



ADMINISTRATIVE TRAINING INSTITUTE: ITS STRUCTURE AND ROLE IN PERSONNEL MANAGEMENT AND ADMINISTRATIVE REFORMS WITH SPECIAL REFERENCE TO NAGALAND

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ABSTRACT

Training is a systematic and planned attempt to increase knowledge and skill or to change choice behavior via formal instruction and learning. Training describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programmes. In recent years, training and development has emerged as a formal business function, an integral element of strategy, and a recognized profession with distinct theories and methodologies. Embracing "continual learning" and other aspects of training and as a means of promoting effective personnel management and acquiring a highly skilled work force has gained much importance and are now widely recognized as vital factors in ensuring long-term success.. The endeavour of the Government is to impart need based training to employees so as to develop the right attitude, necessary skills, duty consciousness, competence and self-motivation to take on challenges in their work and adopt innovative approaches for excellent delivery and promotion of the public welfare.

Keywords: Administrative Training Institute, Personnel Management, Structure, Role, Reform.

Introduction

Socio-economic development of the civil society is a basic role that every Government has to comply with. In India this role has shown gradual change mostly because the conceptual understanding of development itself has changed. The role of the Government is to act as a catalyst or agent of change in socio-economic development. The Government is now playing an increasingly dynamic role in the management of human and material resources for promoting well being of people. Therefore, goals and targets have been fixed for achieving socio-economic development in India.

In democratic setup, people's representative lays down the policies and administrators are expected to implement and execute it. This position at different level has been fixed. The role of an administrator is not only to advise and assist policy planner, but also to execute policies at ground level with his fellow subordinates and translate it into action and there by achieve the goals and objectives set by the policy makers. The performance of an administrator depends on his technical competence, values, attitude and motivations. After independence it was realized that the training, discussions, forums, workshops, visits etc definitely upgrade the effectiveness of the administrators. Therefore, Government of India has established training Institute at State level to impart such type of facilities to keep administrators in active position. The urgent need for regular training of Government servants for self-development, improved performance in jobs, handling of greater responsibilities and positive response to functional and technical change led to the emergence of the Administrative Training Institute in almost all the states. This is not a one-time responsibility but a

permanent and continuing one that should extend through the career of the employee.

The performance of an administrator is evaluated by his approach towards implementing government policies, peoples' participation, fundraising and implementation of innovative idea in governance. This requires systematic training for the updating of knowledge base and awareness of new ideas in governance. In orders to build capacities of civil administrator the government has created two tier structures- for All India Administrative Services, an institute named Lal Bahadur Shastri National Academy of Administration (LBSNAA) is established at Missouri. This functions as a national training centre for civil services officers. The LBSNAA provides basic training for All India Service officers. At the state level, training is imparted through the state level training institutes. These are named as Administrative Training Institutes (ATIs). The Administrative Training Institutes (ATIs) are established in order to institutionalize the training for administrative officers at state level and also to cater to the specific needs of all level of Government employees so as to upgrade skills of human resources and build up capacity.

The Government of Nagaland established the Administrative Training Institute (ATI) in the year 1972, which was shifted to its campus in Kohima in 2001. The Institute, which is a management training and consultancy body, functions as a Government Department under the administrative control of the Department of Personnel and Administrative Reforms, Government of Nagaland. As an apex training institute of the state, it aspires to identify the training needs of the categories of government servants design training programmes and impart training to the

functionaries.

1. Justification of the Study

The recent past has seen paradigm shift in the economic, political, social and technological scenarios in the State warranting a fresh look at the Human Resource Development and Training spheres to make a formal declaration in the form of a document in broad terms, its objectives, strategy, content and modalities to be followed in the field of training.

The performance of an administrator is evaluated by his approach towards implementing government policies, people's participation, fundraising and implementation of innovative ideas in governance. This requires systematic training for updating the knowledge base and awareness of new ideas in governance. It is important to develop the administrators and every employee at every level and make them capable for the job by identifying the training needs of the categories of the government servants design training programmes and import training to the functionaries.

The paradigm shift necessitated taking stock of the available Human Resources both quantitatively and qualitatively which has eventually resulted in positive management of personnel and thus enhancing changes and reforms in the administration.

A systematized study of this institute will help contribute as to how systematic training and up-gradation of knowledge base and awareness of new ideas in governance helps to evaluate the performance of Government employees by their approach towards implementing government policies, peoples participation and implementation of innovative ideas in governance. The study of this institute will throw light on how the capacities of the government employees at all level are moulded through timely training inputs.

2. Review of Related Literature

Rajugopal and Nayak (2010), study on competency based training - HR'S core competence, found that the threat imposed by the globalized economy on the organizations has put a question mark on their survival which led the organization to have a competence based approach to their practices and procedures. The study found that the gap observed in the outcome and expectation is a result of the competency shortfall in individual/team performance which can be bridged by effective training intervention. Further the study highlighted that the organizations need to have a competitive advantage for their growth and development strategy. The study concluded that The HR needs to play this vital role in taking the employees by adopting the competency based hiring, assessment and training.

Panda (2010), in her study, Organizational Effectiveness through Training and Development, found that researchers, academicians and trainers have widely and variedly given their views regarding organizational effectiveness. The study also found that organizational

effectiveness can be achieved through various inputs, among which training is a major component. Further the study highlighted that in the changing business scenario, there is a constant requirement of improving the skills and capabilities of human resources. The study concluded that for overall improvement, training is very much essential.

Khan, Khan and Khan (2011), study on the Impact of Training and Development on Organizational Performance, 2011 found that Training and Development, On the Job Training, Training Design and Delivery style are four of the most important aspects in organizational studies which increases the overall organizational performance. Results of their study shows that Training and Development, On the Job Training, Training Design and delivery style have significant affect on Organizational Performance and all these have positively affected the Organizational Performance. It means it increases the overall organizational performance.

Malhotra & Kumara (2012), in another study on delivering high quality of service through training, found that training changes employees attitude and hence organisation culture for achieving high quality service for the success of an organisation. Further the study cited an example, the case of Bank of America, where their human resources are an essential ingredient for the accomplishment of the mission. The study concluded that Training and development methods should involve some innovative aspects and strategies to make it more influential and have long lasting impact.

Kumari (2013), while carrying out a study on the effectiveness of training process found that Regular training and development is an investment that will allow employees to prosper and develop their careers while giving the company's business a highly skilled workforce and a competitive advantage in the market. It was found that employees were satisfied with certain parameters like training policy, training methodologies, trainer evaluation, learning, behaviour, reaction and results. There were certain parameters that needed improvement like trainer effectiveness, results and training methodologies. The study concluded with certain suggestions and recommendations that Outsourced trainings should be more and more encouraged. There should be a post-course discussion between the participants and his/her boss or management. Pre-course assessment of learner's knowledge and skills should be done prior to the training with the help of a test or a quiz. An action plan for the implementation of learning must be drawn immediately after training.

Chiaburu, et al. (2014), in their research on Trainees' perceived knowledge gain unrelated to the training domain: the joint action of impression management and motives, tested a model examining the joint influence of social desirability management and motives on trainees' self-reported knowledge gain. Their findings justifies that impression management and self-deception are insufficient to influence respondents' reports of unrelated knowledge. They discussed these results and implications

for human resource development research and practice.

Bhanu (2015), highlighted that in an ever changing and fast paced corporate world, training and development is an indispensable function. He also identified that, training and development is one of the lowest things on the priority list of most companies. When it's organized, it is often at the persistence of the human resources department. There is, however, enormous value in organizing proper training and development sessions for employees. Training allows employees to acquire new skills, sharpen existing ones, perform better, increase productivity and be better leaders. Since a company is the sum total of what employees achieve individually, organizations should do everything in their power to ensure that employees perform at their peak.

3. Objectives of the Study

The present study has been carried out with the following objectives:-

1. To study the structure and functioning of Administrative Training Institute (ATI).
2. To study how ATI cater to the specific needs of their targeted level of government employees through training.
3. To study the quality of the training of ATI.
4. To study the recruitment method of ATI faculties.
5. To find out the problems faced by ATI

4. Hypothesis

A suitable hypothesis was formulated to examine and to test the nature of relationships among the variables in the study.

H₀:-There is no significant difference in the mean scores of male and female Staff/Trainers regarding their opinions towards the Administrative Training Institute, Kohima, Nagaland.

5. Design of the Study

a) Population: The population consists of twenty (20) directorates and departments under the study.

Directorates/Department
School Education
Soil And Water Conservation
Fisheries
Horticulture
Sericulture
Printing and Stationery
Rural Development
Economics and statistics
Transport
SCERT
Labour

Social welfare
Power
Industries and commerce
Health and family welfare
PWD
Veterinary and Animal Husbandry
Information and Public Relations
Agriculture
Police head quarters

b) Sample – A sample of 200 respondents has been drawn through random method on the basis of twenty (20) directorates and departments under the study. And 10 respondents from ATI.

c) Data Collection

For the collection of data two separate data collection tools were prepared on different aspect of the study. The opinionnaire is related to faculties and officers of ATI and the other questionnaire for the respondents. The opinionnaire and questionnaire will consist of both open ended and closed ended type. In order to capture the responses of the respondents, Likert type scale with five points was employed for faculties and officers of ATI and four points for the respondents.

d) Statistical Technique

Simple averages, percentage wise and t-test were used to analyze the data and which are presented through graphical presentation.

6. Results and Findings

The following findings are subjected from the analysis of the questionnaire and the opinionnaire, data collected from the field and from observation and view point of the researcher arranged in the following manner:

(a) Structure and Functioning of the Institute

- i. Male analysis reveals that the structure and functioning of the institute is satisfactory.
- ii. Female analysis reveals that the structure and functioning of the institute is satisfactory.
- iii. Both male and female analysis reveals that the structure and functioning of the institute is satisfactory.

(b) Institute catering the needs of training

- i. Male analysis reveals that the institute catering the needs of the training is satisfactory.
- ii. Female analysis reveals that the institute catering the needs of the training is satisfactory.
- iii. Both male and female reveals that the institute catering the needs of the training is satisfactory.

(c) Quality of training in ATI

- i. Male analysis reveals that the quality of training in ATI is satisfactory.
- ii. Female analysis shows that the quality of training in ATI is Average.
- iii. The study reveals that the quality of training in ATI is satisfactory.

(d) Recruitment system of the faculties

- i. Male analysis reveals that the recruitment system of the faculties is satisfactory.
- ii. Female analysis reveals that the recruitment system of the faculties is average.
- iii. The overall opinions of both male and female is satisfactory.

7. General findings

- a) The overall assessment of ATI as per the scores of the opinionnaire rated by 10 respondents from ATI is 'Average'
- b) The hypothesis, there is no significant difference in the mean scores of male and female staff/trainers regarding their opinionnaire towards the Administrative Training Institute, Kohima, Nagaland is rejected.
- c) It is found that 50% of the respondents who have attended any kind of training programmes conducted by ATI are from the age group of 31-40 years.
- d) The study revealed that the 'Mass Skill Upgradation' training is the most attended training programme over the benchmarked years.
- e) It is found that the training participants have perceived improvement in performing their present job and future jobs they may handle.
- f) The researcher found that only 8% from the age group of 51 and above have attended the trainings conducted by ATI.
- g) The study reveals that the interaction with the fellow participants and trainers during the training period to discuss their work problem were of considerably benefit to them.
- h) The researcher found out that government employees have been given in-service training.
- i) It is found that the trainers in ATI are well defined in terms of their proficiency and deliberation of the training courses, including the maintenance of perfect training pace.
- j) The present study shows that the impact of the training on the employees is assessed by their superiors in the concerned departments through their performance after attending the training.
- k) It is found out that the training participants are not satisfied with the duration of the training courses.
- l) Government pressurize ATI to quicken the completion of

the training programme by citing suitable reasons for which administrative officers are urgently required in the district.

- m) From the analysis it has been found out that there seems to be lack of motivation among the officers because of lack of promotional avenues.
- n) Because of the lack of permanent director in ATI, there are innate organizational problems.
- o) The right persons are not sent for the right training courses.
- p) Shortage of faculty and experienced/retired government servants has no time to impart training.

8. Suggestions

- a) Training needs can be identified on the basis of organizational analysis & job analysis. Training program, training method & in-house contents are to be planned on the basis of training needs.
- b) Due attention has to be given to specialist faculty in ATI. Resource persons can be from different states to infuse fresher ideas and newer thinking in training.
- c) There can be greater involvement of top management with ongoing training and development programmes. Therefore, it is suggested that at least one Director can be associated with various aspects of their programmes.
- d) ATI requires a large pool of trainers in various areas. Existing trainers need further exposure.
- e) ATI can have a national network with institutions like IIPA, ASCI, IIM, and LBSNA as networking facilities accessibility to top class institutions. Training network can help in developing trainers.
- f) ATI can bring awareness to the Government regarding the allocation of sufficient funds because training is a time bound activity and requires funds on time, especially payment of honorarium.
- g) ATI can introduce a system of evaluation after completion of the training programme, so that the training may not go in vain.
- h) ATI can conduct training programmes with appropriate and proper duration of the course.
- i) Practical courses can be introduced in ATI.
- j) Trainers can create an environment where the senior training participants will feel free to open up and take part effectively.

9. Conclusion

Trainings conducted by ATI is edging out buildings and gearing up the essential assets. The task of any government department is conducted through its employees. And what the people do depends directly on what the people know. In other words, the knowledge base, within the employees guides their tasks and productivity. For this reason, ATI, Kohima, since its inception has continuously strived to upgrade its facility

and quality in imparting training over the years catering the needs of all level of Government Employees. Till date, ATI is constantly training and grooming the government employees to achieve the maximum results from them, thereby spending a lot of precious resources in the process. Thus, clearly the training & development has brought new power to the employees. As a result, the ways of personnel management have undergone a dramatic, fundamental shift and has brought changes and betterment in the administration with the positive development of personnel at work. The training function has made significant headway so far, the state is now well set to undergo a paradigm shift in this direction.

It is however, noticed that the training programmes have achieved partial success as per expectations and goals of the ATI. Though ATI is making an effort to train the critical masses, it has not met total success due to the spar ability factor. The exigencies of work are preferred when compared to training, despite the fact that the emphasis laid on training has been increasing over the years. ATI will be the main agent to bring changes in the government employees. But the government departments give less priority to training consequent upon which the minuscule expenditure and time spent on training and development by the ATI fails to go a long way in its professionalization. Therefore, there is a need to look at the importance of personnel management in the government departments through training to formulate a definite road map to bridge the gap between ATI training programmes with the people and the government of Nagaland.

It is expected that this study would perceive clearly and contribute peremptorily in its own small way to the growth of training and management development programmes of ATI in Nagaland. Further, it will make the richness of training & development practices more excellent and beneficial to the government departments. Thus, the present study will decidedly rejuvenate, invigorate, proliferate and resuscitate the new harbingers of awakening and illumination among those who are engaged in the task of training in ATI, if the main suggestions and recommendations are properly implemented by the concerning authorities in the course of time.

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