CHAPTER 3
Research Methodology

3.1 Rationale of the Study

Even after two decades of gaining statehood, Arunachal Pradesh a state in the North Eastern part of India has still a long way to go as far as development is concerned as the basic livelihood problem in Arunachal Pradesh is reflected through high incidence of poverty that has remained more or less static during the last two decades (Department of Planning, GoAP 2012-13). The cause to this circumstance may not be only due to improper implementation of schemes in the State. Public Sector Organizations' of any country is considered as a transformational institution as it has a huge task of implementing the schemes and policies for the interest of the public (Agba, Ochimana & Abubakar, 2013). However, there is a general belief that majority of the public enterprises have been unsuccessful in delivering the services for which they were formed (Esu & Inyang, 2009). With almost 80 percentage population in Arunachal Pradesh being present in rural area, it is pertinent that Public Departments have a huge role to play in its road to development. On conducting a preliminary study to find out the reasons for slow development in Arunachal Pradesh, it was highlighted that the behavioral aspect of the employees requires attention. In this context professionalism of employees can be an important benchmark to judge employee behavior. Gebrekidan (2011) mentioned that professionalism is not only seen as a prerequisite for effectiveness of the civil service, but it is also considered as the required attribute for a successful system (Alagh, 2013). Although there are many studies that have tested professionalism and employee outcome separately only few of them have analyzed the relationship between these two phenomena. Also while the study on professionalism and employee outcome on private sector is growing, research on public sector is a relatively less studied and almost negligible in Arunachal Pradesh. Therefore, the body of knowledge available in this area is understandably scanty. Hence, it is a necessity to know much more in this area with an intention to bring in the much needed professionalism in public sector employees for better outcome.

3.2 Objectives of the Study

This study intends to fulfill the following objectives:

    i.   To determine whether professionalism exists in the employees of the Department of Rural Development, Government of Arunachal Pradesh;

    ii.   To determine the employee outcome in the Department of Rural Development, Government of Arunachal Pradesh;

    iii.   To find out the relationship between professionalism and employee outcome in the above mentioned department.

3.3 Scope and Limitations of the Study

3.3.1 Scope

(i) Content Scope

The study focuses mainly on professionalism and its various aspects like the overall level of professionalism and also tries to determine the sub variable that play an important role in enhancing professionalism and which plays a negative role. Likewise, the level of employee outcome is also determined that includes Public Service Motivation, Commitment and Job Satisfaction. In addition to that, an attempt is also made to find out the relationship between professionalism and employee outcome for the Rural Development Department, Government of Arunachal Pradesh. Besides these, a comparison of the responses is also done to find out whether there is any variation in the responses amongst the Officials, the People's Representatives and the Common People. The study considered only the professionals/Officers (Group A and Group B) of the above mentioned department.

(ii) Geographical Scope

The extent of the study is six districts of Arunachal Pradesh that are selected on the basis of their performance in the financial year 2012-2013 (Annexure). The maps of the study area are provided in figure 3.1 and figure 3.2.

(iii) Time Scope

The data have been collected in the time frame of October 2014 to June 2015.

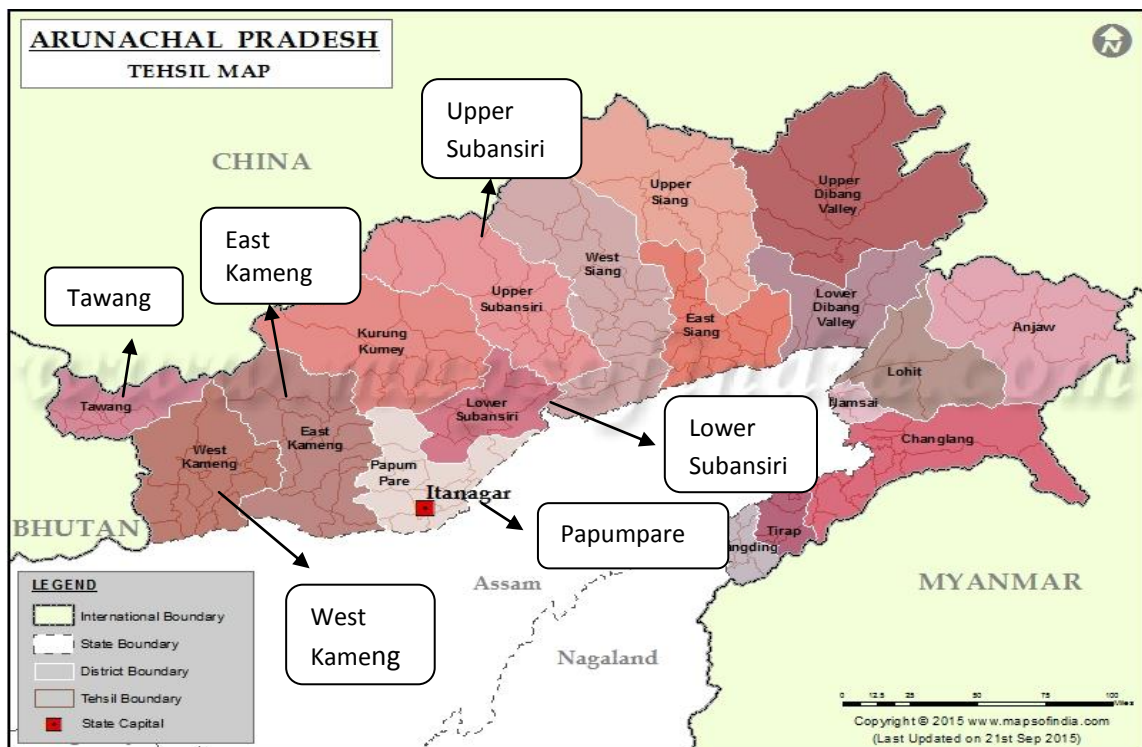**Figure 3.1: Location Map of Arunachal Pradesh in India**

Source**:** https://www.mapsofindia.com/maps/arunachalpradesh/

arunachalpradeshlocation.htm

Figure 3.2: Location Map of Arunachal Pradesh Showing Study Area

Source: https://www.mapsofindia.com/maps/arunachalpradesh/tehsil/

3.3.2 Limitations

The study does not consider the professionalization of the organization rather it concentrates only on the professionalism of employees. Tangible work outcomes could not be taken up due to non-availability of work related target or objective at the individual level. Thus, for employee outcome only few behavioural outcomes (non-tangible variables) are considered, which are Public Service Motivation, Commitment and Job Satisfaction.

3.4 Research Design

This research is both exploratory and descriptive in nature. First of all a preliminary study was carried out to find out the prevailing problems in Arunachal Pradesh, where it was found that Rural Development was one of the areas which required attention and then data have been collected from different sources to fulfill the objectives. The study is based on survey method, observation and focus group discussion. Data have been collected from six districts of Arunachal Pradesh between the period of October 2014 to June 2015. The instruments used for data collection were structured questionnaire for the employees of the Department of Rural Development, Government of Arunachal Pradesh, Schedule for the People's Representatives and Focus Group Discussion for the Community People.

3.5 Sources of Data Collection

Both primary as well as secondary sources were used to collect data for this research.

3.5.1 Primary Sources

Primary data have been collected from three sources. The first source of data collection was the Officials of the Department of Rural Development, GoAP, through survey method using a structure questionnaire. The second source was the Community Representatives and a schedule was used to collect data from them and thirdly data from the Common People at village level have been collected through focus group discussion.

3.5.2 Secondary Sources

Secondary data are the information that is already available in various forms. For this study, the secondary sources of data collection were official publications, official documents, books, journals, thesis, websites, media and annual reports.

3.6 Pilot Study

A pilot survey was carried out in Papumpare district of Arunachal Pradesh. There are two blocks in the district - Doimukh and Sagalee. Number of respondents for the pilot survey was

Officials – 24

People's representatives - 4

Common People – 15

Table 3.1: Reliability Test Result

Variable	Cronbach's Alpha	N of Items
Professionalism	.929	30
Employee Outcome	.971	47

Source: Primary data

Reliability test was done for the questionnaire containing both variables i.e. Professionalism and Employee Outcome. Both the variables scored above 0.9 Cronbach's Alpha indicating that the questionnaire is highly reliable.

3.7 Research Instruments

i. Structured questionnaire was used to collect data on professionalism and employee outcome from the employees of the Department of Rural Development up to the level of Block Development Officer of each district (Group A and Group B employees).

ii.   A Schedule was used for People's Representatives which includes Members of Legislative Assembly (MLA), Zilla Parishad Members (ZPM), Anchal Samiti Members (ASM) and Village Headman (refer to section 3.9.1).

iii.   Focus group discussion was also carried out at the village/ community level/ target segment level to know Common People's opinion in general about the department, the officials of the department, development activities in their area etc and also to take their suggestions for any required improvement/s either for the officials, the department and society as a whole.

iv.   Observation method was also taken into consideration with regards to the overall condition of the Department of Rural Development, Government of Arunachal Pradesh, like infrastructure, absenteeism etc. which are associated with professionalism.

3.8 Variables Considered Under the Study

This study was carried out to determine the level of Employee Professionalism and Employee Outcome and also the relationship between the two variables of the employees of the Department of Rural Development, Government of Arunachal Pradesh. Thus the variables considered under this research are provided below:

3.8.1   Variables of Professionalism

Using Likert scaling, Richard Hall developed an attitude scale to measure the degree of professionalism among practitioners of various occupations like physicians, nurses, accountants, teachers, lawyers, social workers, stock brokers, librarians, engineers, personnel managers and advertising executives. This scale is the most common scale used in the field of study and has been used in many studies. Hall's (1968) scale is widely recognized as a measure of professionalism in organizations and across professions (Suddaby et al., 2009). Some of the studies are:-

Blezek (1987), "Professionalism of Vocational Agriculture instructors as perceived by vocational Agriculture instructors and superintendents in Nebrasaka Public Secondary School".

Boyt, Lusch and Naylor (2001), "The Role of Professionalism in Determining Job Satisfaction in Professional Services A Study of Marketing Researchers".

Shafer et al. (2002), "Professionalism, organizational conflict and work outcome-A study of certified Management Accountants".

Mat et al. (2010), "Professionalism in Practices: A preliminary study on Malaysian Public University".

Lasswell (2010), "An assessment of individual and organizational officer's perceptions of professionalism and treatment orientation".

Thus, the variables for Employee Professionalism in this study are considered on the basis of Hall Professional scale modified by Snizek (1972). Besides the five original dimensions of Hall's Professionalism two more dimensions i.e. "Expertise" and "Training" are included in the scale as it is an important attribute for professionalism (Howell & Dorfman, 1986; Kolsaker, 2014) and is likely to provide a holistic result. Thus Professionalism in this study is measured through a modified questionnaire based on six dimensions which are provided below:

  i.   Expertise
 ii.   Professional community affiliation
iii.   Social Obligation
 iv.   Belief in self-regulation
  v.   Dedication to the Profession
 vi.   Autonomy
vii.   Training

3.8.2   Variables of Employee Outcome

Employee outcome is an emotion based on individual's own conception of justice (Cook, 2003). Outcomes are the projected effects for effectiveness and quality of service (Webber, 2004). The variables considered for employee outcome are Public Service Motivation, Commitment and Job satisfaction. The sub variables are mentioned in table 3.2:

Table 3.2: Variables of Employee Outcome

Sub-variables	Sub-component	Source
1 Public Service Motivation (PSM)	1a Attraction to policy making	PSM was measured using Perry's (1996) instrument of 24 items measuring four subscales of PSM which was reduced into a 14-item scale by Kim (2009).
	1b Dedication to the public interest	
	1c Compassion	
	1d Self-sacrifice	
2 Commitment	2a Affective commitment	Commitment was measured using the three component model used by Lee, Allen, Meyer and Rhee (2001) as it has cross-cultural implications.
	2b Continuous commitment	
	2c Normative commitment	
3 Job Satisfaction	3a Work on Present Job	Job Descriptive Index developed by Smith, Kendal and Hustin (1969) as cited by Stanton et al. in 2001.
	3b Present Pay	
	3c Opportunities for Promotion	
	3d Supervision	
	3e Co-Workers	
	3f Job in General	

The statements in the questionnaire are in five point Likert scale and the statements which are negative in nature are scored in reversed order accordingly i.e. 1 for strongly agree, 2 for agree, 3 for neither agree nor disagree, 4 for disagree and 5 stands for strongly disagree. Also the statements were modified according to the requirement of the study.

In order to determine the employee professionalism score and employee outcome score average mean for each respondent is calculated and then the overall mean for the entire sample is computed. The score interpretation for the same is provided below:

Table 3.3: Score Interpretation

Mean	Level
< 3	Low
3 - 3.99	Moderate
4 - 5	High

Source: Kraetschmer et al., 2004.

3.8.3 Demographic Variables

Demographic variables considered are from Jeannette Taylor (2007), "The Impact of Public Service Motives on Work Outcomes in Australia: A Comparative Multi-Dimensional Analysis". The Variables are:

    i.   Gender

    ii.   Age

    iii.   Qualification

    iv.   Type of Appointment (Permanent/Deputation)

    v.   Rank (Group A/Group B)

    vi.   Tenure

3.9 Sampling Design

3.9.1 Target Population: The target population includes three categories of respondents, they are:

I.   ***The Employees*** working in the Department of the Rural Development, Government of Arunachal Pradesh, thus Population size is 1225 (refer to table 4.3).

II.   ***People's Representatives***,

People's Representatives includes Members of Legislative Assembly (MLA), Zilla Parishad Members (ZPM), Anchal Samiti Members (ASM) and Village Headman. Figure 3.3 presents the hierarchical diagram for better understanding of the different categories of the People's Representatives.
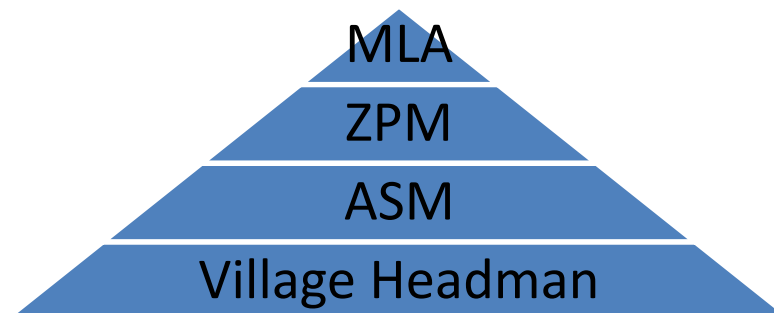

Figure 3.3: Category of People's Representatives

At the top of the hierarchy are the Member of Legislative Assembly (MLA), who are the representative elected by the voters of a district or constituency to the Legislature of a State in the Indian system of government. Arunachal Pradesh has 60 MLAs in total. The next tier is the Zilla Parishad Members who are the representatives at District level. Anchal Samiti Members comes next to ZPMs, they are the basic link between the grassroots stakeholders and the Zilla Parishad. They are the representatives at the block level. The village headmen are the representatives at the village level.

III. *Common People*, they are the residents of the village.

The components of target population are elements, sampling units, extent and time which are explained below:

i. Element: Survey was conducted from (i) Employees of the Department of Rural Development, Government of Arunachal Pradesh, who are categorized into two categories, (a) Group A (b) Group B and (ii) Target Segment i.e. Community Representatives and Common People.

ii. Sampling Unit: Block Development Offices that come under a particular district and are considered for the study on the basis of their performance with regards to the achievement of the target set for implementation of schemes in the State in the year 2012-2013 are the sampling unit.

iii. Extent: The study is conducted in total six districts of Arunachal Pradesh. The data have been collected from Directorate office, DRDA, BDO, the Community Representatives and the Common People.

iv. Time: Survey was conducted during the period of October 2014 to June 2015.

3.10 Sampling Technique

Multi-stage sampling was used for this study which comprised of Census and Judgmental Sampling. First of all six districts were selected on the basis of their performance with regards to the achievement of the target set for implementation of schemes in the State in the year 2012-13. After selecting the six districts, census method

was applied to survey the employees (Group A and Group B employees) of the Department of Rural Development, Government of Arunachal Pradesh, upto the BDO level. In the next step two villages were considered from each block. After that Judgmental method was used for the selection of the People's Representatives and the participants for focus group discussion. Sampling technique for this study is briefly explained step by step below.

i) Directorate level – Census

All the officers of Group A and Group B were included in the study.

ii) District level – Census

All the officers of Group A and Group B of the selected districts were included in the study. Two districts were selected from each category of good performing, moderate performing and low performing districts.

iii) Block Level – Census

All the officers of Group A and Group B in the blocks of the selected districts were included in the study.

iv. Target Segment/Community Level – Judgmental

Two villages per block were considered. The target segment or the respondents at community level included the Community Representatives (MLA, ZPM, ASM and Village Headman) and the Common People.

3.11 Sampling Frame

For the selection of the Officials the Organisation Structure was obtained from the department and on the basis of the different categories of employees, Group A and Group B were considered for the survey. For the selection of the respondents from the target segment, list of the villages with their population was considered from Open Government Data (OGD) Platform India, Government of India.

3.12 Selection of Samples

Since this study followed multistage sampling, the selection of samples was done in multiple phases. Selection of the districts was done on the basis of the performance of the districts in the financial year 2012-13. Thus two districts each were selected with the criteria of high performing, medium performing and low performing districts. The selected districts are shown in table 3.4 (for maps of study area, refer to figure numbers 3.1 and 3.2).

Table 3.4: Selection of Districts

Criteria	District	Blocks
High Performing	Upper Subansiri	Daporijo
		Dumporijo
		Taliha
		Nacho
		Giba
	West Kameng	Dirang
		Kalaktang
		Trizino
Medium Performing	Tawang	Tawang
		Lumla
		Jang
	Lower Subansiri	Ziro
		Yachuli
		Raga
Low Performing	Papumpare	Doimukh
		Sagalee
	East Kameng	Seppa
		Chayang Tajo
		Bameng
		Pakke-Kessang

Source: Department of Rural Development, Government of Arunachal Pradesh.

3.13 Sample Size

The total sample size for the study is 1158 which is a summation of different categories of respondents. The breakdown of the sample size according to different category is shown in table 3.5.

Table 3.5: Sample Size According to Different Categories of Respondents

	State Level	**District Level**	**Block Level**	**Village Level**		**Total**
Categories to which the respondents belong	Directorate	District Rural Development Agency	Block Development Office	Focus group discussion was carried out at the village level. There were 10-15 members present for each discussion.	People's Representatives 1. MLA 2. Zilla Parishad Member 3. Anchal Samiti Member 4. Village Headman	
Number of respondents	9	42	80	915	112	1158

3.14 Statistical Tools

Basic descriptive statistical tools like frequency and mean were used to fulfill objective number one and two which are presented in the form of tables, pie charts and bar diagrams. For the third objective, which was to find out the relationship between employee professionalism and employee outcome, Pearson Correlation was used. For the

purpose of comparing the responses for different categories of respondents, Independent Sample t-test as well as One-way ANOVA test was conducted. Two softwares that were used to analyse the data in this study are MS Excel and SPSS (Version 16).

3.15 Chapter Summary

This chapter presented the step by step process of research methodology followed in this study. First of all it presented the rationale of the study which is followed by the objectives of the study and the scope and limitation of the study. Next it proceeded with the research design of the study and the sources of data followed by an insight of the preliminary study that was conducted. The research instruments and detailed explanation of the variables considered for the study is also explained in the current chapter. Besides these, a detailed sampling procedure of the study is also presented here. The chapter ended with information about the statistical tools used in the study.