Number of Respondents	Percentage of Respondents
Assistant Registrar	7	21.2
Section Officer	13	39.4
Assistant	13	39.4
Total	33	100.0

Source: Field Survey

Table 1.3 shows that out of the total respondents 21.2% were working in the rank of ‘Assistant Registrar’, 39.4% ‘Section Officers’ and 39.4% in the rank of ‘Assistant’

### 1.5 Scope of the Study

- The scope of the study is confined to the ministerial employees of Assam University, Silchar.

### 1.6 Limitation of the Study

- The study is devoted to the human traits required to be there in the ministerial employees based on select human traits.
- The population size of the study is small and therefore, one should be cautious while making any kind of generalization based on the findings of the study.
- Each organization has its own demographic and organizational specificities. So, the findings of the study need to be interpreted with great caution while making any kind of generalization.

## IV. Review Of Literature

Gordon (1961) claimed that very few people can be described well by a single characteristic, which he referred to as cardinal disposition. However, most people can be described by a relatively small number of central dispositions, which characterize their personalities in terms of characteristic reactions and behaviour e.g., thrifty, compulsive, ironic, hard-working, level-headed, flighty, big- hearted. Gordon also recognized that people are not always consistent and predictable, so he noted as well that people can be categorized by a larger number of secondary dispositions which are somewhat less consistent, but nonetheless, can be applied in particular situations. Gordon also distinguished between common traits, which characterize most people, such as “ambitious,” “pleasant,” or “helpful,” what he called personal disposition. He preferred the latter term to personal traits because a disposition represents a characteristic that is relatively stable and enduring and predisposes a person to act in accordance with that characteristic.

Cames (1997) conducted a study on the similarity and difference between the leadership style of female and male managers in 10 different Nationalised Banks in Luxembourg. Using personal attributes questionnaire (PAQ) and personal interviews. A total of 33 female and 33 male managers, working in 10 different Nationalised banks were interviewed. The objective of the research was to measure and compare the perceived levels of Instrumental (muscular) and Expressive (feminise) traits, as well as to analyse the perceived leadership styles of the participating managers themselves, their superior and successful managers in the respective banks. The managers who perceive that they possess high above median levels of Instrumentality clearly tend towards a task-oriented leadership style and managers who perceive that they possess high above-median levels of Expressiveness tend to describe themselves as people-oriented. Those managers who possess high, above-median levels of both traits include both task- and people oriented approaches in their descriptions of themselves. Therefore, the interview data show and confirm the PAQ findings. Nevertheless, even Masculine managers place emphasis on their relationship with subordinates and none of them adopt a fully task oriented approach.

Valencia (2007) determine what personal attributes Project Managers (PMs) possess and out of those which help them to project management success. Numerous attributes are identified in the literature through a variety of methods, but very few studies relate specific qualities to success. The traits identified in the literature were compiled and condensed into seven distinct skills and attributes: leadership ability, communication skill,

decision making skill, administrative skill, coping ability, analytical thinking, and technical competence. A survey method was developed which involved the project managers (PM) to measure levels of each attribute, and the PM's supervisor and project data, to provide a level of PM's success. PMs and their supervisors from the Air Force Center for Environmental Excellence, a project management firm within the United States Air Force, were invited to participate in the study. Through correlation and regression analysis, a sample of 23 PMs suggest that administrative ability is the single most important trait to possess. Leadership ability emphasizing teamwork, decision making skill with moderate levels of an adaptive decision making style and moderate levels of technical competence were also found having contributed towards PMs' success. No conclusions could be drawn on the attributes communication skill, analytical thinking, and coping ability.

Boldy et.al (2013) conducted their study to identify the perceptions of nurse managers in Western Australia, Singapore and Tanzania regarding desirable attributes for effective management of their health services, and to identify and discuss the implications for health-management education provided by Australian Universities. Nurse Managers completed a questionnaire covering four key dimensions: personality characteristics, knowledge and learning, skills, and beliefs and values. Each of the 75 items under study was rated in terms of its effectiveness on management with the help of a 5-point Likert scale. Skills were considered the most important for management effectiveness by each group. Tanzanian respondents rated knowledge and learning almost as highly, and significantly higher than Western Australian respondents. They also rated personality characteristics and beliefs and values significantly higher than Western Australian respondents. No significant differences were found between the responses made by the respondents of Singapore and Western Australia. Participants from Singapore desired a different relative mix of attributes in their nurse managers whereas Western Australian respondents emphasised on transformational leadership than to managerial effectiveness. Tanzanian nurse managers were most likely to advocate transactional leadership, whereas Singaporean nurse managers' views were located somewhere in between. Given that these perceptions are valid, the content and curricula of management-development courses need to be cognisant of the cultural backgrounds of the participants. Jha (2005) in his study distinguishes the roles played by a project manager and a project coordinator. A total of 24 attributes have been identified through the relevant literatures and the most important ones have been established through a questionnaire survey conducted among top construction professionals. Analyses of responses indicate that there is a distinct difference between the attributes possessed by the project coordinators in successful and failed projects. Relationship with client, consultant and contractor; timeliness; technical knowledge of the subject; belief in team playing spirit; and coordination for achieving quality are some of the most dominant skills possessed by the project coordinators of successful projects. The responses on the traits of project coordinators, when analyzed through factor analysis suggest the presence of three major skill categories: team building skill; contract implementation skill; and project organization skill, which together explain a total variance of 67.44%.

Alam et.al (2013) conducted their study that aims to analyze the impact of employees' recognition on their contribution to the organization, with special reference to the service industry. From the initial investigation it is revealed that due to the underperformance of human capital this sector is not getting appropriate momentum. In the study they have tried to provide an empirical work on human resource management in the service sector, that is, how human resources can contribute to the business substantially by being recognized in the organization. Regression analysis has been used to investigate the impact of employee recognition, as a factor, on their actual contribution to their organizations. To overcome the obstacles in service industry it is important to focus on the critical recognition factors that have impact on employee contribution. It is already known that in service industry employee contribution is much more important than any other sector. From the investigation they have recommended the management to articulate an employee recognition system that focuses on employee perception. At the same time they should have a performance appraisal system that the employees understand and accept. And this system should be fair and understandable to all the employees.

Liao and Lee (2009) in their study have reviewed the previous literature and theories regarding the Big Five personality traits and job involvement in an attempt to identify their relationship. An empirical study of 272 Taiwanese employees of plastics industry was conducted using questionnaire method for collecting the data. The findings of the same show that neuroticism relates negatively to employee job involvement. A neurotic personality experiences anxiety, depression, anger, insecurity, and worry which tend to create negative opinions whereas an extroverted personality tends to be sociable, assertive, gregarious, talkative, and ambitious. So such people often use their working environment to represent a key facet of their lives that enables them to meet their aspirations and exhibit their talents. Openness includes the ability to be imaginative, unconventional, curious, broadminded and cultured. The agreeableness personality dimension suggests a courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted and tolerant person. Competence, orderliness, dutifulness, achievement striving, self-discipline and deliberation constitute the conscientiousness personality dimension. These results may serve as a reference point for management and operations, particularly in plastics industry organizations.

**2.1 List of Select Human Traits required being there in the Employees**

*The Human Traits were selected based on review of literature, discussion with senior employees so as to attain the first objective of the study.*

1. Achiever: having ability to achieve a goal.
2. Adventurous: willing to risks and try new ideas or daring.
3. Courageous: possessing or expressing courage.
4. Alert: able to think or notice things quickly in a particular situation.
5. Vigilant: very careful to notice any signs of danger or trouble.
6. Calm: without hurried movement, anxiety or noise.
7. Complete: when you are emphasizing something, to mean ‘to the greatest degree possible’.
8. Intelligible: that can be understood easily.
9. Conscious: aware of something.
10. Constructive: having a useful and helpful effect rather than being negative or with no purpose.
11. Creative: involving the use of skill and the imagination to produce something new.
12. Careful: giving a lot of attention to what you are doing so that you do not make a mistake.
13. Purposive: acting with a sense of purpose.
14. Disciplined: behaving in a very controlled way.
15. Dynamic: having a lot of energy and a strong personality.
16. Efficient: working or operating quickly and effectively in an organized way.
17. Educated: had a standard of education.
18. Knowledgeable: possessing or indicating much knowledge.
19. Energetic: having or needing a lot of energy and enthusiasm.
20. Objective: something which you plan to do or achieve.
21. Patience: able to wait for a long time or accept annoying behaviour or difficulties without becoming angry.
22. Relaxed: not anxious or worried.
23. Spiritual: connected with the human spirit, rather than the body or physical things.
24. Reliable: something or someone that is reliable can be trusted or believed because they work or behave well in the way you expect.
25. Loyal: firm and not changing in your friendship with or support for a person or an organization, or in your belief in your principles.
26. Caring: describes someone who is kind, helpful and gives emotional support to others.
27. Aspiring: wanting to be successful in life.
28. Honest: truthful or able to be trusted and not likely to steal, cheat or lie.
29. Candid: saying what you think openly and honestly, not hiding your thoughts.
30. Thoughtful: quiet, because you are thinking.
31. Insightful: showing a clear understanding of a person or situation.
32. Intelligent: good at learning, understanding and thinking in a logical way about things.
33. Adaptable: able to change or be changed in order to deal successfully with new situation.
34. Selfless: thinking more about the needs, happiness, etc. of other people than about your own.
35. Grateful: feeling or showing thanks because somebody has done something kind for you or has done as you asked.
36. Hardworking: putting a lot of effort into a job and doing it well.
37. Tolerant: able to accept what other people say or do even if you do not agree with it.
38. Optimistic: expecting good things to happen or something to be successful.
39. Responsible: having the job or duty of doing something or taking care of somebody, so that you may be blamed if something goes wrong.
40. Inquisitiveness: having or showing an interest in learning things or curious.

**V. The Relative Worth Of The Select Human Traits**

After having addressed the first objective in one of the previous chapters i.e., chapter number two, it is now the turn of the objective number two of this study, i.e., to find out the relative worth of the select human traits in terms of its requirement in the Ministerial Employees of Group C serving in the rank of Upper Division Clerk (UDC) and Lower Division Clerk (LDC) with reference to Assam University, Silchar, to be addressed. This chapter, therefore, entails in it the analysis of the data, which is based on the select forty (40) human traits,

**3.1 Consolidated List of Human Traits**

**Table3.1:** Human Trait wise Degree of Requirement

Human Traits	Total Score	Mean Score	S.D.
Achiever	130	3.939	0.998
Adventurous	87	2.636	1.220

Courageous	112	3.394	1.144
Alert	134	4.061	0.747
Vigilant	130	3.939	1.088
Calm	128	3.879	0.893
Complete	127	3.848	1.176
Intelligible	144	4.364	0.783
Conscious	134	4.061	0.933
Constructive	135	4.091	1.042
Creative	119	3.606	1.088
Careful	142	4.303	0.770
Purposive	132	4.000	0.901
Disciplined	148	4.485	0.619
Dynamic	128	3.879	1.053
Efficient	146	4.424	0.792
Educated	140	4.242	0.902
Knowledgeable	132	4.000	0.968
Energetic	127	3.848	0.939
Objective	129	3.909	0.914
Patience	130	3.939	0.899
Relaxed	112	3.394	1.197
Spiritual	107	3.242	1.251
Reliable	147	4.455	0.617
Loyal	136	4.121	0.992
Caring	129	3.909	1.071
Aspiring	125	3.788	0.927
Honest	157	4.758	0.435
Candid	135	4.091	0.947
Thoughtful	131	3.970	0.883
Insightful	130	3.939	0.899
Intelligent	146	4.424	0.663
Adaptable	135	4.091	0.843
Selfless	119	3.606	0.998
Grateful	119	3.606	1.116
Hardworking	149	4.515	0.619
Tolerant	133	4.030	0.847
Optimistic	125	3.788	1.193
Responsible	147	4.455	0.617
Inquisitiveness	129	3.909	0.879

Source: Field Survey

Table 4.41 reveals that in terms of degree of requirement, the human traits namely, Honest (4.758), Hardworking (4.515), Disciplined (4.485), Reliable (4.455) and Responsible (4.455) were found as the top five traits required to be there in the employees working in the rank of LDC and UDC in Indian Universities, with special reference to Assam University Silchar. The human traits such as Grateful (3.606), Courageous (3.394), Relaxed (3.394), Spiritual (3.242) and Adventurous (2.636) were ranked as the bottom five traits in terms of degree of its requirement. In terms of variation in the responses about the degree of requirement of the traits, the top five human traits were Honest (0.435), Reliable (0.617), Responsible (0.617), Hardworking (0.619) and Disciplined (0.619). The human traits such as Complete (1.176), Optimistic (1.193), Relaxed (1.197), Adventurous (1.220) and Spiritual (1.251) got the rank of bottom five traits.

Following is the categorization of all the select human traits into four categories.

**Table3.2:** Categorization of Human Traits in Various Degrees of Requirement

Degree of Requirement	Interval	Human Traits
Low	$2.636 \leq \text{MEAN} < 3.848$	Adventurous; Spiritual; Relaxed; Courageous; Grateful; Creative; Selfless; Aspiring; Optimistic
Moderate	$3.848 \leq \text{MEAN} < 3.955$	Complete; Energetic; Dynamic; Calm; Inquisitiveness; Objective; Caring; Achiever; Vigilant; Patience; Insightful
High	$3.955 \leq \text{MEAN} < 4.152$	Thoughtful; Purposive; Knowledgeable; Tolerant; Conscious; Alert; Candid; Constructive; Adaptable; Loyal
Very High	$4.152 \leq \text{MEAN} \leq 4.758$	Educated; Careful; Intelligible; Efficient; Intelligent; Reliable; Responsible; Disciplined; Hardworking; Honest

Source: Field Survey

Note: Based on Table 3.2 The table number 3.2 is based on the table 3.1 which exhibits that the human traits namely, Educated, Careful, Intelligible, Efficient, Intelligent, Reliable, Responsible, Disciplined, Hardworking and Honest fall under the category of ‘Very High Degree of Requirement’.

The human traits namely, Thoughtful, Purposive, Knowledgeable, Tolerant, Conscious, Alert, Candid, Constructive, Adaptable and Loyal, fall under the category of 'High Degree of Requirement'. The human traits namely, Complete, Energetic, Dynamic, Calm, Inquisitiveness, Objective, Caring, Achiever, Vigilant, Patience and Insightful fall under the category of 'Moderate Degree of Requirement'. The human traits namely, Adventurous, Spiritual, Relaxed, Courageous, Grateful, Creative, Selfless, Aspiring and Optimistic fall under the category of 'Low Degree of Requirement'.

## **VI. Summary And Major Findings**

The study aimed at identifying the human attributes required to be there in the Ministerial Employees of Group C serving in the rank of Upper Division Clerk (UDC) and Lower Division Clerk (LDC) in Indian Universities as well as tried to find out the relative worth of the select human attributes in terms of its requirement in the Ministerial Employees of Group C serving in the rank of Upper Division Clerk (UDC) and Lower Division Clerk (LDC) with reference to Assam University, Silchar. To attain the objectives of the study initially an extensive review of the existing literature was carried out to identify the various human attributes capable of influencing the performance of the Ministerial Employees of Group C serving in the rank of Upper Division Clerk (UDC) and Lower Division Clerk (LDC) in Indian Universities. In order to ensure the relevance of the attributes identified through the said literature review an exercise of in-depth personal interview with some senior officers of Assam University, Silchar was conducted. These exercises facilitated the selection of the human attributes to be included in the questionnaire for finding out the relative worth of these human attributes required to be there in the rank of the employees under study.

Since the nature of the study called for the collection of primary data, a structured questionnaire was developed to have the views on the matter from the employees in the two ranks under study. The questionnaire included in it two sections- section one included the questions relating to demographic factors and section two of the questionnaire intended to elicit the perceptions of the employees over the degree of requirement of select human attributes in Ministerial Employees of Group C.

The questionnaire studied in it 40 human attributes over which the perceptions of the employees were noted. A five point rating scale was used to measure the degree of requirement of the select human attributes, where the scale points were Necessarily Required (5); Largely Required (4); Moderately Required (3); Somewhat Required (2) and Not Required (1). The population of the study comprised of all the employees of Assam University working in the rank of Assistant Registrar, Section Officer and Assistant. As on 31<sup>st</sup> March 2016, there were 7 Assistant Registrars, 13 Section Officers and 13 Assistants. Since the size of the population seemed at the time of planning for the study approachable, it was decided to go for **Census Survey**. Apart from frequency, total score and percentage, statistical tools, namely, mean, standard deviation and quartile were used to analyze the data for arriving at the findings of the study.

### **5.1 Summary of Major Findings**

- In terms of degree of requirement, the human traits namely, Honest, Hardworking, Disciplined, Reliable and Responsible were found as the top five traits required to be there in the employees working in the rank of LDC and UDC in Indian Universities, with special reference to Assam University Silchar.
- The human traits such as Grateful, Courageous, Relaxed, Spiritual and Adventurous were ranked as the bottom five in terms of degree of their requirement.
- The human traits namely Educated, Careful, Intelligible, Efficient, Intelligent, Reliable, Responsible, Disciplined, Hardworking and Honest fall under the category of 'Very High Degree of Requirement'.
- The human traits, namely, Thoughtful, Purposive, Knowledgeable, Tolerant, Conscious, Alert, Candid, Constructive, Adaptable and Loyal, fall under the category of 'High Degree of Requirement'.
- The human traits namely Complete, Energetic, Dynamic, Calm, Inquisitiveness, Objective, Caring, Achiever, Vigilant, Patience and Insightful fall under the category of 'Moderate Degree of Requirement'.
- Further analysis of the data showed that the human traits, namely, Adventurous, Spiritual, Relaxed, Courageous, Grateful, Creative, Selfless, Aspiring and Optimistic fall under the category of 'Low Degree of Requirement'.
- It may be worthy to mention here that the human traits, namely Disciplined, Efficient, Educated, Reliable, Intelligent, Hardworking and Responsible were such over which the respondents confined their responses to only three scale points i.e., 'Necessarily Required', 'Largely Required' and 'Moderately Required'. Put it differently it can be said that over the above mentioned human traits the none of the respondents chose to side with the remaining two possible degree of importance, out of five, i.e., 'Somewhat Required' and 'Not at all Required'.
- The human trait 'Honest' was the one over which the responses of the respondents stood confined to only two high degrees i.e., 'Necessarily Required' and 'Largely Required', which indicates that this human trait was considered to be so much important that it fell in turned to be 'inevitable' with a high requirement

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## Appendix

### Questionnaire

Dear Sir/ Madam,

I, Barasha Gogoi, am a student of Department of Commerce of Assam University, pursuing my M.Com, course. In order to fulfill the requirement of one of the papers of the 4<sup>th</sup> semester of my course I am to prepare and submit a dissertation. The subject matter of my dissertation is “*Human Traits Required in Ministerial Employees: A Study With Reference To Assam University, Silchar*”.

To address the requirement of this dissertation work on the said theme I need to be enlightened by you on the basis of your wisdom and experience as one of the senior ministerial employees of Group A and Group B. The information gathered through the filled up questionnaire is proposed to be used in the form of summary for preparing the dissertation and later trying to get the same published in a research journal without disclosing the identity of the information provided by you.

The information you are expected to furnish will be of two types, one in the form of information relating to your personal life which is known as information of demographic nature and the other about the degree of requirement of certain selected attributes to be there in the ministerial employees of Group C serving in the rank of UDC and LDC in Indian Universities in your opinion. The information to be provided under the head “information related to personal life” is expected to be provided in descriptive form or by putting a tick mark (√) in the box concerned as may be applicable.

### A. Information relating to your personal life:

1. Name:
2. Gender: Male  Female
3. Age: (in completed years) below 45  45&above
4. Rank: Assistant Registrar  Section Officer  Assistant
5. Experience (in completed years) in Assam University:
6. Experience (in completed years) in Other Organization(s):
7. Experience in your present rank (in completed years):

**B.** Mentioned below please find a list consisting of selected Human Traits. This list includes in it such traits which generally are required to be there in the ministerial employees of Group C working in Indian Universities in the rank of **UDC and LDC** in particular. You are requested to kindly share your wisdom and experience about the **degree of requirement** of each the attributes by putting a tick mark beneath the degree of applicability of your choice. Some of the attributes put in the list have also been provided one or more synonym(s). In order to respond, you are free to pick up any of synonyms for your understanding. While responding about the attributes listed below you may consult the definitions of these traits from the annexure enclosed with this questionnaire, if so required.



<b>Information relating to the requirement of the degree of traits required to be there in the Ministerial Employees of Group C Serving in Indian Universities</b>						
Sl no.	Human Traits	Degree of Requirement				
		Necessarily Required (5)	Largely Required (4)	Moderately Required (3)	Somewhat Required (2)	Not at all Required (1)
1	Achiever					
2	Adventurous					
3	Courageous					
4	Alert					
5	Vigilant					
6	Calm					
7	Complete					
8	Intelligible					
9	Conscious					
10	Constructive					
11	Creative					
12	Careful					
13	Purposive					
14	Disciplined					
15	Dynamic					
16	Efficient					
17	Educated					
18	Knowledgeable					
19	Energetic					
20	Objective					
21	Patience					
22	Relaxed					
23	Spiritual					
24	Reliable					
25	Loyal					
26	Caring					
27	Aspiring					
28	Honest					
29	Candid					
30	Thoughtful					
31	Insightful					
32	Intelligent					
33	Adaptable					
34	Selfless					
35	Grateful					
36	Hardworking					
37	Tolerant					
38	Optimistic					
39	Responsible					
40	Inquisitiveness					

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