CHAPTER III

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A careful analysis of the literature identifies the gaps and need for research. It paves the way for a planned and systematic study which has relevance for state administrative services. Keeping this in mind the present study was tailored to address the basic issues like- What are the roles of the state administrative services? What are the competencies that are required in the state administrative services? What competencies are required for superior performance in the state administrative services? Is there any relevance of perceived role effectiveness to the perceived competencies? How are they different from the roles and competencies required for the managers of the corporate sector?

The specific aims and objectives of the study are mentioned as below:

1. To identify the roles of the state administrative officers.
2. To identify the competencies for the state administrative services.
3. To identify the differentiating competencies between the super performers and the average performing state administrative officers.
4. To establish the relationship between the perceived role effectiveness and the perceived competencies of the state administrative services.
5. To compare the roles and competencies for the state administrative services with those of the senior managers of the corporate sector (identified by Khandwalla, 2004).
HYPOTHESIS

Whenever a research is initiated, the most important step is to formulate the hypothesis. It assists the researcher in finding a tentative solution which further guides a researcher in his/her area of study. It can be identified as the navigator to reach the focal point of the research. The present study is however an exploratory cum descriptive one that generates, rather than test hypotheses.

Present study is undertaken to investigate what are the competency criteria for the state administrative officers? Are competencies needed in superior administrative officers missing in average performers? How these competencies are different from those of the senior managers of the corporate sector? With these kinds of research questions and with such a nature of descriptive research, it is not appropriate to formulate hypotheses. Here, the research questions navigate the study. Each research question is deliberated and addressed adequately in this research. After completion of this research, hypotheses like 'administrative officers with the competencies of superior performance would save e.g. 20% or 30% governance cost or meet greater targets or improve some specified parameters of growth and development of the state,' could be formulated once the competency criteria for superior performance are mapped, behavioural indicators for those competencies are identified, measures for such indicators are developed and training modules for the purpose are planned. But, testing such hypothesis is possible only if specific, objective and valid criteria of competencies for state administrative officers are mapped. Till date, at the state level to the best of researcher's knowledge, no such systematic and comprehensive research has been undertaken and published for the state of Rajasthan or for other states. It is a unique and pioneer attempt in this field.