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Q4

(a) Attitude is an important component that goes as input in the development of human beings. How to build a suitable attitude needed for a public servant? (b) In case of a crisis of conscience does emotional intelligence help to overcome the same without compromising the ethical and moral stand that you are likely to follow? Critically examine.

UPSC Civil Services Mains 2021 · GS IV · 10 marks · Attitude

Attitude: content, structure, function; its influence and relation with thought and behaviour; moral and political attitudes; social influence and persuasion.

Core demand of the question

- (a) Attitude is an important component that goes as input in the development of a human being. How to build a suitable attitude needed for a public servant?
- (b) In case of crisis of conscience, does emotional intelligence help to overcome the same without compromising the ethical or moral stand that you are likely to follow? Critically examine

Revision summary

Attitude is a stable leaning that shapes how an officer sees the public and the rule.

Build a citizen-centric, impartial attitude through family, academy, field, role models and 360 feedback.

Unlearn contempt, rank-worship and cynicism.

Crisis of conscience is a clash of duties or of duty and fear.

Emotional intelligence helps if it names and regulates emotion so the moral stand holds; it harms if charm is used to justify a comfortable wrong.

Introduction

Attitude is the leaning of the mind before the file opens. Part (a) asks how to grow one that fits a public servant. Part (b) asks whether emotional intelligence can carry a person through a crisis of conscience without selling the moral stand.

Body**(a) Building a suitable attitude for a public servant**

- Attitude is a relatively stable evaluation - of citizens, of rules, of the self - that shapes attention and effort. Allport treated it as a readiness to respond.
- A suitable public-service attitude is citizen-centric, lawful, impartial, and humble before facts. It is not contempt for the poor, not worship of rank, and not cynicism that nothing can change.
- **Family and school are the first kiln:** a child who sees a parent buy a file learns that the State is a shop.

- **Professional socialisation:** the academy must reward a lawful yes and a recorded dissent, not only marks and drill.
- **Field immersion:** attachments in a ration shop, a remand room and a disaster camp beat a lecture on empathy.
- **Role models:** a Collector who stands in the queue she designed teaches attitude faster than a code on the wall.
- **Cognitive route:** study of the Constitution, the **Second ARC**, and cases where bias destroyed a life, so beliefs change, not only slogans.
- **Behavioural route:** small repeated acts - speaking politely at the counter, publishing a delay reason - become the attitude they express.
- **Feedback:** 360-degree comments, citizen surveys from the weakest ward, and counselling when an officer's contempt shows in files.
- **Guardrails:** transfer from a captured post, punishment for humiliation of a subordinate, and no prestige posting for a communal loudmouth.
- **Unsuitable attitudes to unlearn:** "the public is a thief", "the minister is the Constitution", and "audit is the enemy".
- Building attitude is therefore education plus example plus systems that make the decent response the easy one.

(b) Emotional intelligence and crisis of conscience

- **Crisis of conscience is an inner clash:** two duties, or a duty and a powerful fear, with no painless door. **Socrates'** daimon and **Gandhi's** inner voice name the same pressure.
- Emotional intelligence, as Goleman popularised it, is self-awareness, self-regulation, motivation, empathy and social skill.
- **Help:** self-awareness names the fear of transfer, the pull of kin, the anger at a crowd, so they are not mistaken for the voice of duty.
- **Help:** self-regulation buys time - a written note, a night's sleep, a second legal opinion - instead of a shouted illegal yes.
- **Help:** empathy hears the weakest person in the dilemma, not only the person who can ring the Chief Secretary.
- **Help:** social skill lets the officer explain a no without humiliation, and build a coalition for a lawful path.
- **Critical limit:** EI can also become a tool of the weak stand. A charming officer can soothe himself into signing a bad pier, a buried flying-squad report, or a dumped food lot "to keep the team happy".
- EI must serve the ethical stand already chosen - **Articles 14 and 21**, the Conduct Rules, the professional code - not replace it with comfort.
- Without a prior moral compass, EI is salesmanship. With a compass, EI is how the compass survives panic.
- **Conclusion of the examine:** yes, EI helps a person pass through a crisis of conscience without changing the moral destination, provided integrity is the master and emotion is the servant.

Flow diagram

Attitude -> Family school

Attitude -> Academy field example

Attitude -> Feedback and consequence

Crisis of conscience -> Name fear regulate empathy

Name fear regulate empathy -> Keep ethical stand

Name fear regulate empathy as soothing -> Compromised stand

Conclusion

A public servant's attitude is grown at home, in the academy, in the field and by example, then locked by feedback and punishment of contempt. Emotional intelligence can carry a crisis of conscience without a sell-out, but only when it regulates fear and does not negotiate away the ethical stand.

Facts & figures

Gordon Allport on attitude

Attitude as a mental and neural state of readiness, organised through experience, that influences response - useful for why training must include repeated field acts.

Daniel Goleman on emotional intelligence

Self-awareness, self-regulation, motivation, empathy and social skill; tools for a crisis, not substitutes for a code.

Second Administrative Reforms Commission

Pressed for ethics as citizen-centric administration and example, which is attitude work, not only a statute.

Central Civil Services (Conduct) Rules, 1964

The outer stand that EI must not bargain away when a superior wants an illegal oral act.

Article 14 and Article 21

Equality and life-liberty; the usual constitutional poles when conscience is under pressure from rank or from a crowd.

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