

THE TIME ORIENTATION OF THE CIVIL SERVICE

An Attempt to Operationalize the Typology of Time Orientations

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I. INTRODUCTION

Nowadays, national development is one of the most important problems in a developing country, and her government plays an essential role as a strategic variable in order to accomplish national development. Therefore, public administration, whose vocation is the systematic study of all the aspects of government operation, began to what the most effective ways are to conduct government operation so as to accelerate national development.⁽¹⁾

While development is defined as a "system's increasing capability to cope with new, continuous change,"⁽²⁾ development administration provides two focuses; one is *social change* as the environmental aspect and the other is the capability of the *administrators* who handle that change.⁽³⁾ On the other hand, the study of administrative behavior has focused its attention to value, attitude,

and morale of administrators for improving the effectiveness and efficiency of administration. And especially value and attitude, acting reciprocally, influence to the behavior of administrators. Accordingly, the time orientation, being a composite concept incorporating both time perspective and attitude toward change, involves indications about their behavior and ability.

This research study is an attempt to identify the time orientations of civil servants in accordance with Dr. Hahn-Been Lee's Typology of Time Orientations and to ascertain the variables determining their time orientations. Identifying their time orientations it will be possible to operationalize the proposition that Professor Lee had established.⁽⁴⁾ When a proposition was built up, it cannot help remaining permanently as a proposition without the empirical testings; and hence the interdependence between a theory and a

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(1) Hahn-Been Lee, "From Ecology to Time: A Time Orientation Approach to the Study of Public Administration," *International Review of Administrative Sciences*, Vol. XXXIII, No.2, Brussels, 1967, p.104.

(2) S.N. Eisenstadt, *Continuity of Modernization and Development of Administration: Preliminary Statement of the Problem*, Bloomington, Indiana, CAG/ASPA Occasional Paper, 1964, p.7.

(3) Lee, *loc. cit.*, p.106-107.

(4) Rapoport emphasizes, criticizing the historical method of the philosophy, the importance of the

research is more emphasized.⁽⁶⁾ In this context, this research may contribute to the professor's proposition so as to be developed toward a theory. Ascertaining the variables determining their time orientations Dr. Lee's proposition will be more concreted. Finding out those variables it will be possible to describe the attribute about each category of time orientations precisely. This work may also suggest some directions for the ability development of the civil service. For example, if their time orientations are strongly affected by the contents of their college education, the recruitment and/or personnel management must be considered according to their major fields in college. Accordingly, this research study will be useful both theoretically and practically.

For this research the writer prepared a questionnaire,⁽⁶⁾ based upon the result of the pilot study⁽⁷⁾ and pre-test,⁽⁸⁾ which is consisted of the questions that are contained two items for measuring time

perspective and attitude toward change and 27 items to find out the variables.

Although the object of this research could include all Korean civil servants, the research limited its scope to those of four agencies as follows: 1) the Overall Planning Bureau of the Economic Planning Board, 2) the Administrative Management Bureau of the Ministry of Government Administration, 3) the Food Administration Bureau of the Ministry of Agriculture and Forestry, and 4) the Foreign Procurement Bureau of the Office of Supply. The reason for limiting the object as mentioned above is that this study does not intend to identify the time orientations exactly, but attempt to operationalize the typology, and then the grade of the civil service also limited from 4B to 3A.

The number of questionnaires distributed and responded collected by each agent is indicated in the following table. The rate of responding to the inquires is extremely high; 97.9 per cent.

	Distrib- uted	Collected				
		total	3A	3B	4A	4B
Overall Planning Bureau of the EPB	40	38	4	11	14	9
Administrative Mgt. Bureau of the MGA	40	40	4	12	13	11
Food Admin. Bureau of the MAF	40	40	3	9	15	13
Foreign Procurement Bureau of the OSROK	30	29	3	6	10	10

operationalization of a theory of all kind of science including social sciences (in Anatol Rapoport, *Operational Philosophy: Integrating Knowledge and Action*, New York, John Wiley & Sons, Inc., 1967, pp.3-10)

- (5) Heinz Elau (ed.), *Political Behavior: A Reader in Theory and Research*, New York, The Free Press of Glencoe, 1956, p.7.
- (6) In order to draw up the questionnaire, the writer referred to the following publications: Hae Dong Kim, *A Lecture on Research Method*, Seoul, Sam Jung Dang, 1964, pp.124-141. Bernard S. Phillips, *Social Research/Strategy and Tactics*, New York, The Macmillan Co., 1967, pp. 118-120. Mildred Parten, *Surveys, Polls, and Samples: Practical Procedures*, New York, Harper and Brothers, 1950, pp.190-2 and 200-17.
- (7) The pilot study had been taken by the interview to about 20 personnels in the Ministry of Government Administration through the period of November 15-20, 1968.
- (8) The pre-test questionnaire was distributed to 7 agencies of the central government such as the EPB, the Ministries of Gov't Admin., Education, Commerce and Industry, Agriculture and Forestry, and the Offices of Fishery and Supply.

II. TYPOLOGY OF TIME ORIENTATIONS⁽⁹⁾

Dr. Lee mentions in one of his publications as follows. Administrators are time-bound.⁽¹⁰⁾ Individuals and groups engaged in administration have particular time orientations profoundly influence how they regard change. Those who are past-bound tend to ignore change, the present-bound tend to exploit it, and the future-bound administrator views change as an opportunity for development.⁽¹¹⁾

There are three basic attitudes toward change: positive, negative, and ambivalent.⁽¹²⁾ These different attitudes, or predispositions to act and react, influence and modify the tendencies arising from the different time perspectives of the past, the present, and the future. A combination of time perspective and attitude toward change produces a general guideline which serves as a predisposition to action.

In the above context, a negative attitude toward

change looks back toward the past and yields an *escapist* time orientation; an ambivalent attitude toward change concentrates upon the immediate present and yields an *exploitationist* time looks forward to the future and produces a *developmentalist* time orientation. The above three are posited the dominant types of time orientation.⁽¹³⁾ They can be shown in summary as in table 2-1.

Table 2-1. Dominant Time Orientations

		Attitude toward change		
		negative	ambivalent	Positive
Time perspective	past	escapist		
	present		exploitationist	
	future			developmentalist

The table 2-1 means that varying combinations of different time perspectives and different attitudes

(9) Professor Lee presented his typology in the following articles and books:

1) Articles;

- Developmentalist Time and Leadership in Developing Countries*, CAG Occasional Paper, Bloomington, Indiana, 1965, pp.2-13.
- "From Ecology to Time: Time Orientation Approach to Development Administration," in *Korean Journal of Public Administration*, Vol. IV, No.2, Seoul, 1966, pp.1-20.
- "From Ecology to Time: A Time Orientation Approach to the Study of Public Administration," in *International Review of Administrative Sciences*, Vol. XXXIII, No.2, Brussels, 1967, pp.103-111.

2) Books;

- Social Change and Administration*, Seoul, Bak Young Sa, 1968, pp.15-33.
- Korea: Time, Change, and Administration*, Honolulu, East-West Center Press, 1968, pp.3-15.

- Anatol Rapoport mentioned that time-bound is the process of transmitting accumulated knowledge and experience and then, as far as we know, this process is confined to the human kind. (in Rapoport, *op. cit.*, p. 233.)
- Hahn-Been Lee, *Korea: Time, Change, and Administration*, p.3.
- Ibid.*, pp.8-9. To a man with a positive attitude toward change, time opens up a wonderful opportunity; and with a negative attitude, time becomes a burdensome pressure; and with ambivalent attitude (occurs frequently), time remains only in the present.
- Hahn-Been Lee, *Developmentalist Time and Leadership in Developing Countries*, Bloomington, Indiana, CAG Occasional Paper, 1965, p.5.

toward change provide varying time orientations. It should not be constructed from the table that all time orientations in the past tense are necessarily escapist, or all in the future tense developmentalist, or all in the present tense exploitationist. In the present context, the effective time orientation is constituted not only by the time perspectives but also by the attitudes toward change. The above three time orientations are, as was mentioned above, "dominant" types with respect to the three temporal perspectives, but there are "residual" types that can be identified in each perspective.

Dr. Lee dealt with them as below.⁽¹⁴⁾

The escapist time is an orientation which is dominant in the past. There it is *retrospective*. To individuals, retrospective means a return to the early childhood on the farm or some ancestral glories of the family.

A person who takes refuge in the present has an *erratic* orientation. This attitude is related to his perception of sharp shrinkage of the past. This orientation is prevalent among civil servants caught up in rapid social and political upheavals in the administrative context.

Escapist to the past is linked to the flight into the future. It is a *utopian* orientation born out of fear of the present and the reality of life come to be performed. It is an explosive time orientation accompanies by desparate actions. Many intellectuals, including students and youth, in developing countries possess this time orientation.

The exploitationist orientation is pre-eminently a time of the present—a *hedonistic* orientation for a man contented to fell himself alive. He has no shought of sacrificing any part of the present for the future. This orientation is prevalent among extravagant public spenders, inflation-loving politicians, and corrupt bureaucrats.

When the exploitationist orientation applied to the past, it turns into a *regretful* orientation tends to produce actions whereby the individuals try to recoup some of the lost past, and hence it results in irregularities and enormities, such as spoils or revenge, in social and political behavior.

The exploitationist time of the future is *hasty*—an attitude of inadequate confidence in oneself and in the future. The outcome of such an attitude is presumptive action, *i.e.*, surprises, usurpations, and coup d'état.

When the developmentalist perspective applied to the future, developmentalist time is *prospective*: it plans ahead and is readily to take risks such an orientation yields vision, the vision of progress. Qualified new talents freshly brought into the higher positions of bureaucracy tend to have this orientation.

When the developmentalist orientation permeates the present, it generates the willingness to defer gratification in the present for returns in the future. Developmentalist time of the present is thus conducive to *saving*. Many businessmen have this orientation.

Applied to the past, developmentalist time produces an individual's eagerness to *inherit* it, *i.e.*, to use the past as a valuable resources.

Table 2-2 Typology of Time Orientations

		Attitude toward change		
Time perspective	past	negative ESCAPIST retrospective	ambivalent regretful	positive inheriting
	present	erratic	EXPLOITATIONIST hedonistic	saving
	future	utopian	hasty	DEVELOPMENTALIST prospective

(14) The followings are summerized from Lee's *Korea: Time, Change, and Administration*, pp. 10-15.

Charismatic leaders interested in their country's socio-economic development possess this time orientation.

The above table of 2-2 shows us the dominant and residual time orientations.

III. THE TIME ORIENTATION OF THE CIVIL SERVICE

In order to identify the time orientation of the civil servants, the operationalized questions about time perspective and attitude toward change were included in the questionnaire. Therefore, their time orientations were derived from the combination of answers on the above two questions.

Time Perspective

The time perspectives of the civil servants among the four bureaus are measured by the following question:

"On which have you mostly considered, when did you take care of your job (or a plan)?"

Answer 1: I have considered mostly the regulations or precedents of the past.

Answer 2: I have considered mostly the situations at the point of that period.

Answer 3: I have emphasized to the future effect of that job or plan.

So, the civil servants answered the above ques-

tion as the following table.

Table 3-1

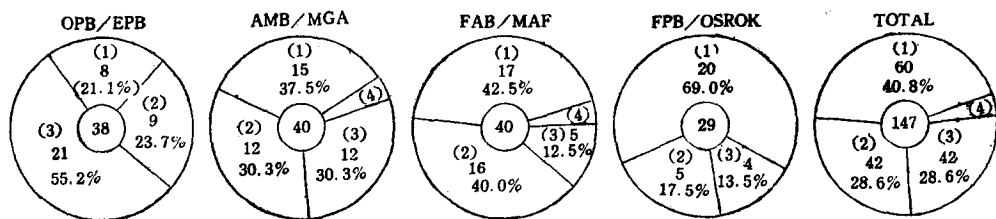
Answer No.	Number of Responses	percentage
1	60	40.8
2	42	28.6
3	42	28.6
DK	3	2.0
Total	147	100.0%

Considering the question 1 to the past, the question 2 to the present, and the question 3 to the future time perspective, the above table shows us that time perspective to the past appears dominantly among the civil servants as much as 40.8 per cent: on the other hand, the present and the future perspectives are shown as 28.6 per cent respectively.

Dividing the responses into organizations, they are shown as table 3-2.

Table 3-2

time perspective	Overall Planning	Admin. Mgt.	Food Admin.	Foreign Procurement
past (1)	8	15	17	20
present (2)	9	12	16	5
future (3)	21	12	5	4
DK (4)	0	1	2	0
Total	38	40	40	29



In the above table we can find that 55.2 per cent of the civil servants in the Overall Planning Bureau orientate to the future: 30.0 per cent in the Administrative Management Bureau; 12.5 in

the Food Administration Bureau; and 13.9 in the Foreign Procurement Bureau to the future perspective. The fact that many civil servants in the Economic Planning Board orientate their time

perspectives to the future may be caused from which they are taking charge of the task of the national economic plan, especially the first and second Five-Year Economic Development Plans. It is fortunate for the national development emphasized on the economic aspect in our country.

We can also find that 40.0 per cent in the Food Administration Bureau orientates to the present; 30.0 in the Administrative Management Bureau; 23.7 in the Overall Planning Bureau; 17.5 in the rest. The fact that many persons in the Ministry of Agriculture and Forestry have the present perspective is a serious problem, when it takes into great consideration the agricultural administration, especially the food administration, of our country is one of the essential policy in the course of our economic development. So, it will be required that their orientations need to be changed to the future.

We can find thirdly that 69.0 per cent of the civil servants in the Foreign Procurement Bureau orientate to the past; 42.5 in the Food Administration Bureau; 37.5 in the Administrative Management Bureau; and 21.1 in the Overall Planning Bureau to the past. The above indicates the possibility of which in many other organizations, especially in the field offices, the civil servants may be more orientated to the past in their time perspectives, because the above four agents are but only included among the central government, not also they take the leading positions in each organization.

In summary, the civil servants in the Economic Planning Board orientates to the future relatively and the Government Administration Ministry shows us that her personnels are distributed between the present and the future: on the other hand, those in the Agriculture and Forestry Ministry are nearly to the present and most of the

civil servants in the Supply Office appear to the past-orientated.

Attitude toward Change

The attitudes toward change of those of the four bureaus measured by the following question:

"How have you taken care of your plan, when the situations related directly with your plan were changed?"

Answer 1: I have revised it totally.

2: I have scrupled whether or not revise.

3: I have no longer revised it.

The result of the above question is shown as in the table 3-3.

Table 3-3

Answer number	Number of Responses	Percentage
1	12	8.2
2	106	72.0
3	26	17.2
DK	3	2.1
Total	147	100.0%

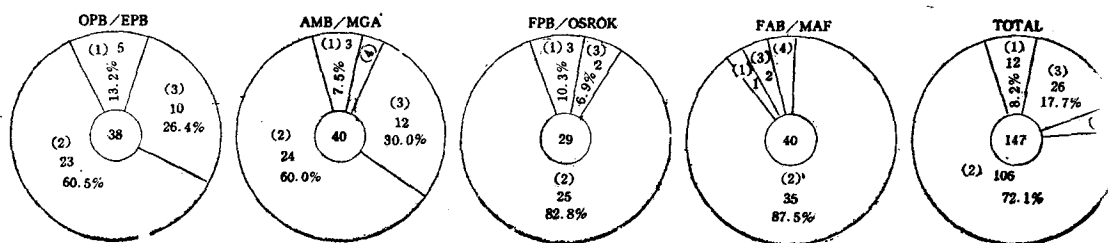
The above table indicates that the ambivalent attitude toward change is dominant among the civil servants—72.0 per cent. Professor Lee mentioned that this attitude occurs frequently.⁽¹⁵⁾

Dividing their attitudes toward change into organization, they are shown as in the table 3-4.

Table 3-4

Attitude toward Change	OPB/ EPB	AMB/ MGA	FAB/ MAF	FPB/ OSROK
negative (1)	5	3	1	3
ambivalent (2)	23	24	35	24
positive (3)	10	12	2	2
DK (4)	0	1	2	0
Total	38	40	40	29

(15) Lee, *op. cit.*, p. 9.



In the above table, we can find that 26.4 per cent of the civil servants in the Overall Planning Bureau are orientated to the positive, 60.5 to the ambivalent, and 13.2 to the negative attitude toward change: in the Administrative Management Bureau, 30.0 per cent to the positive, 60.0 to the ambivalent, and 7.5 to the negative.

The Food Administration Bureau appears as 5.0 per cent to the positive, 87.5 to the ambivalent, and only 2.5 to the negative: the Foreign Procurement Bureau is shown as 6.9 to the positive, 82.8 to the ambivalent, and 10.3 to the negative.

From the above fact we can find that the former two organizations are different with the latter two in the degree of attitude toward change, and each two organizations have certain degrees of likeness. In other words, most of the civil servants orientate to the ambivalent attitude toward change, but in the EPB and the MGA they are shown more positive, compared with the rest two. Accordingly, this fact intimates that their time orientations will mostly belong to the exploitationist.

Time Orientation

In the above, we found that the time perspectives and the attitudes toward change of the civil servants differ from the organizations; and hence the above fact suggests that their time orientations are also

different with the organizations.

Now, let us apply their time perspectives and the attitudes toward change to the typology of time orientations. They are shown as in the table 3-5.

Table 3-5 The Time Orientations of the Civil Servants

		Attitude toward change		
		negative	ambivalent	positive
Time perspective	past	retrospective 4(2.7%)	regretful 48(32.7%)	inheriting 8(5.4%)
	present	erratic 5(3.4%)	hedonistic 30(20.4%)	saving 7(4.8%)
	future	utopian 3(2.0%)	hasty 28(19.1%)	Prospective 11(7.5%)

As we see in the above table, about one third of the civil servants possess the regretful time orientation. In the hedonistic and hasty, they are shown as much as about one fifth respectively, while 7.5 per cent of the civil servants are shown as developmentalist-prospective time orientation.

Adding up the regretful and hedonistic time orientations, it appears as 53.1 per cent among all, and hence it will be possible to say that most of the civil servants are rested in between escapist and exploitationist time orientations.⁽¹⁶⁾

According the Professor Lee's Typology of

(16) The time orientation of bureaucracies under stationary conditions tends to be a mixture of escapist and exploitationist orientations. (Lee, *op. cit.*, p.31)

Bureaucratic Roles, they may be routine workers and/or wasters under relatively stable conditions, and under rapid changing conditions they may be controlled agents and/or usurpers. So, their program orientations are keeping law and order and/or doing consumption.⁽¹⁷⁾

Dividing their time orientations into organization, they are shown as in the table 3—6.

Table 3-6 The Time Orientations of the Civil Servants by classification of Organization

(1) (2) (3) (4)
OPB/EPB AMB/MGA FAB/MAF FPB/OSROK

(1)

1	6	1
2	4	3
2	<u>13</u>	<u>6</u>

(3)

0	<u>17</u>	0
1	<u>14</u>	1
0	4	1

(2)

1	9	5
2	7	3
0	<u>8</u>	4

(4)

2	<u>16</u>	2
0	5	0
1	3	0

(1)N=38 (2)N=39 (3)N=38 (4)N=29

In the Overall Planning Bureau the developmentalist orientation is shown more than any other organizations as much as 15.8 per cent and the hasty is appeared as 34.2 percent. It means that it will be possible for them to become the developmentalists.

In the Administrative Management Bureau the developmentalist is shown as 10.0 per cent and the hasty as 20.0 per cent; on the other hand, the hedonistic as 17.5 and the regretful as 22.5 per cent.

In the Food Administration Bureau, the hedonistic is shown as much as 35.0 per cent and the regretful as 42.5; on the other hand, the prospective is shown as only one person. So they are mostly orientated between the escapist and exploitationist time orientations among those of the Ministry of Agriculture and Forestry.

Lastly, in the Foreign Procurement Bureau there are no one in the prospective and savings time orientations. Otherwise, the regretful are shown as 55.2 per cent and the hedonistics as 16.9, and hence the civil servants of the Foreign Procurement Bureau are more closed to the escapist time orientation.

The above fact shows us that the Overall Planning Bureau takes relatively the developmentalist, the Administrative Management Bureau follows the second, the Food Administration Bureau takes nearly the exploitationist, and the Foreign Procurement Bureau is almost inclined to the regretful. The fact that the time orientations are different with organizations indicates that time orientation has the possibility to be varied from the organizational variables.

IV. THE VARIABLES AFFECTING TO THE TIME ORIENTATION OF THE CIVIL SERVICE

Finding Variables

In the preceeding section the time orientations of the civil servants were identified. This section presents what variables affect to their time orientations, i.e., what variables lead their time orientations to the developmentalist, while what variables to the escapist?

To begin with, the variables which are expected to influence to time orientation will be suggested as three categories largely 1): social background, 2) perception to the environmental condition, and

(17) Lee, *op. cit.*, p.19.

3) organizational conditions. These three categories are divided again into some expected variables. These were tested through the pilot study by means of the interview to about 20 personnels of the Ministry of Government Administration, and they were tested again through the pre-test. Therefore, the expected variables had been contained in the questionnaire of the main research.

Those are suggested as follows:

(1) Social Background (Personal History and Experience)

- a. Age
- b. Grown-up Place
- c. Family Life
- d. Education
- e. Religious Affiliations
- f. Former Occupation
- g. Travel and Training Abroad

(2) Perceptions to Environmental Conditions

- a. Span of Attention
- b. Attitude toward Environmental Changes
- c. Perception to the Relationship between Organization and Environment

(3) Organizational Conditions

- a. Career in Administrative System
- b. Hierarchical Rank
- c. Character of Job
- d. Organizational Environment
- e. Leadership

Therefore, measuring the central tendency to some categories of time orientation, it may be possible to find out the affecting degree of each variable. Let us examine, by this method, the

Social Background

Age

Table 4-1

age	(1) 25—30	(2) 31—35	(3) 36—40	(4) ab- ove 40	total
number	38	52	38	16	144
(%)	(26.4)	(36.1)	(26.4)	(11.1)	

expected variables one by one.

The survey indicates that the median age of the collected civil servants is 33.9 years. Classifying them in accordance with the typology, they are shown as follows.

(1) 25—30 (2) 31—35 (3) 36—40 (4) above 40
N=38 N=52 N=38 N=16

(1)

0	6	1
0	5	3
1	<u>14</u>	<u>8</u>

(2)

0	<u>20</u>	4
0	15	2
0	9	2

(3)

1	<u>15</u>	3
4	8	1
2	3	1

(4)

3	<u>7</u>	0
1	2	1
0	2	0

The above data show us that 14 persons center to the hasty orientation among 38 persons of item 1 (25—30). In items 2, 3 and 4, they center to the regretful. It is found also that item 1 holds as much as 21.0 per cent in the prospective; on the other hand, item 4 holds 18.7 per cent in the retrospective. In this context, we can find that the percentage of the civil servants to the developmentalist orientations is increased higher from item 4 to 1; on the contrary, the percentage to the regretful is decreased lower.

Therefore, it is assumed that the age of the civil servants may affect to their time orientations: the younger to the developmentalist, the older to the escapist.

Grown-up Place

The following table indicates that the rural-born civil servants are more than the Seoul-born in number.

Table 4-2

birthplace	Seoul	other cities	rural areas	abroad
number (%)	18 (12.5)	37 (25.6)	84 (58.4)	5 (3.5)

Among the civil servants from cities except Seoul and rural area, those who had lived there until above 24 years of age center to the regretful and the retrospective as much as 78.6 per cent; those of 19—24 years of age center to the regretful as 44.7 per cent; those of 13—18 to the regretful as 24.6 per cent; and those of below 12 to the

regretful as 13.0 per cent: on the contrary, in the prospective orientation, the age of below 12 holds 13.0 per cent; 13—18 holds 9.5; 19—24 holds 4.3; and the age of above 24 holds none. The above facts tell us that the longer life in other places except Seoul orientates to the escapist more closely. But the civil servants who were born in Seoul orientate to the regretful as much as 55.6 per cent.

Anyway, it can be assumed that the longer life in rural area inclines to the escapist orientation.

(1) above 24
N=14

3	8	1
1	1	1
0	0	0

(2) 19—24
N=47

1	21	2
2	11	1
1	6	2

(3) 13—18
N=53

0	13	3
1	12	4
1	14	5

(4) below 13
N=23

0	3	1
0	6	1
1	8	3

Seoul-born
N=18

0	10	0
0	1	2
1	3	1

Family Life

In the assumption that a person's personality may be more influenced by his father in his earlier life in Korea, the writer requires the questions about father's occupation and academic background in the questionnaire; but it is difficult to measure the time orientation of the civil service by the above variables. From the data, we can only find that most of 21 persons whose fathers had been engaged in the civil servants are centered to the exploitationist orientations.

Education

Table 4-3

	(1) Master degree	(2) Bachelor degree	(3) Mid-course in college	(4) Finished High Sch.
number (%)	23 (16.0)	104 (72.2)	9 (6.2)	8 (5.6)

(1) N=23 (2) N=104 (3) N=9 (4) N=8

(1)

0	2	1
0	4	6
1	4	5

(3)

1	1	2
1	2	1
1	0	0

(2)

1	4	5
3	22	1
1	24	6

(4)

2	3	0
1	2	0
0	0	0

Education is important in the socialization process for building "the pattern of values and norms

which facilitate the assumption of roles"⁽¹⁸⁾ in the future life. According to the data, most of the civil servants had graduated from college, who are centered to the exploitationist orientations, because the education in college or university may be only on the basis for their capability or potentiality of personality.⁽¹⁹⁾ It is no wonder, therefore, that they close their major fields of study according to the marketing orientation⁽²⁰⁾ which is similar to the escapist or exploitationist orientation. On the other hand, among the civil servants who earned the master degree, 21 per cent to the prospective, and adding up the saving orientation they increase to above 50 per cent. Therefore, the educational level may affect to the time orientation at small rate.

Religious Affiliation

Because of the limitation of believers of religions, it is difficult that religion is assumed as a variable determining the time orientation.

Former Occupation

A man's occupation is second in importance to the education in determining his socialization process.⁽²¹⁾ The differentia that count most in the disengagement of transitionals are occupation, education, and of course literacy. The job is a channel through which experience of the larger world is acquired.⁽²²⁾ In spite of the importance of occupation, it is difficult to be assumed as a variable in this research.

Trip to Foreign Country

The civil servants who have had the trip to foreign countries are scattered as below.

N=32

0	5	5
0	4	2
0	12	4

As we can see in the above data, they are centered to the hasty orientation and no one exists in the escapist orientations; and we can assume that the trip abroad avoids from the escapists, which would result in faster imitation and thus adoption of western attitudes and behavior both in public and private lives.

Perceptions to Environmental Conditions

Span of Attention

For measuring their span of attention the following question was included in the questionnaire.

"How much degree do you consider the environmental settings in taking your task?"

1. I consider the overall setting.
2. I consider the setting only related my job.
3. I do not consider the setting at all.

The following table tells that item 1 is centered to the developmentalists, item 2 is centered to the

(18) Daniel Katz and Robert Kahn, *The Social Psychology of Organizations*, New York, John Wiley and Sons, Inc., 1966, p.131.

(19) Many seminars about this problem have held among the educators and professors in our country such as the Seminar on "the Role of Higher Education in National Development in Asia", which was held on August 9-22, 1968 at Seoul.

(20) According to Eric Fromm, in marketing orientation man encounters his own powers as commodities alienated from him. (in Fromm, *Man for Himself: An Inquiry into the Psychology of Ethics*, New York, Holt, Rinehart and Winston, 1964, p.82.)

(21) In-Joung Whang, "Elite Change and Program Change in the Korean Government, 1955-1967, *Korean Journal of Public Administration*, Vol. VII, No.1, Seoul, 1969, p.249.

(22) Daniel Lerner, *The Passing of Traditional Society: Modernizing the Middle East*, New York, The Free Press of Glencoe, 1958, pp.136-57. (re-noted from Whang, *loc. cit.*, p.249.)

Table 4-4

	Answer 1	Answer 2	Answer 3
number (%)	18 (12.3)	97 (80.6)	29 (7.1)

Answer (1) N=18 (2) N=97 (3) N=29

0	1	4	2	24	2	2	13	2
0	1	3	5	21	3	0	8	1
0	4	5	3	22	5	0	2	1

exploitationists, and the item 3 centers to the regretful orientation; that is, most of the civil servants to the developmentalist time orientations have the wide span of attention to the setting, while most of the regretfuls to the narrow span. Accordingly, the time orientation may be influenced by the span of attention of the civil service.

Attitude toward Enviromental Changes

For measuring their attitude toward environmental changes, the change rates of the political, economic, soccal, and cultural settings are questioned to the respondents. At result, the responses to social and cultural aspects are lack to analyze. So, let us explain the political and economic aspects.

a. political aspect

Table 4-5a

	1. very rapid	2. rapid fairly	3. little slow	4. very slow
number (%)	5 (4.3)	37 (26.3)	47 (33.6)	49 (34.8)

The items 1 and 2 are centered to the exploitationists; therefore, it is assumed that the civil servants who perceive the political phenomena change rapidl yare to the exploitationist. But the data cannot indicate that the perceptions on political change may influence the time orientation.

(1) N=5 (2) N=37 (3) N=47 (4) N=49

(1)	(2)
0 2 0	0 12 0
0 3 0	0 13 1
0 0 0	0 9 3
(3)	(4)
1 18 4	1 15 1
1 14 2	2 8 4
1 6 0	2 4 1

b. economic aspect

Table 4-5b

	Answer 1	2	3	4
number (%)	22 (16.2)	67 (46.8)	44 (32.4)	13 (4.6)

(1) N=22 (2) N=67 (3) N=44 (4) N=13

(1)	(2)
1 2 1	0 13 7
0 3 3	2 15 4
1 3 8	2 21 3
(3)	(4)
2 28 0	2 4 0
1 10 0	3 2 0
0 4 0	0 1 0

In the above data, the developmetalists are gathered to items 1 and 2; and hence the persons who perceive the economic change is rapid may be

assumed as the developmetalist, but the others cannot be assumed by the attitude toward the environmental changes.

Perception to the Relationship between Organization and Enviroment

The question was presented as follows:

“Comparing your present job with the environmental settings, which is character of your job among the following explanations?”

- 1. my job leads the environment to the good direction
- 2. my job only perceives the environmental setting
- 3. my job does not perceive the environment.

Table 4-6

	Answer 1	2	3
number (%)	23 (15.9)	70 (48.6)	51 (35.4)
(1) N=23	(2) N=70	(3) N=51	

0	4	1	0	19	4	4	25	3
0	4	2	1	18	3	4	8	2
0	6	6	2	18	5	1	4	0

- (1) below 3 yrs. (2) 3—6 (3) 6—9 (4) 9—12 (5) above 12

0	2	0	0	3	1	0	18	4	0	10	1	4	14	1
0	5	4	0	3	1	0	11	2	0	10	0	3	3	0
0	9	6	0	5	3	0	10	1	2	4	1	0	0	0

The above data tell us that item 1 contains 9 persons to the development among 23 civil servants list. About one half of item 3 centers to the regretful and most of item 2 center to the exoloi-tationists. Accordingly, the persons who perceive the positive relations with the environmental settings may lean to direction of the developmen-talist, while the persons who perceive the negative relation may lean to the escapist.

In the above context, the perceptions to the environmental settings may less influence to the time orientation; and hence it become clear that the organizational variables may more influence to the orientation of the civil service.

Organizational Conditions

Career in Administrative System-Period as Civil Service

Table 4-7

	below 3 years	3—6	6—9	9—12	above 12
number (%)	26 (18.0)	16 (11.1)	47 (32.8)	30 (20.8)	25 (17.3)

In the item 1 the propective time orintation holds 23.0 per cent among civil servants, 3 and 4 hold mostly their members in the exploitationists and item 5 is centered to the retrospective and the regretful emphasizing to the latter. Accordingly, it will be assumed that the shorter-served servants

to the more developmentalist, the longer served to the less developmentalist. In this context, term of office of the civil service will be assumed as one of the variables affecting their time orientations.

Hierarchical Rank

Table 4-8

	3A	3B	4A	4B
number (%)	14 (9.7)	37 (25.6)	50 (34.9)	43 (29.8)

3A: N=14

0	3	0
1	2	1
0	5	2

4A: N=50

2	14	4
3	13	2
2	7	5

3B: N=37

0	11	1
0	5	4
1	11	4

4B: N=43

2	20	3
1	10	0
0	5	0

In the grade 3A, 57.1 per cent among them is shown as the prospective, hasty and saving orientations. The rest (42.9%) of them is shown as the regretful, erratic or hedonistic; In 3B, a half is shown as the above three orientations in the case of 3A; in 4A, the hedonistic and regretful are shown as much as 51.9 per cent; and in 4B, the regretful is shown as 46.5 per cent while the hedonistic as 23.3 per cent. Accordingly, it will be assumed that the higher rank, the more to the developmentalist; on the contrary, the lower rank, the more to the escapist.

Otherwise, classifying the civil servants into the rank at the period of appointment, they are shown as below.

Table 4-9

	3B	4A	4B	5
number (%)	18 (12.5)	23 (16.0)	25 (17.3)	78 (54.2)

3B: N=18

0	0	0
0	2	6
1	4	5

4B: N=25

0	8	1
0	4	0
0	9	1

4A: N=23

0	1	2
1	5	1
0	8	5

5: N=78

4	39	5
3	19	0
2	4	0

Above 50 per cent of the civil servants to the saving and the prospective in the grade of 3B-34.7 per cent to the developmentalists in 4A-36.0 per cent to the hasty in 4B; and a half of them center to the regretful in the grade of 5. This fact indicates that the civil servants appointed to the higher position, the more to the developmentalist; those appointed to the lower, the more to the escapist.

Character of Job

For testing the character of job, it is found by

1. EPB

1	6	1
2	4	3
2	13	6

3. FAB

0	17	0
1	14	1
0	4	1

2. AMB

1	9	5
2	7	3
0	8	4

4. FPB

2	16	2
0	5	0
1	3	0

the organization in the assumption that the Overall Planning Bureau as the planning one, the Administrative Management Bureau as the relatively limited planning, the Food Administration Bureau as the faced-to-faced to the planning, and the Foreign Procurement Bureau as the routinized one.

Classifying the civil servants into each organization, they are shown as below.

The above data indicate that the more planning, the more to the developmentalist; the more routinized work, the more to the escapist.

Organizational Environment

In order to examine the organizational environments, four questions were used.

a. degree of cooperation

"How do you feel about the cooperations among your colleagues?"

1. extremely good
2. moderately good
3. little bad
4. very bad

(1) N=8

0	0	1
0	0	1
2	2	2

(2) N=74

0	18	3
2	16	5
0	21	9

(3) N=5

2	28	4
1	13	1
1	5	0

(4) N=7

2	2	0
2	1	0
0	0	0

There are no servants to the developmentalists in the item 4; on the contrary, the item 1 centers to the developmentalists as a half of them. The item 2 centers to the hasty as 28.4 per cent and

the item 3 centers to the regretful as 51.0 per cent. Therefore, the well cooperation leads to the closer direction to the developmentalist, and the worse cooperation leads to the closer to the escapist.

b. degree of displaying ability

"How much degree can you display your ability at present?"

1. extremely high
2. fairly high
3. little low
4. very low

(1) N=13

0	0	1
0	2	0
2	2	4

(2) N=82

0	14	0
0	15	0
0	18	0

(3) N=41

1	25	3
3	12	3
0	7	1

(4) N=8

3	9	1
2	1	0
1	1	0

The item 1 holds the prospectives as much as 36.4 per cent, the item 2 centers to the hasty as 30.0 per cent, the item 3 centers to the regretful as 45.5 per cent, and a half to the regretful in the item 4. Especially, in the item 4 they are held in the escapist orientations as much as 33.4 per cent.

c. Colleagues Attitudes

"Generally speaking, what do you think of which your colleagues' attitudes is performing their jobs and achieving the results?"

1. extremely high
2. fairly high

3. little low

4. low

(1) N=11

0	0	1
0	3	1
0	4	4

(2) N=46

0	19	5
2	21	5
1	22	7

(3) N=72

1	26	2
2	5	1
2	2	0

(4) N=15

3	3	0
1	1	0
0	0	0

They who serve with such eager colleagues as items 1 and 2 only appear to the prospective orientation. Item 1 holds 46.1 per cent to the developmentalist; item 2 holds 26.9 to the hasty, while 20.3 per cent to the developmentalists; item 3 centers to the regretful as 63.5 per cent; and item 4 is centered equally to the escapist and the exploitationist and there is no one to the developmentalist.

d. attitude toward job

"How much degree do you satisfy with your present job?"

1. extremely high
2. satisfy on some degree
3. dissatisfy on some degree
4. dissatisfy

(1) N=10

0	1	1
0	0	2
1	2	3

(2) N=80

1	14	5
2	17	2
0	23	6

(3) N=44

0	4	0
0	15	4
2	7	1

(4) N=10

4	5	1
4	1	0
0	0	0

The item 1 centers to the prospective as much as 45.5 per cent, the item 2 holds 26.1 per cent to the developmentalists and centers to the hasty as 34.8 per cent, the item 3 possesses only 11.5 per cent in the developmentalists and centers to the regretful as 55.5 per cent, and finally the item 4 centers to 53.2 per cent to two categories of the escapists. Thus, the more satisfying civil servants, the more to the developmentalist; the less satisfying, the more to the escapist.

From the above facts, it will be assumed, therefore, that the organizational environments can affect to the time orientations of their members.

Leadership

For reviewing on leadership the writer suggested the questions about the competence of leader and the recognition from leader.

a. competence of leader

"Can you trust your supervisors' ability to lead you?"

1. sufficient competence
2. sufficient on some degree
3. unsufficient on some degree
4. unsufficient

(1) N=7

0	0	0
0	1	0
0	5	5

(2) N=63

0	3	4
1	12	3
1	16	5

(3) N=57

1	19	1
2	11	3
2	3	2

(4) N=19

2	4	1
1	2	0
0	0	0

The item 1 centers to the developmentalists as much as 60 per cent, while the item 4 centers to the escapists and the exploitationists as 90 per cent. Comparing with items 2 and 3 they center to the exploitationists, but item 2 holds in the hasty as 2.88 per cent and item 3 holds in the hasty as much as only 6.8 per cent.

b. recognition from leader

"How much degree do your supervisors take on your suggestions or proposals?"

1. enough
2. proper
3. little
4. very little

(1)

0	0	0
0	0	2
1	1	3

(2)

0	17	3
1	18	2
2	15	5

(3)

1	27	2
3	9	2
0	12	3

(4)

3	4	3
3	3	1
1	1	0

The item 1 holds its members in the prospective as much as a half of them, while the item 4 holds in the escapists as 36.8 per cent and center to the regretful. The item 2 and 3 are centered to the exploitationists emphasized to the hedonistic

in item 2 and to the regretful in item 3.

Relations between Variables

(1) 30-3B: N=14

(2) 40-4B: N=14

1	1	1
0	1	3
0	0	7

0	9	0
0	4	1
0	0	0

Age and Hierarchical Rank

Combining the civil servants in the age of below 30 years of the hierarchical rank in above 3B and those in the age of above 40 and in 4B, they are shown as in the following.

The item 1 centers to the prospective, while the item 2 to the regretful. Thus it will be assumed the younger age with the higher grade leads the time orientation to the developmentalist.

Education and Hierarchical Rank

The following data choose the civil servants who earned the master degree and engaged in the grade 4B.

Master-4B: N=7

0	2	0
0	0	0
0	0	5

The data indicate that the graduates are centered separately to both the prospective and to the regretful.

Education and Term of Office

Choosing the college graduates among the civil servants who served during 6 years and/or below, they are shown as the following data. They are centered to the hasty orientation as much as 73.9 per cent.

N=23

0	3	0
0	0	1
0	17	2

Age and Character of Job

(1) below 30-OPB:N=14 (2) below 30-FPB:N=7

0	0	1
0	0	3
3	2	2

1	4	0
0	2	0
0	0	0

We can find in the below data that they who are of the age of below 30 years in the Overall Planning Bureau are relatively centered to the developmentalists, while in the Foreign Procurement Bureau centered almost to the regretful.

We can also find in the following data that they who are of the age of above 40 in the former bureau center to the saving, while in the latter to the hedonistic orientation.

(1) above 40-OPB:N=3 (2) above 40-FPB:N=8

0	0	0
0	0	3
0	0	0

0	2	0
0	6	0
0	0	0

Hierarchical Rank and Character of Job

The civil servants in the grade of above 3B in the Economic Planning Board are centered to the developmentalist orientations, and those of above 3B in the Office of Supply are centered almost to the hedonistic. In addition, in the case of the 4B grade, the EPB is centered to the hasty, while

(1) 3B-EPB : N=10 (2) 3B-OSROK : N=10

0	0	1
0	0	3
0	2	4

0	2	0
0	7	1
0	0	0

(3) 4B-FPB:N=10 (4) 4B-OSROK:N=10

0	0	1
0	2	1
0	5	1

0	6	0
0	3	1
0	0	0

the Office of Supply is centered to the regretful orientation.

Span of Attention and Hierarchical Rank

The civil servants in above 3B grade who perceive the wide span are centered to the hasty and those of the narrow span are centered to the hedonistic.

wide-above 3B:N=12 narrow-above 3B:N=10

0	1	0
0	3	1
0	7	0

0	1	0
0	8	0
0	1	0

The above kinds of work with combining the variables will be useful to find out the improving method on the ability development of the civil servants.

As mentioned in this section, the time orientation of the civil servants are much affected by the organizational variables; moreover, correlating the organizational variables to the social background the degree of affect to the time orientation is more increased. In this context, it will be possible

to change the time orientations of the civil servants by means of such administrative reforms as the improvement of staffing, contents of training, and leadership.

V. CONCLUSION

In section three the time orientations of the civil servants were identified among the selected four organizations. The result of the research indicates that most of the civil servants remains in no more than exploitationists. This fact is caused that, as Fritz Morstein Marx indicates, the administrative bureaucracy "responds to the present in the light of the past, confining the future to the immediately foreseeable," and "has an operational interest in stability in an undisturbed working rhythm in today's repetition of yesterday."⁽²³⁾ Therefore, the time orientation of bureaucracies under stationary conditions tends to be a mixture of escapist and exploitationist orientations with accent on the former.⁽²⁴⁾ According to Eric Fromm, a man or a group positing non-productive orientation is characterized by the mixture of the receptive orientation and the exploitative orientation.⁽²⁵⁾ Fromm's above orientations may be similar to the escapist and/or the exploitationist time orientations.

In this research study the Office of Supply or the Ministry of Agriculture and Forestry shows us almost as that kind of bureaucracy, and the "spirit of the clerk" prevails in such a bureaucracy.⁽²⁶⁾ On the other hand, the civil servants of the Economic Planning Board—the institution which is taking charge of the national economic

plan as a whole—orient to the developmentalist orientation relatively.

We must recognize that it is not always hopeful that the civil service of all government offices is centered to the developmentalist, but in the developing countries it will be more emphasized that the developmentalist spirit is inspired in the central government so as to accelerate national development.

As mentioned in section four, the time orientation of the civil service is much affected by the variables within organization in which they work: that is, the character of the task, term of office and hierarchical rank on one hand; organizational environment and leadership on the other. And hence, it may be possible to reconstitute their time orientations by means of the reform on administrative system. The future studies will be requested to search in this context.

The problems about the relationships between the time orientation and the administrators' roles patterns or their administrative programs are not mentioned in this research study. This study will remain to the next step of the advanced study in this field.

In addition, the writer cannot help mentioning the following attention: the questions in measuring time perspective and attitude toward change will be operationalized in the aspect of reliability and validity in research method, and the method finding out the variables will be developed in the aspect of the quantitative analysis.

(23) Fritz Morstein Marx, "The Higher Civil Service as an Action Group in Western Political Development", in Joseph LaPalombara (ed.), *Bureaucracy and Political Development*, New Jersey, Princeton University Press, 1963, p.87.

(24) Lee, *Korea: Time, Change, and Administration*, op. cit., p.31.

(25) Eric Fromm, *Man for Himself: An Inquiry into the Psychology of Ethics*, New York, Holt, Rinehart and Winston, 1964, pp. 62-64. According to him, it is characteristic of the receptive orientated people that their first thought is to find somebody else to give them needed information rather than to make even the smallest effort of their own, and the attitude of the exploitative orientated person is colored by a mixture of hostility and manipulation.

(26) Lee, op.cit., p.32.