

*Full Length Research Paper*

# The trend towards rationalism among Chinese local administrators: Developments within the Shanghai community administrators' psychological quality

Ao Xiaolan

Shanghai Administration Institute, Shanghai, China. E-mail: axlsh@163.com.

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This paper presents data on the development of psychological qualities of Shanghai community administrators. By comparing results of 2001 and 2010, the author analyzes the difference of the psychological qualities of Shanghai community administrators. The conclusions from the data are based on a decade of psychological profiling research on the administrators, using the internationally recognized and widely adopted psychological typing tool Myers-Briggs type indicator (MBTI). The most significant change in their psychological profile is the move from ESFJ to ESTJ, with a shift from feeling to thinking. In 2001 they were structured, careful, firm, disciplined, relationship focused, not particularly theoretical or abstract, unimaginative, more present oriented than future, and unwilling to try unproven methods. They most often took the role of a stabilizer - the status quo defenders. These characteristics were not fit for the development trends of Shanghai. Instead, in 2010 they focus on objectivity and detachment when they make a judgment. The characteristics frequently associated with their types are pragmatism, realism and decisiveness. They are detail oriented, work within logical frameworks and take a fast and systematic approach to implementing decisions. By comparing these groups of administrators, it is clear that the 2010 subjects are better equipped psychologically as local administrators. The author analyzes these changes in Shanghai opening up and becoming more internationally connected to the psychological types of the administrators, as well as the positive aspects of recruitment approaches and community administrator training in Shanghai.

**Keywords:** Psychological Type, MBTI, Rationalism Trend, Shanghai Community Administrators.

## INTRODUCTION

The Myers-Briggs type indicator (MBTI) instrument was developed by Katharine C. Briggs and her daughter Isabel Briggs Myers based on the work of Swiss psychologist C. G. Jung, who presented his psychological type theory in his book *Psychological Types*

(published 1921, translated into English 1923). American Psychologist Company published Myers-Briggs type indicator (manual) in 1962 as a tool. Mary McCauley revised it in 1980. In 1998, Aomil, Quenk and Allen Hammer revised it again, M-version. Since its inception, MBTI was taken to be a personality testing tool for 2 million people each year in the world, which has become one of the most widely.

**Abbreviations<sup>1</sup>:** MBTI: Myers-Briggs type indicator, **E:** extraversion, **I:** introversion, **S:** sensing, **N:** intuition, **T:** Thinking, **F:** Feeling, **J:** Judging, **P:** Perceiving.

The sample of community administrators in U.S.A existed in 1999 (Gail A. Blohwiak, CAPT Third Biennial Leadership Conference Proceedings). The related research had been a blank in China. The author did the research in 2001 firstly in China. But the result was not satisfactory fitting for the jobs of community Administrators. About 10 years later, she did relative research again to the same subjects, and the result is better for subjects' jobs. By comparing the results of the

<sup>1</sup> Each four-letter type stands for a complex set of dynamic relationships among the functions (S, N, T, and F), the attitudes (E and I), and the orientation to the outer world (J and P). The letters in any type appear in this order: E or I, S or N, T or F, J or P. All 16 possible combinations of letter occur--ESFJ, ISTP, INFJ, ENTP, and so on.

psychological qualities of Shanghai community administrators between 2001 and 2010, the difference is found that the trend is from ESFJ to ESTJ, with a shift from Feeling to Thinking.

F (Feeling) or T (Thinking) is in relation to dealing with information and determining things. Generally, T people prefer to analyze things based on objectiveness, fairness and logic, while F people are typically emotionally blast and relate to values as well as personal factors when they make decisions. What we needed to do in 2001 was to improve the T factor of community administrators in Shanghai.

It is a progress in China, where Shanghai community administrators' psychological quality trend from Fs to Ts. The author accordingly analyzes the reasons why they have the progress. She argues that the result in 2010 are related to the background of the administrators' mission, the development of economic and social in Shanghai, the recruitment approaches, and the training Shanghai community administrators meet.

## **BACKGROUND OF SHANGHAI COMMUNITY ADMINISTRATORS' PSYCHOLOGICAL QUALITY**

Shanghai community administrators' psychological quality trend from Fs to Ts from 2001 to 2010 is related to the background of the administrators' mission, and the development of economic and social in Shanghai.

### **Administrators' mission**

Shanghai has the long-term development goal to be an international financial, trade and shipping center, and modern metropolis by 2020. The administrators play a key role in the Shanghai leadership and it is therefore crucial that we maintain and improve their psychological state since this will help them to effectively fulfill their responsibilities and achieve state development goals.

### **Strategic role of Shanghai**

Shanghai faces the following challenges: rapid globalization, serving the whole country, linking "Triangle"<sup>2</sup>, which has a very important position and role

<sup>2</sup> Triangle The concept of Yangtze River Delta has three concepts. Geographical concept: The low-lying land, where the Yangtze River runs into the East Sea, is roughly triangular. Industrial economic concept: to Shanghai as the leading, including south and middle parts of Suzhou Province and Northeast of Zhejiang province and the industrial economy zone. Here is fastest growing, largest total economic output, the most promising economic plate currently in our country. The space of the Yangtze River Delta is just 2.1%, 11% of the population of the country, creating a national GDP of 21.7%, 24.5% of financial revenue, 47.2% of total imports and exports. City economic concept: it composes of 16 adjacent cities Shanghai, 8 cities in Jiangsu Province: Nanjing, Suzhou, Yangzhou, Zhenjiang, Taizhou, Wuxi, Changzhou, Nantong; 7 cities in Zhejiang province: Hangzhou, Ningbo, Huzhou, Jiaxing, Zhoushan, Shaoxing,

in the national economic construction and social development. In this area only 0.06% of the country, account for 1% of the population. Shanghai generates an impressive 1/8 of the country's financial revenues, 1/10 of port cargo throughput and 1/4 of the import and export commodities.

It is with the aforementioned long-term development goals of Shanghai in mind that training should deliver to local administrators. The local administrators including community administrators must have the mission on their shoulders, thus, their psychological qualities must fit for the responsibilities. As facing their strategic role, the local administrators must deal with a series of specific and complex matters. This requires them to be rational rather than emotional personally. In terms of psychological type it should be more T (Thinking) instead of more F (Feeling).

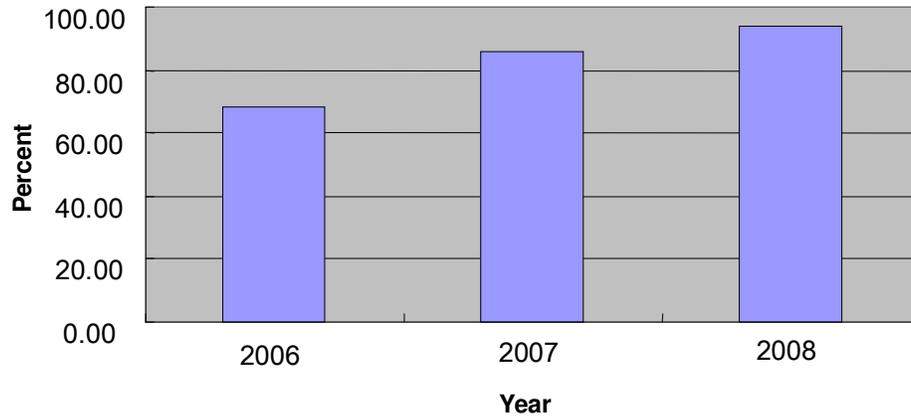
### **Key psychological challenges faced by administrators**

According their obligations and roles they should hold on their shoulders, Shanghai community administrators' psychological qualities should include more types of T element, which are more objective and creative. Unfortunately, their psychological types had been are more Fs, which are the opposite of what is needed. So, this was the challenge for them. Thus, it was necessary to shift their consciousness through appropriate training programs and attempt to improve their overall psychological profile in relation to their role as local administrators.

### **Impacts of administrators' psychological progress**

It is gratifying to find that there is a trend towards rationalism within the Shanghai community administrators' psychological quality, in 2010, from Fs to Ts. In 2001, we saw the majority of administrators being more F and concerned with maintaining the established social hierarchy and reinforcing the status quo. As a result, these administrators tended to be less inclined to change organizational processes even where it is clear that there are inefficiencies at play. 2010, has seen an increasing shift toward T, which is resulting in a more rational approach being taken towards Administrative duties. For instance, they focus on administrative duties such as welfare payment. Ts are more rational, deciding things by facts, rationality and critical

Taizhou. The State Council formally approved the implementation of the "Yangtze River Delta Regional Plan" to define this region's strategic position. That is the key international gateway in Asia, the important modern and advanced service industry and manufacturing center globally, the stronger competitive international city group. Source: Xinhua, Editor: YANG Lingqing, Internet Information Center of Jiangsu Province, <http://news.jschina.com.cn> 2010-05-25



**Bar chart 1.** Subjects' sense of happiness and satisfaction.

thinking. People are becoming more data, process and task oriented. The administrative institutions in Shanghai are becoming more and more efficient at producing achievements in the local communities. There are two cases to elaborate on this point of view.

Firstly, Liangcheng community is one of the areas where early implemented community psychological services delivered by the local administrators after the academic studies by clinicians. Liangcheng community is one of the areas of Hongkou District in Shanghai, with 3.2 square kilometers; the number of population was 82, 0009 (male, 43019; female, 41536) in 2008. In 2002, when they made a survey on how to improve the effectiveness of ideological and political work, the local administrators in Liangcheng community found that different groups of people had varying degrees of psychological distress, and problems could not be resolved by the traditional working methods. Thus, the "psychological services into the community" was in implementation by the party working committee (the institute of local administration) in the community. From then on, the psychological services in the community have been improved step by step. The psychological service "project" covered all the 27 residential areas in the community in March 2006. With the efforts of the local administrative leaders, the workers and the volunteers, with funding in place (1.5 million Yuan in 2008); the notable achievements were reached in Liangcheng community. The results of our survey showed that psychological services in the Liangcheng Hongkou community were accepted increasingly by the public. The figure of the subjects' sense of happiness and satisfaction was 68% in December 2006, 86% in November 2007, and 93.8% in May 2008

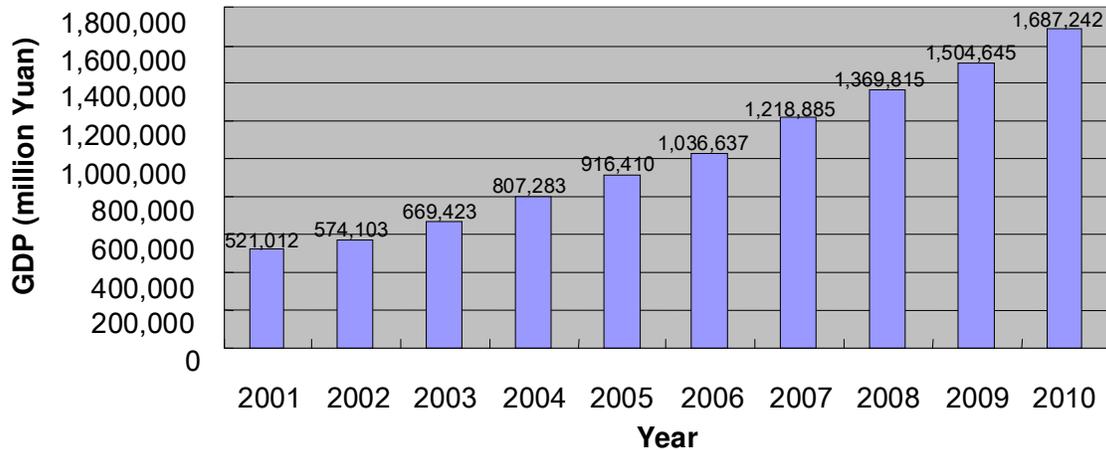
Secondly, Shanghai successfully held the World Expo in 2010, the main exhibition area in Pudong district for 184 days. The Shanghai World Expo, which has attracted feverish attention from around the world, after receiving a record 73 million visitors, who are joined by numerous more bidding a reluctant farewell to one of the most memorable Expos in history. It realized

Chinese century-old dream of hosting the event, which firstly held in a developing country in the event's 159-year history, set one record after another in terms of the number of participating countries or regions, the size of the Expo park, and the number of visitors. Shanghai World Expo achievement is inseparable from their hard work and rational manners of Shanghai local government officials, including the community Administrators in the past decade (Bar chart 1).

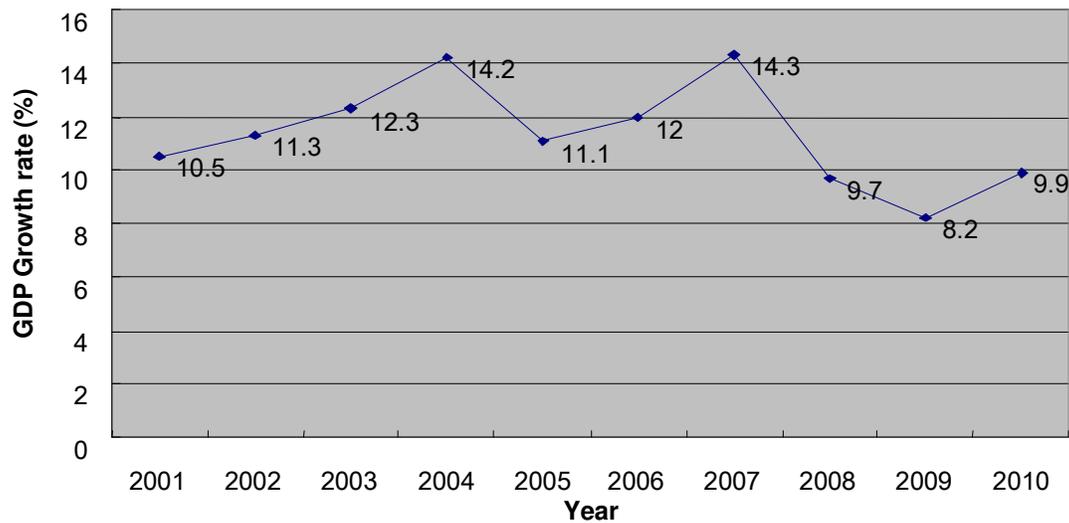
### Shanghai economic and social development

(Shanghai Investigation Corps of Shanghai Bureau, Chinese National Statistics Bureau, 2001 to 2011). As administrators, they should be more Ts, paying more attention to the facts. But nearly 10 years ago in 2001, they were more Fs, who decided things based on feelings, relationships and traditional community values. By 2010, there were more Ts in administrative positions. Administrative human resource departments recruited more administrators who tended to Ts. What's more, the Administration Institute trained more people who to be more T. China's opening up, entry to WTO and increasing international contact made the Chinese community administrators aware of the importance of a more factual approach towards work. As opposed to the traditional focus of maintaining relationships being the main priority.

The rapid economic development and social transformation in Shanghai have led to many Chinese community administrators travelling overseas for academic and industry conferences. This exposure to international administration practices has resulted in the shift to T. The unprecedented economic and social developments made it more convenient for administrators to access information and communicate with international peers. So we can conclude that the shift in psychological qualities of Shanghai community administrators can be largely attributed to the economic and social development in Shanghai.



Bar chart 2. Shanghai GDP from 2001 to 2010.



Curve 1. Shanghai GDP growth rate.

### Shanghai GDP growth

According to the Shanghai Economic and Social Development Statistical Communiqués 2001 to 2010, the Shanghai GDP rocketed from ¥521,012 millions to ¥1,687,241 millions.

From 2001 to 2007, the rising rates are two-digits. The progressive rates are 11.3% (2002, ¥574,103 millions), 12.3% (2003, ¥669,423 millions), 14.2% (2004, 807,283 millions), 11.1% (2005, 916,410 millions), 12.0% (2006, ¥1,036,637 millions), 14.3% (2007, ¥1,218,885 millions). While, the rates from 2008 to 2010 are 9.7% (2008, ¥1,369,815 millions), 8.2% (2009, ¥1,504,645 millions), and 9.9% (2010, ¥1,687,242 millions) (Bar chart 2 Shanghai GDP from 2001 to 2010 and Curve 1, Shanghai GDP growth rate).

### Transportation in Shanghai

2001 saw more than 63 million passengers and 503 million tons of transportation, an increase of 11.1% than last year. Shanghai Pudong and Hongqiao airports had 194,100 planes taking off and landing throughout the year carrying 20 million people. The city's had three subway lines, with an operating length of 65 km, which served 283 million passengers. Public buses carried 15,080,000 people.

2010 had 134.32 million passengers and 810.24 million tons of transportation, an increase of 20.6% than last year. Shanghai Pudong and Hongqiao airports had 55 million planes taking off and landing throughout the year carrying 71.7 million people. The city's subway extended to 12 lines, with a length of 452.57 km, and served 1.884 billion passengers. Public buses carried 2.8 billion people. All kinds of civilian vehicles in the city

were 3.08 millions.

### ***Total amount of imports and exports and the speed***

In 2001, the annual foreign trade volume was 608,950 million U.S. dollars, up 11.3% over the previous year. Consisting of 332,679 million U.S. dollars of imports, up 13.3% and export volume was 276,280 million U.S. dollars, an increase of 9%.

In 2010, the annual foreign trade volume was 6.85 billion U.S. dollars, up 32.8% over the previous year. Total imports making up 2.61 billion U.S. dollars, up 37.3%, and export volume of 4.23 billion U.S. dollars, an increase of 30.2%.

### ***Per capita disposable income increase***

A survey of urban residents in 2001 revealed that the disposable income per capita in the urban districts in Shanghai was 12,883 Yuan, an increase of 9.9% than the previous year. The disposable income per capita in rural areas was 5,850 Yuan, an increase of 5.1%. Similarly, a survey of urban residents in 2010 shows that the disposable income per capita in the urban districts in Shanghai to be 31,838 Yuan, an increase of 10.4% than the previous year.

The disposable income per capita in rural areas was 13,746 Yuan, an increase of 11.5%. The economic and social development in Shanghai funds the background of the community administrators' psychological quality trend, from Fs to Ts, between 2001 and 2010.

## **RESEARCH METHODS OVERVIEW**

The international psychological typing tool MBTI is used in this research, and we studied the subjects in Shanghai communities with psychological methods.

### **Psychological typing tool**

This research use MBTI M-version, which has 93 questions and is widely used in the world, with highly reliability and validity. We translated this tool into Chinese, revised it and studied its reliability and validity with psychological method. The Chinese version shows high reliability and validity (Cai et al., 2001, Luo and Miao, 2001; Beuke et al., 2006).

By dynamic character of Type theory, when people are introduced to the MBTI, the parts of the theory - the four type dichotomies, E-I, S-N, T-F, and J-P are generally explained first (Isabel et al., 1998).

The 16 types differ in the priorities given to each function and in the attitudes of Extraversion (E) and Introversion (I) in which they typically use each function. These differences in priorities and attitudes of energies (E or I) account for the different interactions among the functions those occur in each of the 16 types.

Sensing (S) refers to perceptions observable by way of the senses. Sensing establishes what exists. Because the senses can bring to awareness only what is occurring in the present

moment, persons oriented toward sensing tend to focus on the immediate experiences available to their five senses. They therefore often develop characteristics associated with this awareness, such as enjoyment of the present moment, realism, acute powers of observation, memory for the details of both past and present experiences, and practicality. Persons oriented to sensing may become so intent on observing and experiencing the present moment that they do not sufficiently attend to future possibilities.

Intuition (N) refers to perception of possibilities, meanings, and relationships by way of insight. Jung characterized intuition as perception by way of the unconscious. Intuition may come to the surface of consciousness as a hunch or as a sudden discovery of a pattern in seemingly unrelated events. Intuition permits perception beyond what is visible to the senses, including possible future events. People who prefer Intuition may develop the characteristics that can follow from that emphasis and become imaginative, theoretical, abstract, future oriented, and original or creative. Persons oriented toward intuition may also become so intent on pursuing possibilities that they overlook actualities.

Thinking (T) is the function that comes to a decision by linking ideas together through logical connections. Thinking relies on principles of cause and effect and tends to be objective and impersonal in the application of reason to a decision. The focus of attention of thinking judgment is on the sensing or intuitive information relevant to making the particular decision at hand. Thinking judgment relies on impartiality and neutrality with respect to the personal desires and values of both the decision maker and the people who may be affected by the decision. Persons who are primarily oriented toward thinking are likely to develop characteristics associated with this way of arriving at conclusions: analytical inclination, objectivity, concern with principles of justices and fairness, criticality, an impassive and dispassionate demeanor, and an orientation to time that is linear, that is, concerned with connections from the past through the present and toward the future.

Feeling (F) is the function by which one comes to decisions by weighing relative values and merits of the issues. Feeling relies on an understanding of personal values and group values; thus, it is more subjective than thinking. Because values are subjective and personal, persons making judgments with the feeling function are more likely to be attuned to the values and feelings of others as well as to their own values and feelings. They try to understand people and to anticipate and take into account the effects of the decision at hand on the people involved and on what are important to them. They have a concern with the human as opposed to the technical aspects of problems, a desire for affiliation, warmth, and harmony, and a time orientation that includes preservation of enduring values. The focus on subjective values renders the process of making a feeling type may be at a disadvantage when asked to "justify" their judgments from the point of views of logic alone.

The Judging (J) in the judging attitude, a person is concerned with making decisions, seeking closure, planning operations, or organizing activities.

The Perceiving (P) in the perceiving attitude, a person is attuned to incoming information.

### **Test subjects**

Shanghai is divided into Pudong and Puxi parts traditionally by the Huangpu River. We select Pudong and Hongkou on behalf of the Shanghai two parts. The research survey was restricted to analyzing and comparing Shanghai community administrators, specifically from the Pudong and Hongkou Districts, in 2001 and 2010 respectively. As for the valid data sets, there are 97 cases in 2001 and 95 in 2010. Table 1 shows the gender, age, rank and qualifications of the test subjects.

**Table 1.** Subjects' statistical information in 2001 and 2010.

Categories	Year	2001		2010	
	Categories	N = 97	(%)	N = 95	(%)
Gender	Male	75	77.32	53	55.79
	Female	22	22.68	42	44.21
Age	>50	28	28.87	18	18.95
	40-49	33	34.02	22	23.16
	<39	36	37.11	65	68.42
Rank	High level	0	0.00	0	0.00
	Middle level	47	48.45	16	16.84
	Low level	50	51.55	79	83.16
Qualification	Postgraduates	10	10.31	16	16.84
	Graduates	61	62.89	58	61.05
	Others	26	26.80	21	22.11

**Table 2.** Dichotomous differences between 2001 and 2010.

Dichotomy	2001 (%), N = 97	2010 (%), N = 95
E	70.10	60.00
I	29.90	40.00
S	63.92	69.47
N	36.08	30.53
T	28.87	73.68
F	71.13	26.32
J	81.44	87.37
P	18.56	12.63
Total	100.00	100.00

## RESEARCH FINDINGS

### Results overview

Significant differences were found in the distribution of psychological types of the administrators. The most significant change in their psychological profile is the move from ESFJ to ESTJ, with a shift from feeling to thinking. Administrators from both 2001 and 2010 are extraversion, sensing and judging. By comparing these groups of administrators, it is clear that the 2010 subjects are better equipped psychologically as local administrators.

The main change implies a shift from 2001, when administrators tended to base decisions on personal feelings and social values with a focus on understanding and harmony when making decisions to 2010, when the data show that administrators are more thought oriented and take a logical analytical approach to decision making. In 2001, they were structured, careful, firm, disciplined, relationship focused, not particularly theoretical or abstract, unimaginative, more

present oriented than future oriented, and unwilling to try unproven methods. They most often took the role of a stabilizer - the status quo defenders. These personality traits are also reported in Do what you are (Tieger and Barron-Tieger, 1995) and building blocks of personality type (Haas and Hunziker, 2006). These characteristics were not fit for the development trends of Shanghai.

Instead, in 2010 they focus on objectivity and detachment when they make a judgment. The characteristics frequently associated with their types are pragmatism, realism and decisiveness. They are detail oriented, work within logical frameworks and take a fast and systematic approach to implementing decisions.

### Dichotomies

The results of dichotomies of the subjects between 2001 and 2010 are shown in Table 2. Table 2 show that the majority of psychological types of this sample preferred E, S, F and J in 2001 (N = 97). From Table 1,

**Table 3.** 2001 Shanghai community administrators: 16 Psychological types (N = 97).

Psychological types			
ISTJ	ISFJ	INFJ	INTJ
N = 6 % = 6.19	N = 10 % = 10.31	N = 7 % = 7.22	N = 2 % = 2.06
■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■	■ ■
ISTP	ISFP	INFP	INTP
N = 1 % = 1.03	N = 3 % = 3.098	N = 0 % = 0.00	N = 0 % = 0.00
■	■ ■ ■		
ESTP	ESFP	ENFP	ENTP
N = 1 % = 1.03	N = 6 % = 6.19	N = 5 % = 5.15	N = 2 % = 2.06
■	■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■	■ ■
ESTJ	ESFJ	ENFJ	ENTJ
N = 11 % = 11.34	N = 24 % = 24.74	N = 14 % = 14.43	N = 5 % = 5.15
■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■	■ ■	■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■

Note: ■ = 1% of sample.

the point of view of dimensions, Es accounted for 70.10% of the sample, Ss for 63.92%, Fs for 71.13%, and Js for 81.44%.

In 2010 (N = 95), E-I dimensions saw Es accounted for 60.00% of the sample, Ss for 69.47%, Ts for 73.68%, and Js for 87.37%. The majority of psychological types of this sample preferred E, S, T and J.

In a last decade, Shanghai community administrators have the strengthen aspects, E, S, and J, and has developed T dynamic character.

### Brief statistical data

Statistically in 2001, in terms of MBTI, the largest common type was ESFJ with 24.74%, followed by ENFJ with 14.43% and ESTJ with 11.34%; the smallest groups were INFP, INTP, each with 0% (Table 3 and Bar chart 3).

From Table 4 and Bar chart 4, in 2010, the most common type was ISTJ with 28.42%, followed by ESTJ with 18.95%. The smallest groups were ISFJ and INFP, each with 0.

### Characteristics of main types

There are characteristics frequently associated with each Type (Isabel et al., 1998). From Table 5, type

frequency differences between 2001 and 2010, statistically in 2001, in terms of MBTI, the largest common type was ESFJ, followed by ENFJ and ESTJ characteristics frequently associated with ESFJ are warmhearted, conscientious, and cooperative. They want harmony in their environment, work with determination to establish it and enjoy working with others to complete tasks accurately and on time. They are loyal, follow through even in small matters, notice what others need in their day-by-day lives and try to provide it. They want to be appreciated for who they are and for what they contribute.

Characteristics frequently associated with ENFJ are warm, empathetic, responsive, and responsible. They are highly attuned to emotions, needs, and motivations of others. Find potential in everyone. They want to help others fulfill their potential, may act as catalysts for individual and group growth. They are loyal, responsive to praise and criticism, sociable, facilitate others in a group, and provide inspiring leadership. Characteristics frequently associated with ESTJ are practical, realistic, matter-of-fact, and decisive and everything orderly and organized-their work, their home, their life, value traditions and loyalty.

Characteristics frequently associated with ENTJ are frank, decisive, while assuming leadership roles. They policies, and develop and implement comprehensive systems to solve organizational problems. They enjoy

**Table 4.** 2010 Shanghai community administrators: 16 psychological types (N = 95).

Psychological types			
ISTJ	ISFJ	INFJ	INTJ
N = 27 % = 28.42	N = 0 % = 0	N = 1 % = 1.05	N = 5 % = 5.26
■ ■		■	■ ■ ■ ■ ■
ISTP	ISFP	INFP	INTP
N = 1 % = 1.05	N = 3 % = 3.16	N = 0 % = 0	N = 1 % = 1.05
■	■ ■ ■		■
ESTP	ESFP	ENFP	ENTP
N = 1 % = 1.05	N = 1 % = 1.05	N=2 %=2.11	N = 3 % = 3.16
■	■	■ ■	■ ■ ■
ESTJ	ESFJ	ENFJ	ENTJ
N = 18 % = 18.95	N = 15 % = 15.79	N = 3 % = 3.16	N = 14 % = 14.74
■ ■	■ ■	■ ■ ■	■ ■

Note: ■ = 1% of sample.

**Table 5.** Type frequency differences between 2001 and 2010.

Type	2001 (%)	2010 (%)
ENFJ	14.43	3.16
INFJ	7.22	1.05
ENFP	5.15	2.11
INFP	0.00	0.00
ENTJ	5.15	14.74
INTJ	2.06	5.26
ENTP	2.06	3.16
INTP	0.00	1.05
ESTJ	11.34	18.95
ISTJ	6.19	28.42
ESFJ	24.74	15.79
ISFJ	10.31	0.00
ESTP	1.03	1.05
ISTP	1.03	1.05
ESFP	6.19	1.05
ISFP	3.09	3.16
Total	100.00	100.00

long-term planning and goal setting. They usually well informed, well read, and enjoy expanding their

knowledge and passing it on to others. They are forceful in presenting their ideas.

By the characteristics frequently associated with types, people in each type can do his or her job and contribute some things to society. Ts and Fs can work well for communities. But according their obligations and roles they should hold on their shoulders, the community administrators in Shanghai should be more types of Ts, which are more objective. It is rewarding to find a trend towards rationalism within the Shanghai community administrators regarding their psychological quality, in 2010, from Fs to Ts. Based on these findings, the external environments and some internal causes warrant further investigation.

**ANALYSIS AND DISCUSSION**

**Shanghai community administrators: 2001 Psychological profile**

*The role of shanghai community administrators*

By analyzing the development trends in this first-tier city, the primary role of local administrators is to delivery psychological services to the community,

budget control and guard against corruption. They met challenges when dealing with modern law oriented countries and discovered the need of for better international communication, in terms of psychological typing.

### ***Psychological profile in 2001***

In 2001, they most often took the role of a stabilizer - the status quo defenders. They tend to be realistic, methodical and work meticulously. These characteristics are not fit for the development trends of Shanghai. Objectivity and impartiality of administrators in Shanghai needs to be improved because they tend to be more subjective and F (Feeling) in MBTI.

### **International results comparison**

#### ***International comparison with 2001***

There was a research which showed that the relevant sample of Americans'. That was American community leaders dimensions were T (Thinking) for 64.57%, F (Feeling) for 35.43% (Gail, 1999). From Table 1, the point of view of dimensions, Shanghai Community Administrators had T (Thinking) for 28.87%, F (Feeling) for 71.13% in 2001. Comparing with the two samples, there was a large amount of difference between the sample in China in 2001 and the one of American's dimension of T (Thinking).

#### ***International comparison with 2010***

In 2010, dimensions show that T (Thinking) accounted for 73.68% of the sample, F (Feeling) for 26.32%. The gap between the sample in Chinese in 2010 and in America is smaller than the sample in 2001.

From the international comparing, if we put the sample in American' with more T (Thinking) dimension instead of an international level as a trend towards rationalism, the sample of psychological quality of Shanghai Community administrators in 2010 is closer to the international level.

### **Administrator psychological improvements**

By Jung's opinion, preferences are innate- "inborn predispositions." But our innate preferences interact with and are shaped by environmental influences, including family, country, education, and many others. In 2010 year, the community administrators in Shanghai achieve the psychological quality progresses, being more types of Ts. The reasons, including external environments and some internal causes, deserve us to study.

### ***External environment influence on type development***

In this type of model, environment is an extremely important element because it can foster the development of each person's natural preferences, or can discourage them by reinforcing activities that are less satisfying, less comfortable, and less motivating. The latter situation makes it difficult to acquire confidence and skill in one's natural preferences. In fact, environmental interference with type development can distort or suppress a person's natural, innate type.

Individuals to whom this occurs may become skillful in using an initially less-preferred function but may also be less content, may feel less competent, or may be out of touch with their own best gifts (Isabel, 1998).

The radical economic and social development in Shanghai in the last decade, which are opening up and becoming more internationally known, as shown previously in the study's background, are connected to the noticeable psychological shift of the administrators.

### ***Central government's focus on local administrator qualities***

The current central government of CPC has noticed competence requirements when they discussed Chinese leadership and governance. For instance, they said "... .. to consciously adapt to the socialist market economy, the new situation of reform and improve the Party's leadership and governance, adhere to each situation, the direction, control events, to further enhance the ability of science to judge the situation, control the market economy. The ability to deal with complicated situations, according to the law governing the ability and the ability of commanding the whole situation. "(*Issues of CPC Central Committee on Perfecting the Socialist Market Economic System*, the Chinese Communist Party Central Committee adopted at the third plenary session, October 14, 2003). After that, the statements of central government strengthened the abilities of leadership, including local administrators, which had been seen for many times. For example, The decision of CPC Central Committee on strengthening the party's governance capability, the fourth Chinese Communist Party Central Committee Plenary Meeting (19th September 2004), Efforts to achieve the Eleventh Five-Year "*Goals to Push Economic and Social Development Rapidly and Healthily* (Hu Jintao: *The Speech on the Second Meeting of CPC Fifth-sixth*, October 11, 2005), CPC Central Committee on some major issues about the decision of building a harmonious society (the Sixth Communist Party of China Central Committee Plenary Meeting, 18 October 2006).

This focus was highly showed in 2007, when Hu said "Enhance China's capacity for independent innovation and make China an innovative country. This is the core

of our national development strategy and a crucial link in enhancing the overall national strength. We need to keep to the path of independent innovation with Chinese characteristics and improve our capacity for independent innovation in all areas of modernization." Furthermore, Hu stated, "Continue to strengthen the Party's governance capability and focus on building high-quality leading bodies. Strengthening the Party's governance capability has an overall impact on Party building and the cause of socialism with Chinese characteristics. In building the leading bodies at all levels, we must focus our efforts on promptly and effectively improving their art of leadership and governance capability. Following the requirement of scientific, democratic and law-based governance, we will improve the way of thinking of leading bodies, the governing competence of leading cadres, their styles of leadership and governance, the leadership system, and the working mechanisms of the leading bodies of local Party committees that have had their staffing restructured. All this is intended to turn the leading bodies at all levels into staunch collective leaderships that are firmly committed to the Party's theories, lines, principles and policies and capable of leading scientific development. We will improve the governance capability of leading bodies in order to motivate and guide the whole Party and ensure that all the Party's work always accords with the requirements of the times and the expectations of the people" (Hu, 2007).

Central government statements strengthen the local governors' abilities, and the characteristics of objectiveness. This government guidance also leads local government' recruitment approaches and training improved.

### ***Community administrators' recruitment approaches improvement in Shanghai***

2010 was the sixteenth year of the state civil service examination has been implemented. 2008 was the 30th year of Chinese reform and opening up. If we look back over the past sixteen years, we can find that it was the one of Chinese recruitment approach system from traditional to modern way, from naive to mature process.

From 1994 to 1999, is the period to explore the civil service examination. From the beginning, the settings of the civil service examination is to learn from abroad countries, the introduction of the administrative professional ability test (Administrative aptitude test, referred to as ATT). Traditional knowledge is an important course as college entrance examinations in the civil service examination syllabus.

January 1995 the Ministry of Personnel issued "A Public Notice to Determine the Subjects about Unifying National Civil Service Entrance Examination". This year textbooks for the first "public subjects" were recorded by the Division of Examination by the Personnel Ministry.

The contents include six parts. They were Marxist Philosophy, China's Socialist Construction and Socialist Macroeconomics, Law, Administration, Document Writing and Processing. It also included Administrative aptitude test (AAT). Since 2000, the "general knowledge" was changed to "public basic knowledge", and added to the "Strategy" test.

In 2002, there was an abolition of "Public Basic Knowledge". The written contents included "Administration Professional Ability Test" and "Strategy" test.

Since 2006, all candidates must participate in the civil service test, the Application Strategy test. From 2007 to 2010, the examination subjects included the Administrative Professional Competence Test and Application Strategy Test. The Administrative Professional Competence Test measured candidates' abilities of words understanding and expression, the number of relations, to determine reasoning, data analysis. Application Strategy Test assessed candidates on the main problem-solving skills. The only knowledge examination was common sense judgments, the proportion in the entire examination only 12.5 points (out of 200 points).

In recent years, the number of people that participated in the civil service exams increased dramatically. The situations which have been more and more intense competition, objectivity, impartiality, scientific and regulatory in the civil service examination are widely agreed. Those who are selected out as the talent in this way are those with basically higher qualities. In short, the state civil service examination has gone the way, from a designated material to testing both the abilities and knowledge, changing to no specified materials, generally not testing knowledge points but the focus on ability or aptitude test. It is that Chinese civil service examination has changed from traditional to modern way (Shi Cheng, 2011).

Besides aforementioned civil service examination, Shanghai administrators are tested by interviews in the recruitment. These changes in China forced Shanghai community administrators to adapted to the recruitment approaches and made them focus on more a realistic and more rationalized thought process.

### **Administrator training issues**

This research found some issues with the Shanghai community administrators' current training programs. Since 2003, there was the training to take '8 + X' model, for the civil servants in Shanghai, people below 47 years old, to complete the core curriculum training courses of MPA, which are contributed with eight components of common courses: Constitution and Government, Public Administration, Public Policy, System of Civil Servant, Administrative Ethics, Administrative Law, Organizational Behavior, and Public Economics. 'X' professional courses will be set based

on the characteristic of different professional departments (Sun, 2008).

In addition to content progresses, the training methods have also been improved by implementing more case studies and more present visiting courses where modern technologies are provided. Furthermore, teachers have expanded their ideas with greater emphasis than in previous years. Positive aspects of this type training in Shanghai focus on reality which strengthens the ability for community administrators to act more rationally.

## Conclusion

1. The most significant change from 2001 to 2010 in their psychological profile is the move from ESFJ to ESTJ, with a shift from feeling to thinking. The administrators in 2010 are more thought oriented and take a logical analytical approach to decision making. It is clear that the 2010 subjects are better equipped psychologically as local administrators.
2. The sample of psychological quality of Shanghai community administrators in 2010 is closer to the international level.
3. The last decade of radical economic and social development in Shanghai, which was opening up and becoming more international is responsible for the noticeable psychological shift in these administrators.
4. Central government statements strengthen the local governors' abilities, and the characteristics of objectiveness. This government guidance leads local government' recruitment approaches and training improved which has the developments within the Shanghai community administrators' psychological quality, the trend towards rationalism.
5. The changes in China made Shanghai community administrators to adapted to the recruitment approaches, which from testing knowledge to assessment problem-solving skills, especially data analysis. That made them focus on more realistic and more rationalism things.
6. The positive aspects of the training in Shanghai, which are more focus on reality facts and strengthening their rational mind, are connected to the development of psychological quality for the community administrators.

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