

## **CHAPTER 5**

### **Employee Professionalism in the Department of Rural Development, Government of Arunachal Pradesh**

#### **5.1 Introduction to the Chapter**

In this chapter the results are presented in two parts. The first part is related to professionalism of the employees of the Department of Rural development, GoAP. The second part covered the responses of the Community people and also the People's Representatives regarding their opinion on whether the employees practice professionalism in their job so as to check whether their responses synchronizes with that of the employees of the Department of Rural Development, GoAP. Therefore for the first part of the analysis, which was to determine whether Professionalism exists in the employees of the Department of Rural Development, GoAP, Halls' Professionalism Scale was used to measure the level of Professionalism (modified by Snizek) which is a widely used scale to measure professionalism (Blezek, 1987; Shafer, Park & Liao, 2002; Mat & Zabidi, 2010; Lasswell, 2010). Thus Professionalism in this study was measured through six dimensions viz. (a) Expertise (b) Professional Community Affiliation (c) Social Obligation (d) Belief in Self-Regulation (e) Professional Dedication and (f) Autonomy.

In the second part of this chapter, a comparison of the responses provided by employees of the Department of Rural development, GoAP, the People's Representatives and the Common People is presented. Some common questions were asked to these three categories of respondents regarding their opinion on various issues of the Department of Rural Development, GoAP and thus a comparison was drawn.

#### **5.2 Overall Professionalism**

It is common knowledge that the public service which is entrusted with guarding public resources and executing decisions on behalf of the executive arm of government, plays an indispensable role in the development and governance of a nation. As such it must have in place a system of measures to create an environment of promoting ethics, accountability, integrity, transparency and professionalism (Ssonko, 2010). Thus the first

objective of this study was to determine the level of employee professionalism in the Department of Rural Development, Government of Arunachal Pradesh.

In order to determine the level of Professionalism, the mean for each respondent was calculated and then the overall mean for the entire sample was computed which was considered as the “Professionalism score”. Thus the lowest mean score could be 1 and the highest mean score 5 since the questionnaire was in a five point Likert scale. The score interpretation for the level of professionalism is provided in table 5.1 below.

**Table 5.1: Score Interpretation**

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

Source: Kraetschmer et al., 2004.

**Table 5.2: Employee Professionalism Score**

Variables	Score/Mean
Expertise	3.89
Professional community affiliation	3.97
Social Obligation	<b>4.18</b>
Belief in self-regulation	3.69
Dedication to the Profession	3.67
Autonomy	<b>3.26</b>
<b>Overall Professionalism</b>	<b>3.78</b>

Source: Primary data

Table 5.2 indicates that the overall Professionalism score is 3.78 which is moderate according to the score interpretation indicating that the employees of the Department of Rural Development, GoAP practice moderate level of professionalism in their work.

When we look into the sub components of employee professionalism score it is apparent that majority of the employees believe in social obligation, which indicates that they work mostly for the welfare of the society as their mean score is 4.18. The result is

justified because the Department of Rural Development is a Public Sector Organisation meant for the welfare of the society. Autonomy scored lowest with 3.26 mean score, which indicates that the employees have less autonomy regarding their work since government play a vital role in the formulation, decision making and implementation of all the schemes and policies.

### 5.3 Employee Professionalism and Demographic Variables

An effort was made to find out the employee professionalism score with reference to demographic variables for the employees of the Department of Rural Development, GoAP.

**Table 5.3: Professionalism Score According to Demographic Variables**

<b>Variable</b>	<b>Sub-Variable</b>	<b>Frequency</b>	<b>Professionalism Score</b>
<b>Age</b>	31-40 yrs	52	3.73
	41-50 yrs	67	3.81
	51-60 yrs	12	3.81
<b>Qualification</b>	Graduate	86	3.74
	Masters	14	3.80
	Diploma	8	3.84
	Professional Course	23	3.89
<b>Group</b>	Group A	71	3.79
	Group B	60	3.77
<b>Tenure</b>	Less than 5 years	25	3.88
	More than 5 years	106	3.78
<b>Type of Appointment</b>	Permanent	100	3.51
	Deputation	31	3.80

Source: Primary data

Table 5.3 above indicates that there is moderate level of professionalism across all demographic variables. We can see that the age group of 41-50 and 51- 60 years of age scored 3.81 mean score of professionalism in their job and the age group of 31-40 years had a mean score of 3.73. In case of qualification, employees who obtained some form of professional course had a mean score of 3.89, employees with diploma score 3.84 mean, Masters 3.80 mean score and lastly Graduates had 3.74 mean score. It can be seen that the professionalism score for Group A employees is 3.79 as compared to that of Group B employees which is 3.77. It can also be noticed that employees whose tenure is less than 5 years scored 3.88 mean and those with tenure of more than 5 years in the Department of Rural Development, Government of Arunachal Pradesh scored 3.78 mean. Lastly it can be seen that the employees in deputation had a score of 3.80 mean and the permanent employees of the Department achieved 3.51 mean score.

In order to find out whether the difference in employee professionalism scores amongst different demographic variables of the employees is significant or not, One-way ANOVA and Independent Sample T-Test were performed.

**Table 5.4: Test of Difference among Means of Different Categories of Employees  
with Regards to Employee Professionalism**

<b>Variable</b>	<b>Sub-Variable</b>	<b>Frequency</b>	<b>Professionalism Score</b>	<b>F- Value</b>	<b>p-Value (ANOVA)</b>
<b>Age</b>	31-40 yrs	52	3.73	1.333	.267
	41-50 yrs	67	3.81		
	51-60 yrs	12	3.81		
<b>Qualification</b>	Graduate	86	3.74	1.714	.167
	Masters	14	3.80		
	Diploma	8	3.84		
	Professional Course	23	3.89		

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<b>Independent Sample T-Test</b>				Levene's Test for Equality of Variance		t-test for equality of Means		
<b>Group</b>				F	Sig.	t	df	Sig. (2- tailed)
	Group A	71	3.79	.011	.915	.268	129	.789
Group B	60	3.77						
<b>Tenure</b>	Less than 5 years	25	3.88	.014	.905	1.957	129	.052
	More than 5 years	106	3.76					
<b>Type of Appointment</b>	Permanent	100	3.78	.614	.435	.369	129	.713
	Deputation	31	3.80					

Table 5.4 shows that the *p*-values of all categories of the employees (age - 0.267, qualification – 0.167, group – 0.789, tenure - 0.052, type of appointment – 0.713) are more than 0.05 significant level. Thus it can be interpreted that there is no significant difference in means amongst different categories of respondents with regards to employee professionalism.

Furthermore, a micro analysis for the scores of the sub-variables of employee professionalism according to the demographic variables was also carried out, which is provided in table 5.5 below. In the table, PCA stands for Professional Community Affiliation, SO stands for Social Obligation, BSR stands for Belief in Self-Regulation and DTP stands for Dedication to Profession.

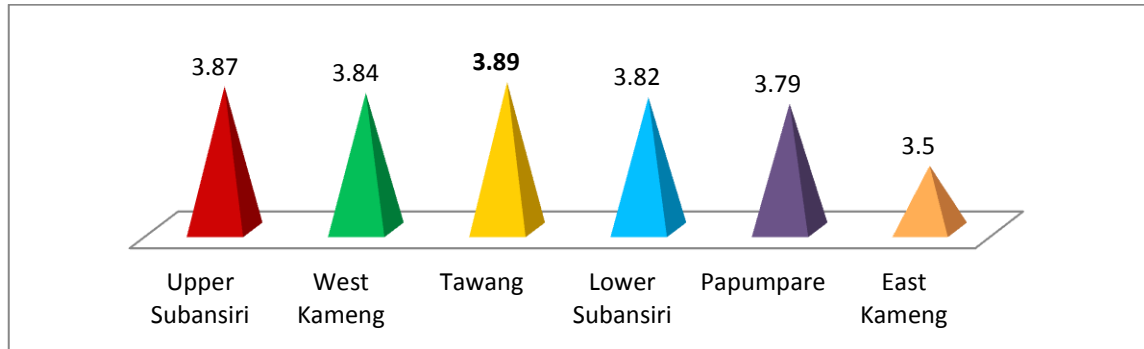
**Table 5.5: Scores for the Sub-Variables of Employee Professionalism According to Demographic Variables**

<b>Variable</b>	<b>Sub-Variable</b>	<b>Expertise</b>	<b>PCA</b>	<b>SO</b>	<b>BSR</b>	<b>DTP</b>	<b>Autonomy</b>
<b>Age</b>	31-40 yrs	3.91	3.85	4.10	3.71	3.46	3.35
	41-50 yrs	3.85	4.04	4.21	3.67	3.80	3.13
	51-60 yrs	3.99	4.11	4.36	3.72	3.85	2.61
<b>Qualification</b>	Graduate	3.82	3.90	4.10	3.64	3.67	3.31
	Masters	3.99	4.31	4.38	3.74	3.78	2.40
	Diploma	4.17	3.80	4.08	3.92	3.35	3.71
	Professional Course	3.97	4.09	4.38	3.77	3.71	3.46
<b>Tenure</b>	Less than 5 years	3.83	4.2	4.41	3.71	3.74	3.56
	More than 5 years	3.90	3.91	4.12	3.68	3.65	3.19
<b>Type of Appointment</b>	Permanent	3.89	3.95	4.14	3.71	3.64	3.30
	Deputation	3.87	4.03	4.30	3.62	3.76	3.15

From table 5.5 it can be seen that, in the age category the employees under the category of 51-60 years of age scored the highest in all the sub-variables of professionalism (Expertise = 3.99 mean score, PCA = 4.11 mean score, SO = 4.36 mean score, BSR = 3.72 mean score, DTP = 3.85 mean score) except Autonomy (2.16 mean score). In the category of qualification, it is seen that all categories have scored high in Social Obligation (Graduate = 4.10 mean score, Masters = 4.38 mean score, Diploma = 4.08 mean score, Professional Course = 4.38 mean score). For the category tenure it was found that the employees who were in the Department for less than five years have scored higher in five of the sub-variables (PCA = 4.2 mean score, SO = 4.41 mean score, BSR = 3.17 mean score, DTP 3.74 mean score and Autonomy = 3.56 mean score), whereas the employees who were in the Department for more than five years have scored higher in the sub-variable expertise (3.90 mean score). Lastly for the type of appointment it was found that the permanent employees scored higher in Expertise (3.89 mean score), Belief in Self-Regulation (3.71 mean score) and Autonomy (3.30 mean score). On the other hand employees on deputation scored higher in Professional Community

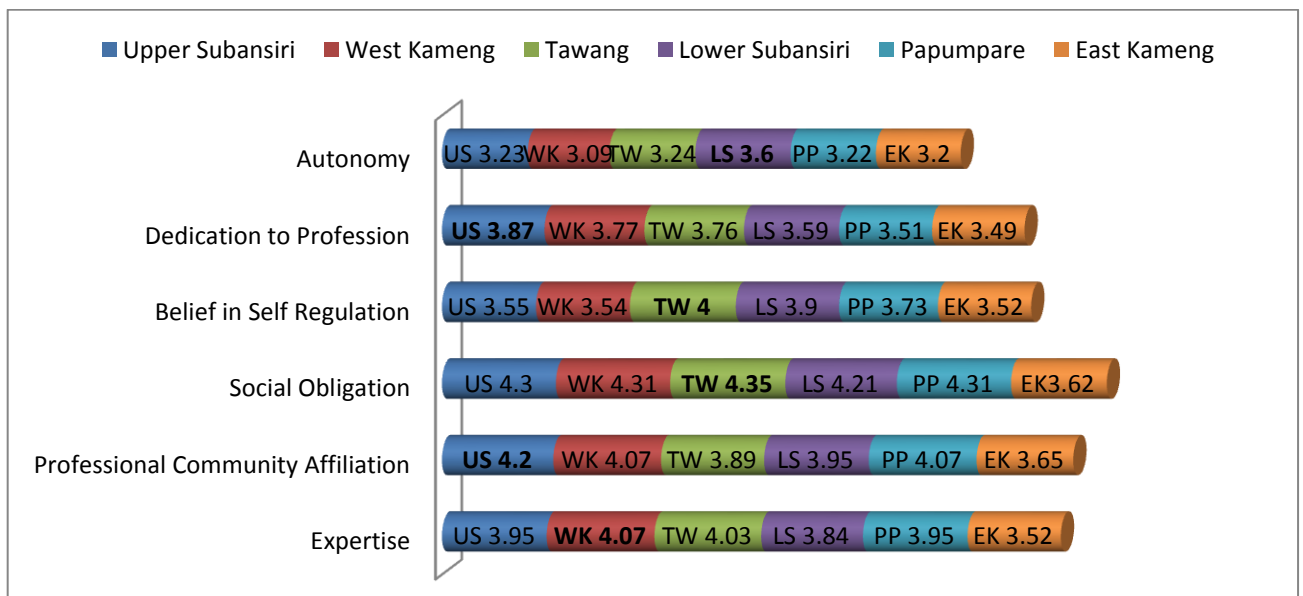
Affiliation (4.03 mean score), Social Obligation (4.30 mean score) and (Dedication to Profession 3.76 mean score).

#### 5.4 Employee Professionalism among Districts



**Figure 5.1: Employee Professionalism Score for Districts**

Professionalism score was found out for different districts in order to determine which district scored the highest and the lowest Professionalism mean score. From the Figure 5.1 it can be found that all the districts scored only moderate level of employee professionalism whereas Tawang scored the highest mean with 3.89 score followed by Upper Subansiri (3.87 mean score), West Kameng (3.84 mean score), Lower Subansiri (3.82 mean score), Papumpare (3.79 mean score) and East Kameng scored the lowest with 3.5 mean score.

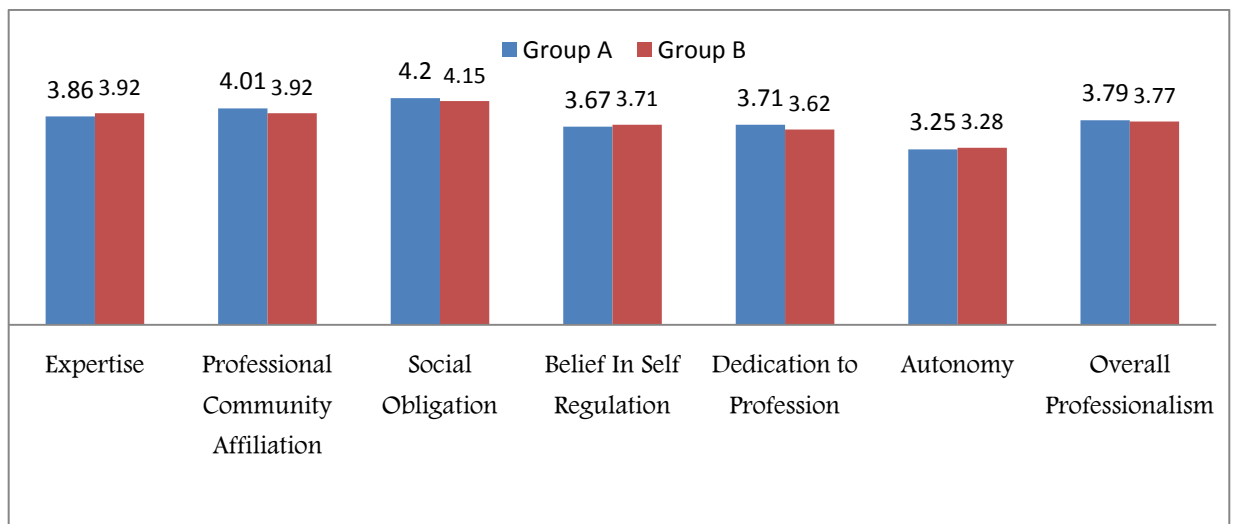


**Figure 5.2: Sub Variables of Professionalism for Districts**

The stacked horizontal figure above (Figure 5.2) provides us with a detailed view of all the sub-variables of employee professionalism along with the means scored by all the districts. Since social obligation had scored the highest amongst all the sub-variables, attempt has been made to check which district scored the highest and the lowest mean. Thus it is evident from the figure above that amongst all the districts Tawang scored the highest in case of social obligation (4.35 mean score) and East Kameng scored the lowest with 3.62 mean score. It is also worth noting that East Kameng district has scored the lowest among all the districts for all the sub-variables barring autonomy.

### 5.5 Professionalism among Different Groups of Employees

An attempt was also made to find out the level of professionalism among different groups of employees working in the Department of Rural Development, GoAP.



**Figure 5.3: Professionalism among Different Groups of Employees**

It can be seen from figure 5.3 that the professionalism score for Group A employees (3.79) is slightly higher than that of the Group B employees (3.77) and both the groups show moderate level of employee professionalism towards their job. If we look deeper into the figure it can be seen that even though Group B scored a little less than Group A in overall professionalism score, but they scored higher in sub-variables like expertise (3.92 mean score), belief in self-regulation (3.71 mean score) and autonomy (3.28 mean score) as compared to Group A employees.



### **5.6 Professionalism according to the Performance of Districts**

Professionalism score was also found for the selected districts according to their performance in the year 2012-2013 so that a comparison can be made on whether the higher performing districts have higher employee professionalism as compared to other districts.

**Table 5.6: Professionalism Score According to the Performance of Districts**

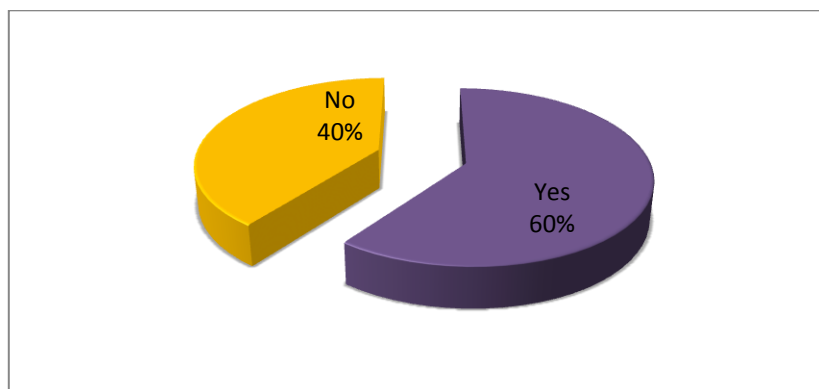
<b>Performance of the District (From Secondary Data)</b>	<b>Name of the District</b>	<b>Employee Professionalism Score</b>
High	Upper Subansiri	3.87
	West Kameng	3.84
Medium	Tawang	3.89
	Lower Subansiri	3.82
Low	Papumpare	3.79
	East Kameng	3.5

Source: Department of Rural Development, GoAP and primary data.

It can be seen from table 5.6 that the high (Upper Subansiri - 3.87 mean score, West Kameng - 3.84 mean score) and the medium performing districts (Tawang – 3.89 mean score, Lower Subansiri - 3.82 mean score) have scored higher in professionalism as compared to the low performing districts (Papumpare – 3.79 mean score, East Kameng – 3.5 mean score). Thus it can be interpreted that the employees of the better performing districts practice higher professionalism at their work place as compared to the employees of the lower performing districts.

### **5.7 Training**

Training is an integral part of any organization which helps in enhancing the overall performance of the organization. The efficiency of public service can be assessed in terms of how well the public servants are trained so that they are able to carry out their tasks effectively (Olaopa, 2011). Best professional public services in both developed and developing countries are those that have executed effective training to their employees (Gebrekidan, 2011). Thus an attempt is made to find out whether the employees have undergone any training through a dichotomous question.



**Figure 5.4: Training Undergone**

From figure 5.4, it is evident that 40 percent of the employees have never undergone any training which is of great concern as it may hamper the performance of employees as well as the overall performance of the Department.

**Table 5.7: Group-wise Comparison of Training Undergone**

<b>Group A (71 Employees)</b>		<b>Group B (60 Employees)</b>	
Yes	No	Yes	No
57.75 %	42.25 %	63.33 %	36.67 %

Source: Primary data

On breaking down the result we find that a larger number of Group A employees have never undergone training viz. 42 percent as compared to 37 percent of Group B employees.

### **5.8 Opinion Mirroring/Comparison of Responses for Employee Professionalism**

Opinion mirroring here means comparing responses regarding various issues of rural development amongst three categories of respondents' viz. Officials, Community Representatives and the Common People. Each variable has been analysed deeply with regards to the overall response, response of the People's representatives, responses of the different group of employees and also according to different districts.

### **5.8.1 Regularity of Visit to Village by the Officials of the Department of Rural Development, Government of Arunachal Pradesh**

Effective delivery of services to the public needs to be seen in the context of the fact that there should be a bottom up approach and not the top down (Singh, 2013). Thus professionalization and bureaucratization are inversely related (Blezek, 1987). Since the Department of Rural Development is meant for the welfare of the rural community, the villages and the rural people become its target segment. Therefore, in order to have a bottom up approach it is necessary that the officials visit the villages regularly to know the ground reality so that they can implement the schemes according to the requirement of the general mass.

**Table 5.8: Descriptive Analysis for Regularity of Visit to Village**

<b>Variables</b>	<b>Respondents</b>	<b>SD (%)</b>	<b>D (%)</b>	<b>NAD (%)</b>	<b>A (%)</b>	<b>SA (%)</b>
Regular visit to the Village	Officials	0	0	15.3	53.4	31.3
	Community Representatives	9.8	36.6	0	53.6	0
	Common People	63.9	33.2	0	2.3	0.5

Source: Primary data

The first enquiry was made regarding the regularity of visit of the Officials to the Village and from the data (table 5.8) it can be seen that majority of the Officials and the People's Representatives agreed that the Officials from the Department of Rural Development, GoAP visit the village regularly. However, more than 60 percent of the common people strongly disagreed that the Officials regularly visit their village. They had the opinion that the Officials visits the villages mostly during festivals and also, that they do not stay at their place of posting which hampers the proper implementation and monitoring of the schemes at the village level. Especially in East Kameng district, the villagers were not very content with the rate of absenteeism of the Officials.

To find out whether there is any significant difference in the opinion regarding the regularity of visit to village by the officials among Officials, People's Representatives and the Common People a null hypothesis was formulated.

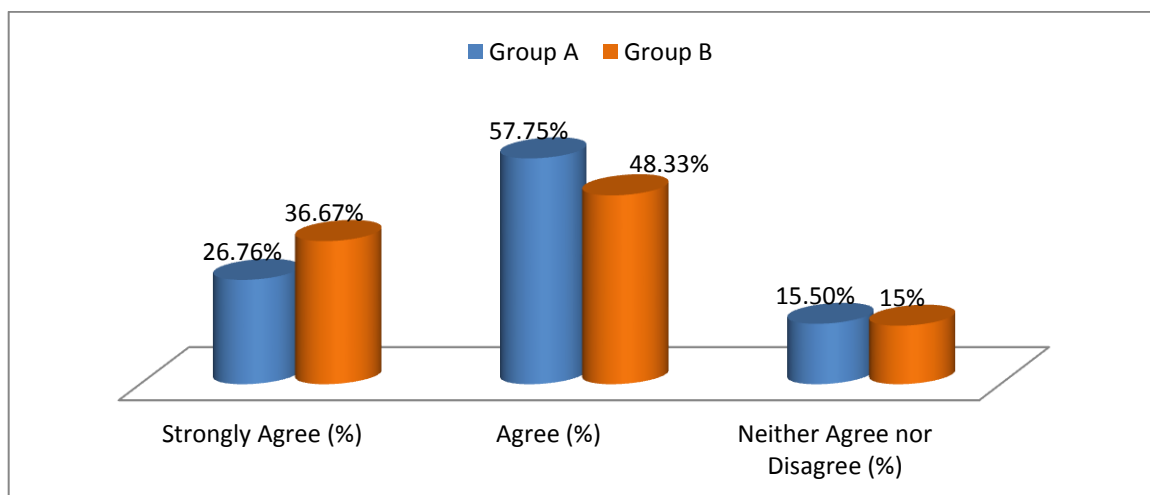
**Hypothesis 5<sub>a</sub>** : There is no significant difference in the opinion of the respondents across three groups regarding visit of the officials to the village.

**Table 5.9: ANOVA for Regularity of Visit to Villages**

Variables	Officials (Mean Score)	People Representatives (Mean Score)	Common People (Mean Score)	F-value	ANOVA <i>p</i> - value
Regular visit to Village	4.16	2.97	1.42	949.637	.000

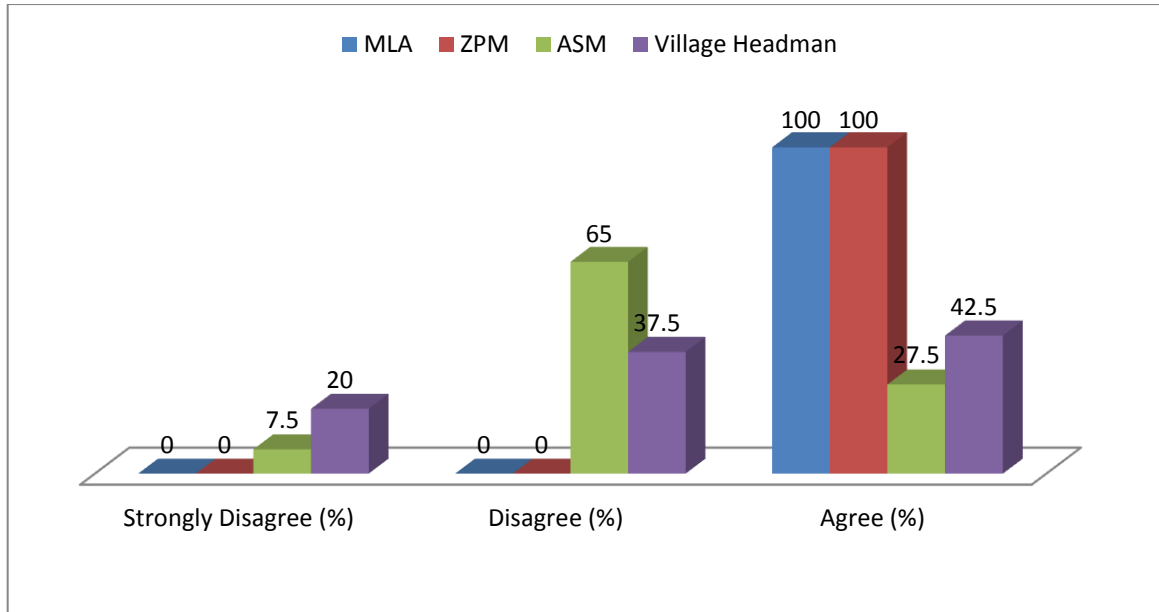
Source: Primary data

From table 5.9 it is evident that there is a significant difference in the opinion regarding regular visit of the officials to the village across the three groups of respondents as the *p*-value .000 which is less than 0.01 significant level and so we reject the null hypothesis. This means that there is a significant difference in the opinion amongst these three categories of respondents.



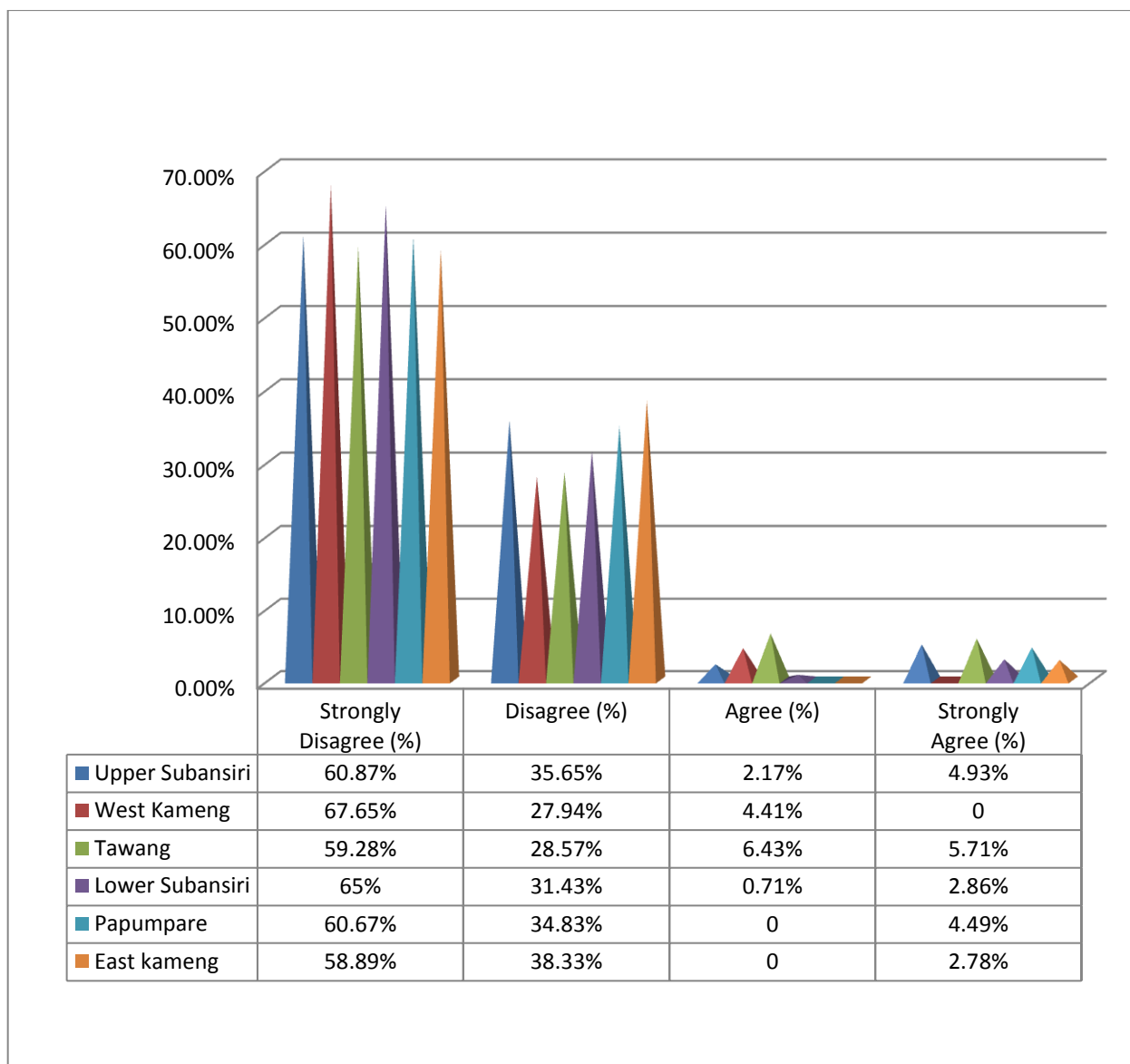
**Figure 5.5: Group-wise Response Regarding Regularity of Official's Visit to Village**

It can be seen from figure 5.5 that equal percent of employees from both groups responded positively to the query made regarding their visit to the villages. On the other hand, none of the employees disagreed that they visit the villages regularly.



**Figure 5.6: Community Representative's Response Regarding Regularity of Official's Visit to Village**

Figure 5.6 presents the responses of the Community Representatives regarding the regularity of Officials visit to the village. It can be seen that even amongst the representatives there is a variation in the responses. All the MLAs and the ZPMs have agreed that the officials visit the village regularly. However majority of the ASMs (72.5%) and the Village Headmen (57.5%) had provided negative response to the query. Thus it implies that the representatives who are at a higher position believe that the officials visit the village regularly whereas the representatives who are the actual link between the officials and the common people disagreed that the Officials visit the village regularly.



**Figure 5.7: Common People’s Response Regarding Regularity of Official’s Visit in Different Districts**

Figure 5.7 presents the analysis of the responses of the Common People in different districts regarding the regular visit of the officials to their villages. We had already seen that more than 90 percent of the people responded negative to this particular question. It can be seen that East Kameng tops the list (adding both disagree and strongly disagree) with 97% of the respondents disagreeing that the officials visit their village regularly followed by Upper Subansiri and Lower Subansiri (96 %). In Tawang 88 percent of the respondents disagreed that there is regular visit of officials to their village.

### 5.8.2 Response Regarding Whether Favours are Provided to the Officials for Performing their Duties

Inculcating ethical behaviors in the civil servant is very important as it is a critical component of public service professionalism (Gebrekidan, 2011). Hence taking favours from people either in the form of cash or kind does not reflect professionalism. An enquiry was made on whether any favour is provided to the officials to perform their duty.

**Table 5.10: Descriptive Analysis for Whether Favours are Provided to the Officials**

Variables	Respondents	SD (%)	D (%)	NAD (%)	A (%)	SA (%)
Provide Favours to Officials	Officials	32.8	54.2	13	0	0
	Community Representatives	0	49.1	23.2	27.7	0
	Common People	3.3	7.3	6.1	77.3	6.0

Source: Primary data

The data from table 5.10 shows us that majority of the officials disagree that they are offered favours in any kind, however more than 75 percent of the common people have agreed that they have provided favours to the officials to perform their duty. In case of the community representatives' majority of them disagreed (49%) as compared to the percentage of the respondents who agreed (27%) that they have provided favour to the officials. However if we observe closely we can see that more than 20 percent of the respondents neither agreed nor disagreed to the query raising a uncertainty that there might be some discrepancies regarding this particular issue.

To find out whether the difference in their opinion, regarding, whether people provide favour to officials is significant among the three groups, a null hypothesis was formulated.

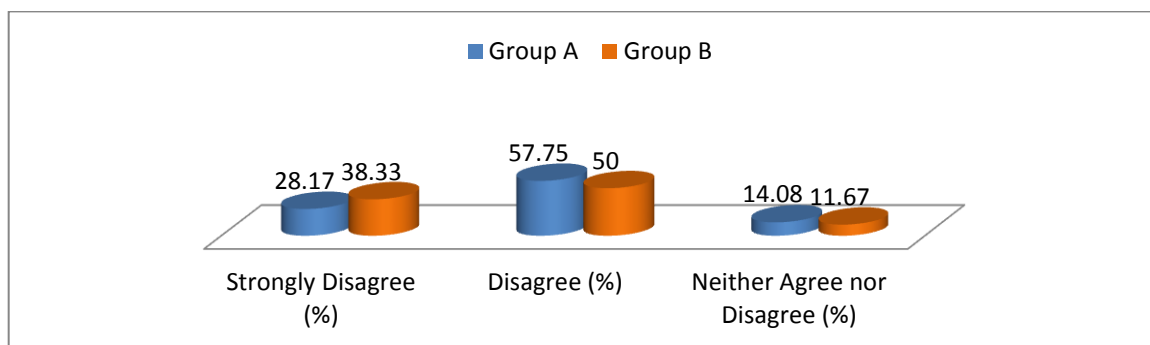
**Hypothesis 5<sub>b</sub>:** There is no significant difference in the opinion of the respondents across three groups regarding favours provided to the Officials

**Table 5.11: ANOVA for Whether Favours are Provided to the Officials**

Variable	Officials (Mean Score)	People Representatives (Mean Score)	Common People (Mean Score)	F-value	ANOVA <i>p</i> - value
Provide Favours to Officials	1.80	2.79	3.75	387.893	.000

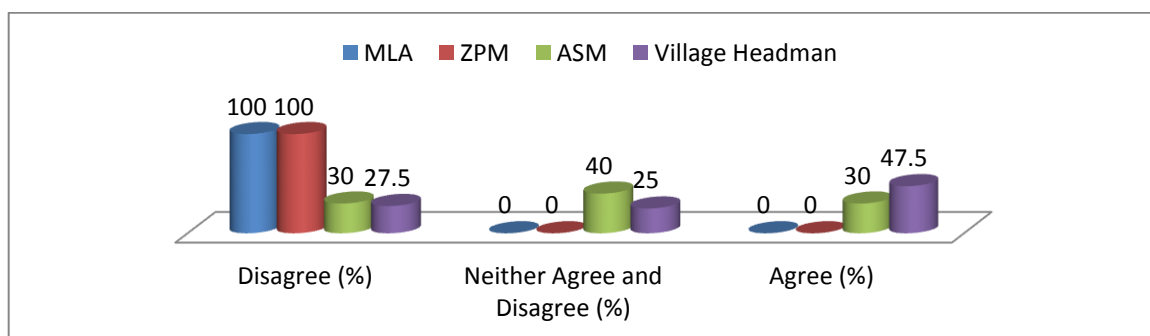
Source: Primary data

From the above ANOVA result (table 5.11) it can be seen that there is a significant difference across these three groups regarding their opinion on whether people provide favours to the Officials as the *p*-value is .000 which is less than 0.01 significant level and thus we reject the null hypothesis.



**Figure 5.8: Group-wise Response Regarding Favours Provided to Officials**

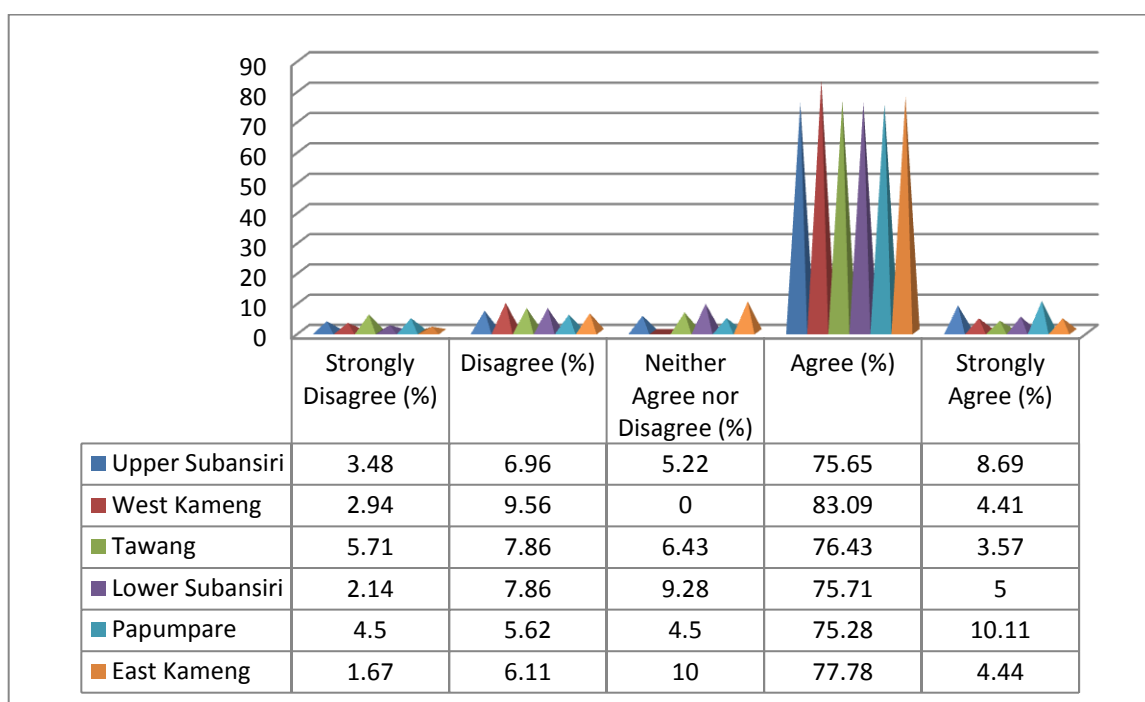
The table 5.8 above tells us that amongst different groups of employees majority of the Group B disagreed that people had to provide any form of favours to the officials as compared to Group A employees. Also by looking at the data we can see that 14 percent of the Group A employees and 11 percent of the Group B employees neither agreed nor disagreed to the query.



**Figure 5.9: Community Representatives's Response Regarding Favours provided to Officials**



A total of 27 percentage of the total people’s representatives had agreed that they provided favours to the officials for performing their duty. If we break down the data as in figure 5.9 it can see that mostly it is the Anchal Samiti Members (ASMs) with 30 percentage and the village headmen (47.5%) who had agreed that they had to provide favours to the officials. Thus it can be opined that the category of the people’s representatives who are the main link between the officials and the general mass had agreed to providing favours to the officials in one form or the other.



**Figure 5.10: Common People’s Response Regarding Favours Provided to Officials in Different Districts**

From figure 5.10 it can be seen that majority of the respondents from all the districts provided positive response regarding favours provided to the officials. In West Kameng district more than 80 percent of the respondents had agreed that they had provided favours to the officials in one form or the other. Also in Papumpare district 10 percent of the respondents had strongly agreed to whether they had provided any favour to the officials.

### 5.8.3 Response Regarding Whether there is Biasness in the Implementation of the Schemes

Professionalism includes not only inculcating positive values, building trust, and enhancing transparency and accountability but, most importantly, contribution to improving service delivery and development in general (Kauzya, 2011). Thus there should not be any biasness in the implementation of the schemes as it would have direct impact on the overall development of the society.

Table 5.12 presents us the comparison among different categories of respondents regarding their opinion on whether there is any biasness in the implementation of the schemes.

**Table 5.12: Descriptive Analysis for Whether there is Biasness in Implementation of Schemes**

Variables	Respondents	SD (%)	D (%)	NAD (%)	A (%)	SA (%)
Biasness in Implementation of schemes	Officials	40.5	47.3	12.2	0	0
	Community Representatives	17.9	25.9	17.9	25.9	12.5
	Common People	5.2	26.6	10.1	52.7	5.5

Source: Primary data

The result shows us that majority of the Officials disagree (47.3%) to strongly disagree (40.5%) that there is any biasness in the implementation of the schemes. If we look at the response of the community representatives more than 35 percent (both agree and strongly agree) of them had provided positive response to the question. However when we come to the community people it is evident that more than 50 percent of the respondents agreed that there is biasness in the implementation of the schemes.

To find out whether the difference in the opinion among the three categories of respondents are significant regarding biasness in the implementation of schemes a null hypothesis was formulated.

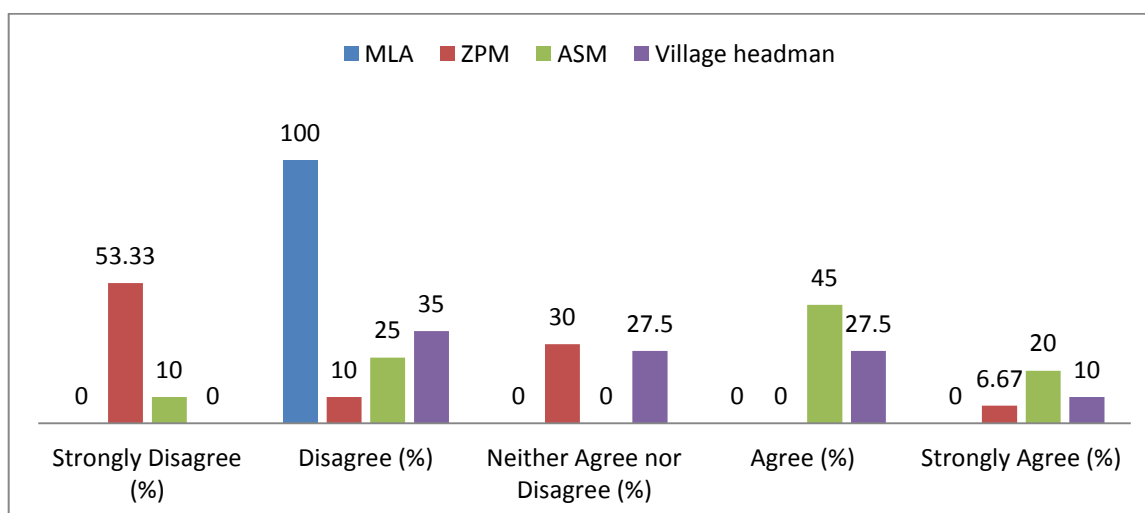
**Hypothesis 5<sub>c</sub>:** There is no significant difference in the opinion of the respondents regarding biasness in the implementation schemes.

**Table 5.13: ANOVA for Whether there is Biasness in Implementation of Schemes**

Variables	Officials (Mean Score)	People Representatives (Mean Score)	Common People (Mean Score)	F-value	ANOVA <i>p</i> - value
Biasness in implementation of schemes	1.72	2.89	3.27	123.073	.000

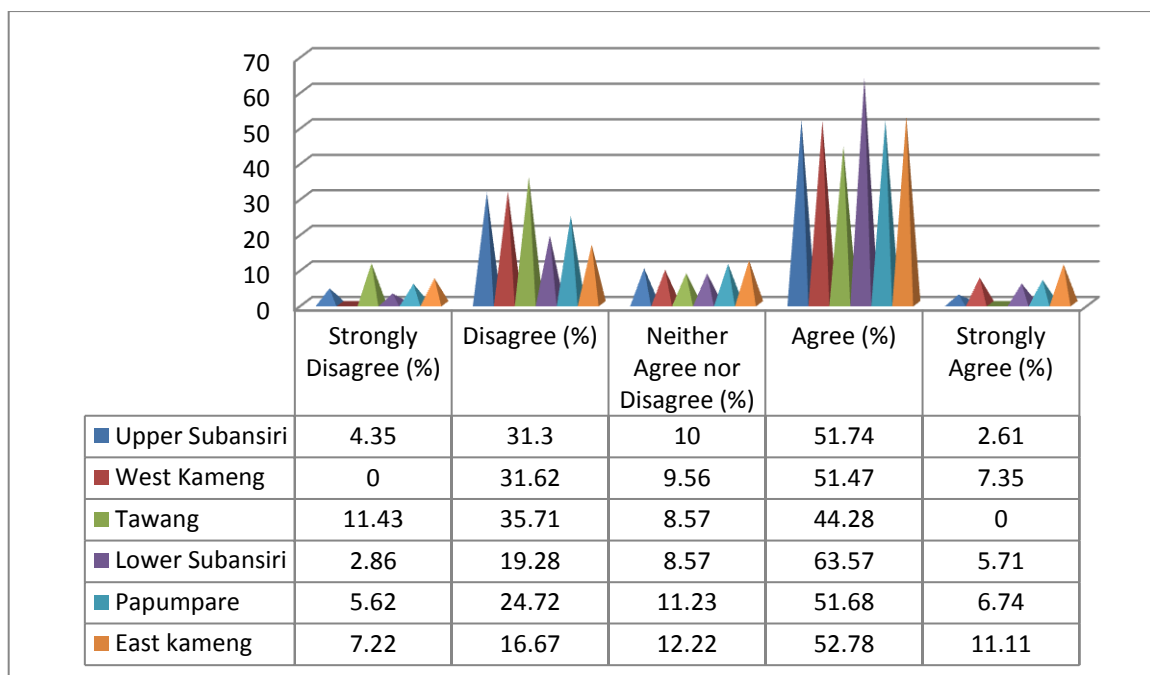
Source: Primary data

ANOVA test result from table 5.13 indicates that we reject the null hypothesis since *p*-value is .000 which is less than 0.01 significant level and therefore we can interpret that difference in the opinion of these three groups regarding biasness in the implementation of the schemes is significant. Thus we tried to further analyze the responses of the different categories of Community Representatives regarding any biasness in the implementation of schemes which is presented in figure 5.11.



**Figure 5.11: Community Representative's Response Regarding Biasness in Implementation of Schemes**

The result from figure 5.11 shows us that there is a huge difference in opinion between different categories of community representatives regarding biasness in the implementation of schemes. It can be seen that 100 percent of the MLAs and more than 60 percent of the Zilla Parishad Members (ZPMs) had either disagreed to strongly disagreed that there is some kind of biasness in the implementation of schemes. However majority of the ASMs (65%) and the village headmen (37.5%) have either agreed or strongly agreed that there is some kind of biasness in the implementation of schemes.



**Figure 5.12: Common People’s Response Regarding Biasness in Implementation of Schemes in Different Districts**

If we look at the results of different districts regarding this issue in figure 5.12 it can be said that majority of respondents from most districts have agreed that there is biasness in the implementation of the schemes. Lower Subansiri and East Kameng districts have maximum (more than 60 percentage) number of respondents who had agreed to strongly agree that there is some biasness in the implementation of schemes in their respective districts. However in Tawang district 47 percent of the respondents have disagreed to strongly disagree that there is any biasness as compared to 44 percentage of the respondents who had agreed.

#### **5.8.4 Response Regarding Whether there is Regular Monitoring of the Schemes**

Monitoring is an integral process for the success any project especially in public sector organizations, and for proper monitoring competent manpower is required. It is an important tool for better work performance, for ensuring that the benefits go to the right people and for promoting people's participation, for strengthening positive forces and eliminating the negative efforts (Metha, 1985). Thus an effort was also made to find out whether there is regular monitoring of the various schemes of the Department of Rural Development, Government of Arunachal Pradesh.

**Table 5.14: Descriptive Analysis for Whether there is Regular Monitoring of Schemes**

Variables	Respondents	SD (%)	D (%)	NAD (%)	A (%)	SA (%)
Conduct regular monitoring of schemes	Officials	0	0	12.2	52.7	35.1
	Community Representatives	17	23.2	8	42.9	8.9
	Common People	8.7	53.6	4.6	28.2	4.9

Source: Primary data

On enquiring whether there is regular monitoring of the rural development schemes, it was found out that (Table 5.14) more than 85 percentage of the Officials either agreed or strongly agreed that they follow regular monitoring of schemes in their Department. As far as the Community Representatives are concerned more than 50 percent of them provided positive response that there is regular monitoring of the schemes however, a considerable number (40%) of them provided negative response to the query. But if we look at the responses of the Common People it is evident that the picture might be something different as more than 60 percent of them have provided negative response to the query on regular monitoring as compared to 30 percent of them who provided positive response. In the group discussion it was mentioned that since the officials in some blocks do not stay at their place of posting and also since they do not visit the villages regularly, it hampers the regular monitoring of schemes at the village level. Besides this they also mentioned that, some of the villages are difficult to access and thus, this too adds to the difficulties in monitoring of schemes.

Therefore in order to find out whether this difference in the opinions regarding regular monitoring of the schemes is significant amongst the Officials, Community Representatives and the Common People, a null hypothesis was formulated.

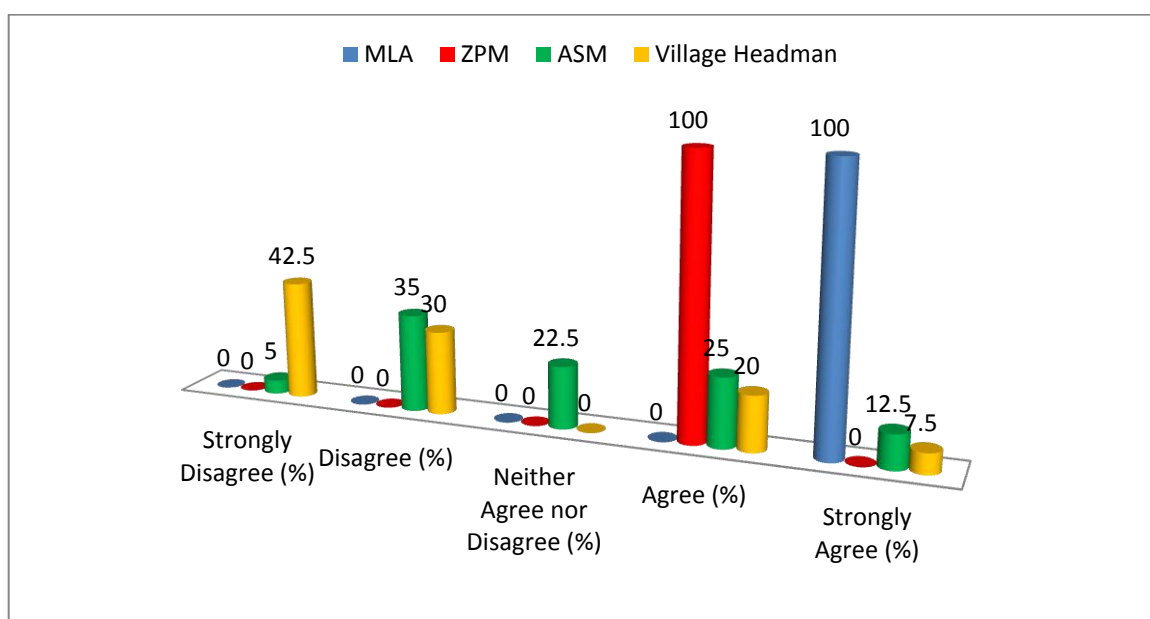
**Hypothesis 5<sub>a</sub>:** There is no significant difference in the opinion of the respondents regarding conduct of regular monitoring of schemes.

**Table 5.15: ANOVA for Whether there is Regular Monitoring of Schemes**

Variables	Officials (Mean Score)	People Representatives (Mean Score)	Common People (Mean Score)	F-value	ANOVA <i>p</i> - value
Conduct regular monitoring of schemes	4.23	3.04	2.67	116.669	.000

Source: Primary data

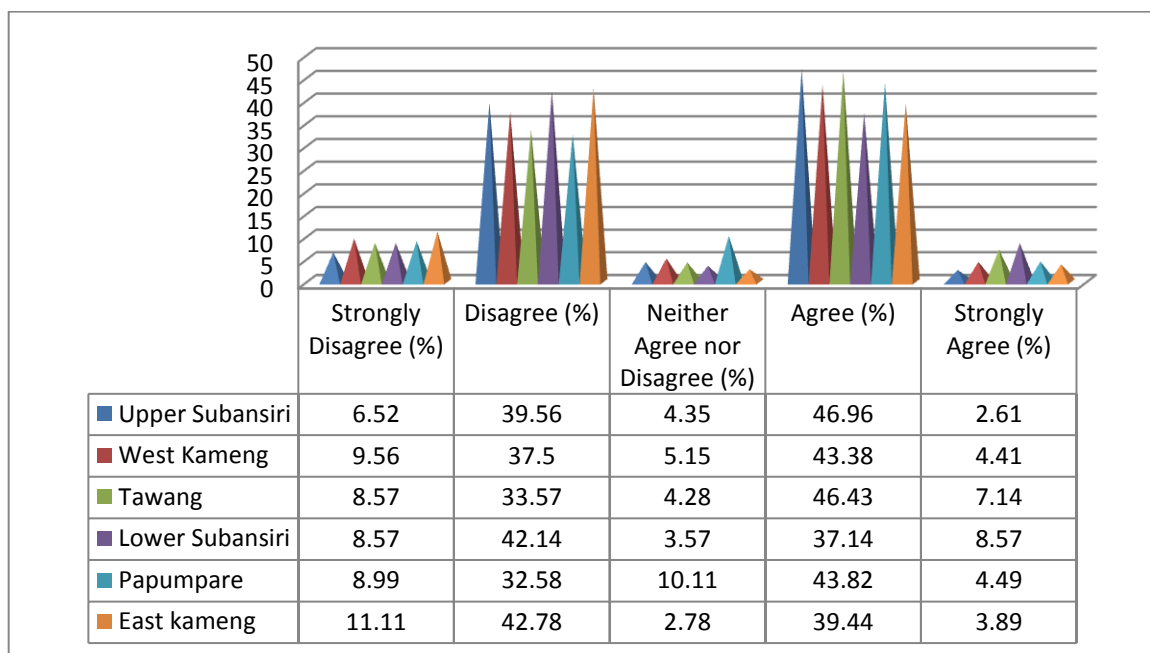
From the above ANOVA result (table 5.15) it can be seen that the null hypothesis is rejected as the *p*-value is .000 which is less than 0.01 significant level. Thus we can interpret that there is a significant difference in the responses of those three groups viz, the Officials, Community Representatives and the Common People.



**Figure 5.13: Community Representatives' Response Regarding Regular Monitoring of Schemes**

Further analysis was carried out to find out whether there is any difference in the opinion regarding regular monitoring of the schemes amongst the Community Representatives. From figure 5.13 it is evident that there is a huge difference in the response amongst the Community Representatives as 100 percent of the MLAs and ZPMs had agreed that there is regular monitoring of the schemes as compared to ASMs and the Village Headmen.

More than 70 percent of the Village Headmen had provided negative response to whether there is regular monitoring of schemes as compared to 27 percent of them who had provided positive response. As far as the ASMs are concerned 40 percent of them opted either for disagree or strongly disagree as compared to 27 percent who either agreed or strongly agreed to the query.

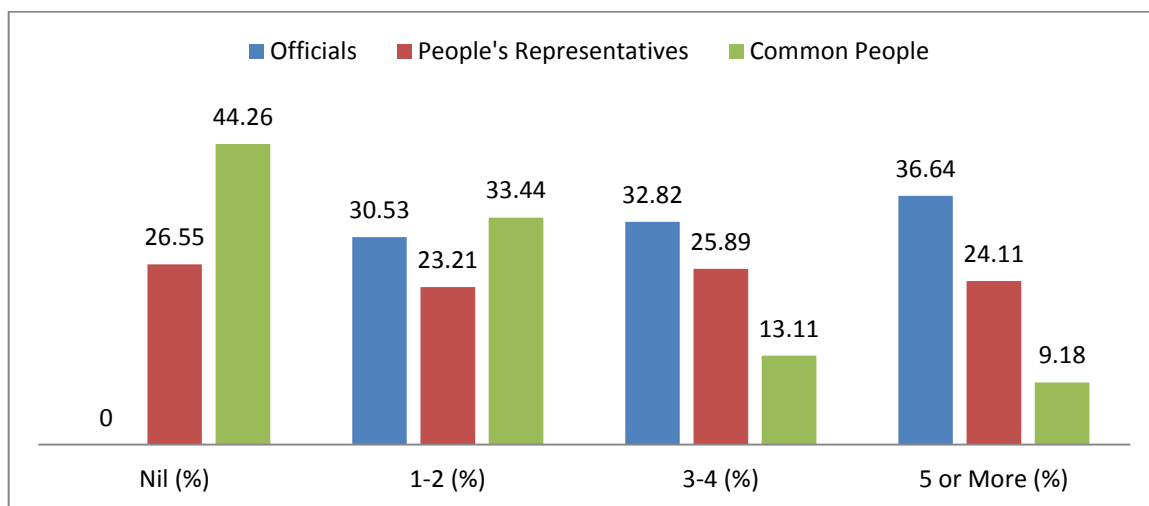


**Figure 5.14: Common Peoples’ Responses Regarding Regular Monitoring of Schemes in Different Districts**

Analysis of different districts was also carried out to find out the variation in opinion regarding the regular monitoring of the schemes by the officials of the Department of Rural Development, GoAP. It can be seen from figure 5.14 that three districts viz. Upper Subansiri (49%), Tawang (53%) and Papumpare (48%) provided positive response to whether there is regular monitoring of the rural development schemes in their respective districts. East Kameng (54%) and Lower Subansiri (51%) either disagreed or strongly disagreed to the issue. As far as West Kameng is concerned, it had almost equal percentages of positive (48%) and negative respondents (47%).

### 5.8.5 Response Regarding Number of Meetings Held in the Last 12 Months

Holding beneficiary meetings at the village level is another factor which is vital for the Department of Rural Development as it is mandatory that there should be atleast two meetings per year of that kind. Thus response was sought regarding the number of meetings held at village level in the last twelve months.



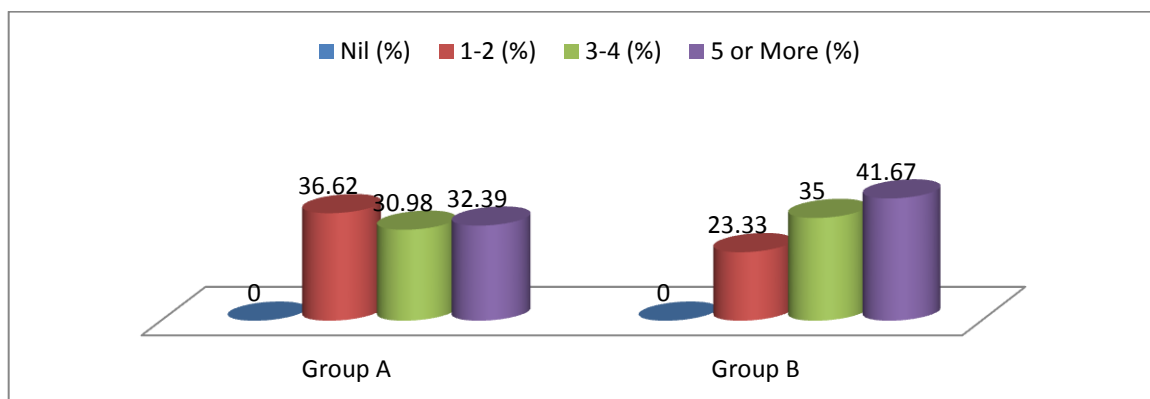
**Figure 5.15: Response for Different Categories of Respondents Regarding Number of Meetings Held in the Last 12 Months**

Figure 5.15 presents the responses of different categories of respondents regarding the number of meetings held in the last twelve months. It can be seen that the opinion of the respondents vary widely. Majority of the Common People (44%) responded that no meetings had been held at their villages in the last twelve months, 33% of them had responded that there were 1-2 meetings, 13% responded 3-4 meetings and 9% said 5 or more meetings were held in the last twelve months. The Community Representatives had almost equal respondents for different alternatives viz. 26% responded nil, 23% responded 1-2 meetings, 26% responded 3-4 meetings and 24% responded 5 or more meetings. As far as the Officials are concerned all of them did not agree that there were no meetings held in the last twelve months. Majority of the Officials (37%) had responded that there were more than 5 meetings held followed by 3 to 4 meetings (33%) and then 1 to 2 meetings which is 30%. Thus we can see that there is a huge difference in the responses between the three categories of respondents as majority of the Common



People (44%) responded that no meetings were held in the last twelve months as compared to the Officials who disagreed on this.

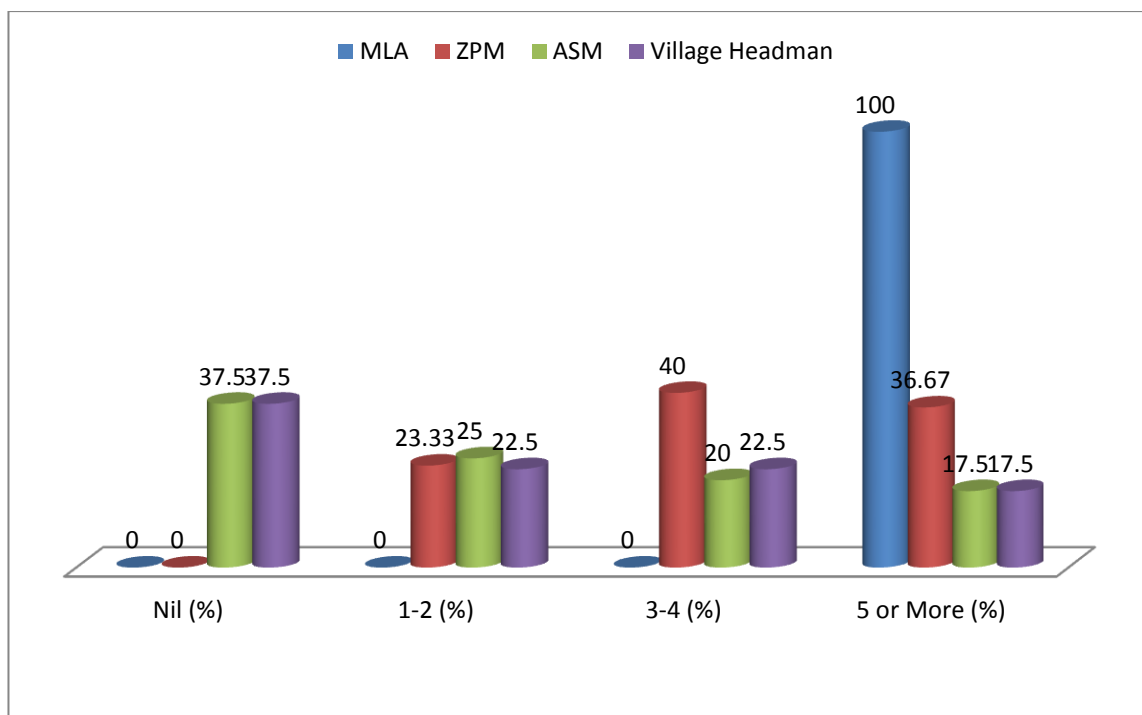
Analysis was also carried out to check the difference in the opinion amongst different groups of employees of the Department of Rural Development regarding the number of meetings held in the last twelve months.



**Figure 5.16: Group-wise Response Regarding Number of Meetings Held in the Last 12 Months**

It can be seen from figure 5.16 that majority of the group B employees agreed that there were more than 5 meetings held in the last twelve months whereas as majority of the Group A employees (37%) responded that there were 1-2 meetings held in the last twelve months. 31 percentage of the Group A employees responded that there were 3 to 4 meetings held as compared to 35 percentage of the Group B employees. Only 23 percentage of the Group A employees responded that here were more than 5 meetings held in the last twelve months in the villages.

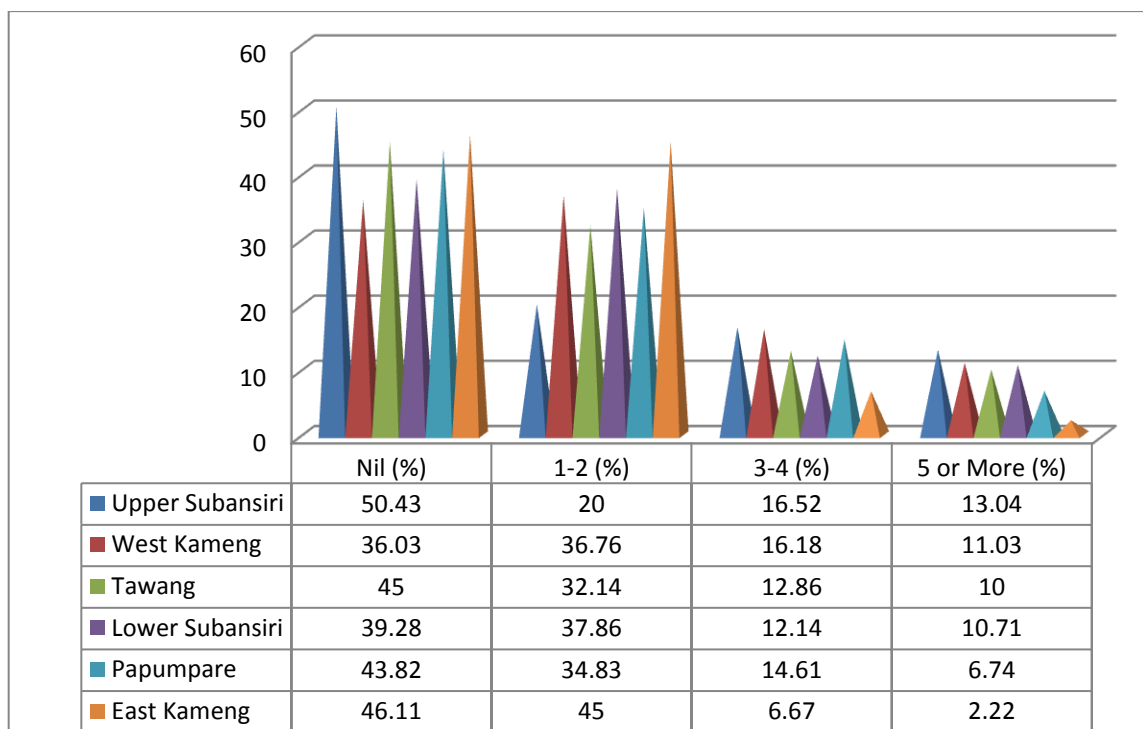
Further analysis was also carried out to find out the difference in opinion of the different categories of the Community Representatives regarding the number of meeting held in the last twelve months in their respective areas.



**Figure 5.17: Community Representative’s Response Regarding Number of Meetings Held in the Last 12 Months**

It can be found out from figure 5.17 that 100 percent of the MLAs agreed that there were more than 5 meetings held in their area which is unlike the responses of the other respondents. Majority of the ZPMs (40%) said that 3 to 4 meetings were held in the last twelve months, 37 percent of them responded to 5 or more meetings and 23 percent of them opted for 1 to 2 meetings. In case of the ASMs and the Village Headmen, both of them had almost the same response for the meetings held. Majority of the ASMs and the Village Headmen (37%) responded that there were no meetings held by the Department of Rural Development in the last twelve months, 25 percent of the ASMs and 22 percent of the Village Headmen opted for 1 to 2 meetings and 17 % of both ASMs and Village Headmen responded 5 or more meetings were held. Thus, we can see that there is a difference amongst different categories of the Community Representatives regarding the number of meetings held in the last twelve months in their respective areas.

Analysis was also carried out to find out the variations in the responses of the Common People of different districts regarding the number of meetings held in the last twelve months in their respective districts.

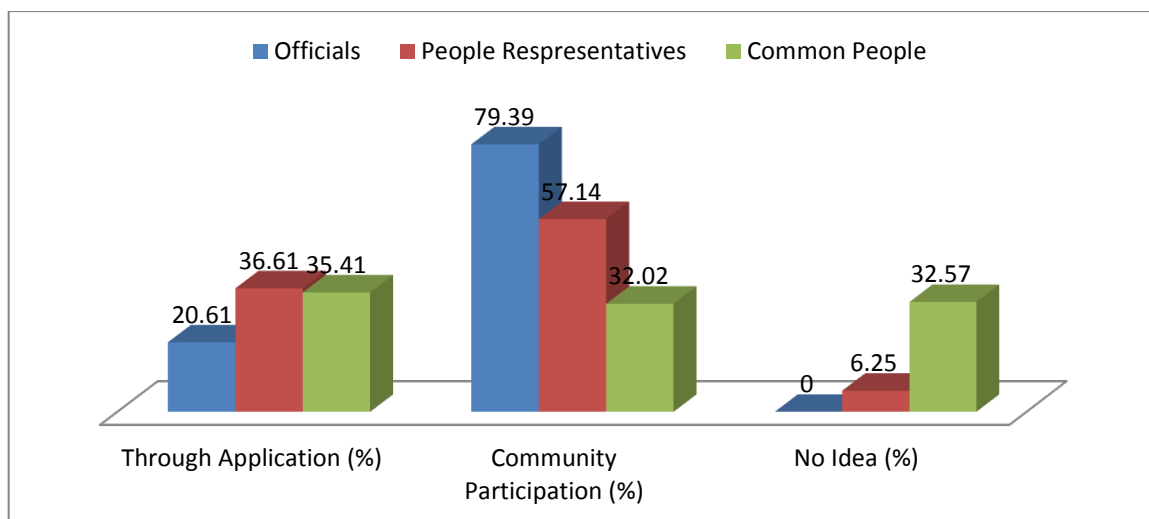


**Figure 5.18: Common People’s Response Regarding Number of Meetings Held in the Last 12 Months**

Figure 5.18 presents that majority of the respondents from most of the districts except West Kameng responded that there were no meeting held in the last twelve months. In Upper Subansiri more than 50 percent of the respondents answered that no meetings was held in the last twelve months followed by East Kameng (46.11%) and Tawang (45%). For 1 to 2 meeting in the last twelve months majority of the respondents were from East Kameng (45%) followed by Lower Subansiri (37.86%) and West Kameng (36.76%). In case of 3 to 4 meetings in the last twelve months, Upper Subansiri and West Kameng has the largest number of respondents (16%) followed by Tawang (12.86%) and Lower Subansiri (12.14%). East Kameng district had the least percent of respondents for 3 to 4 meetings (6.67%) and for 5 or more meetings (2.22 %) in the last twelve months.

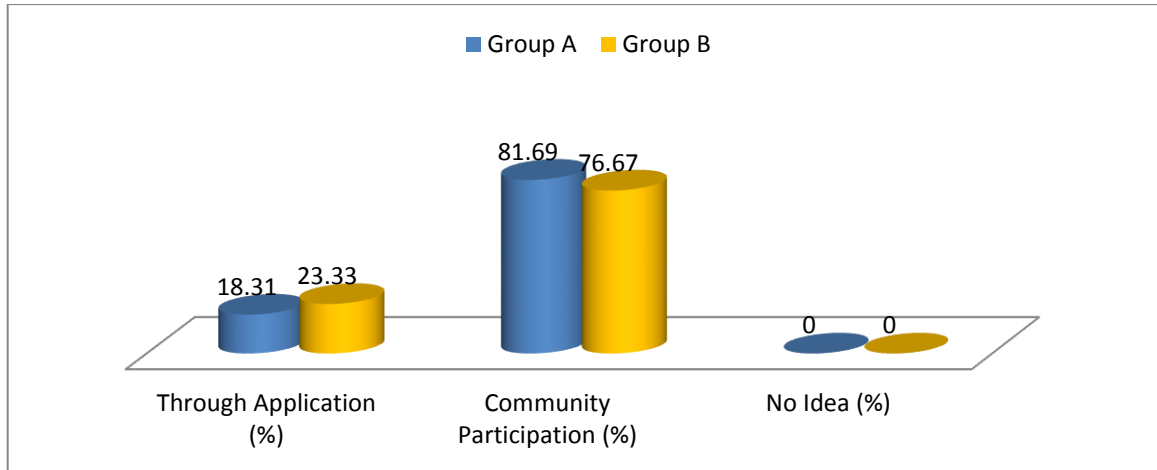
### **5.8.6 Response Regarding Procedure of Selection of Beneficiaries**

To get a better result from the schemes it is important that the selection of the beneficiaries be carried out in proper manner i.e through community participation so that the benefits may be availed by the people who are really in need. Thus an effort is made to know the responses for the procedure of selection of beneficiaries in their respective areas.



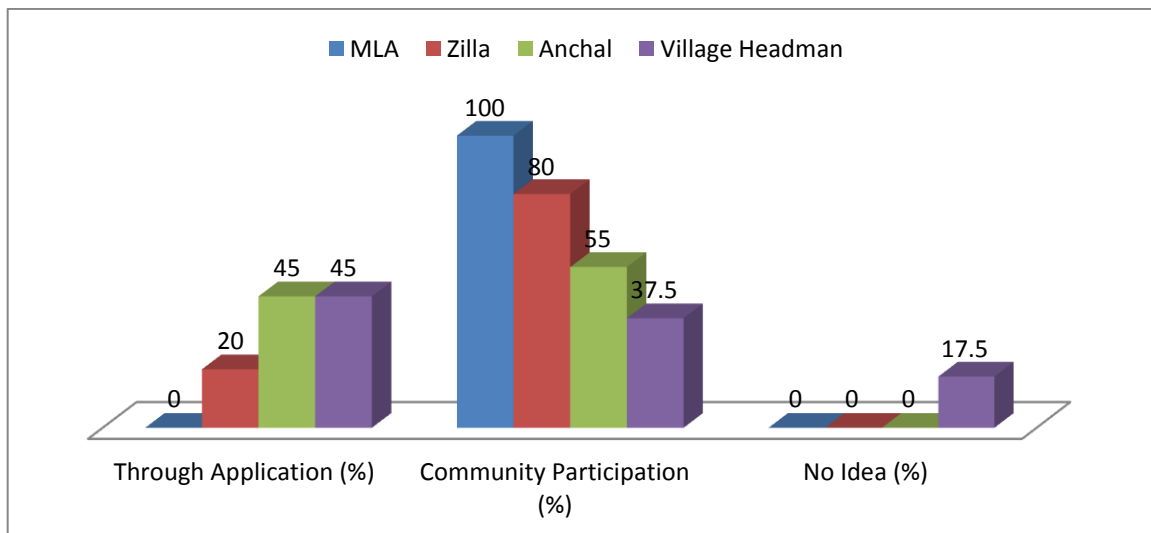
**Figure 5.19: Analysis for Different Categories of Respondents Regarding Procedure of Selection of Beneficiaries**

Figure 5.19 presents us the responses of different categories of respondents regarding procedure of selection of beneficiaries. It can be seen that 79% of the Officials mentioned that the selection of the beneficiaries is done through community participation which is in contrast with the Common People where only 32% of them agreed that the selection of beneficiaries is through community participation. As far as Community Representatives are concerned majority (57%) of them responded that the selection of beneficiaries is done through community participation, followed by selection through application (36.61%) and also few of them had no idea (6.25%) of how the selection is done. It can also be noticed that a large number of the Common People (32.57%) have no idea on how the beneficiaries are selected which raise a question on the professionalism of the Department of Rural Development.



**Figure 5.20: Group-wise Response Regarding Procedure of Selection of Beneficiaries**

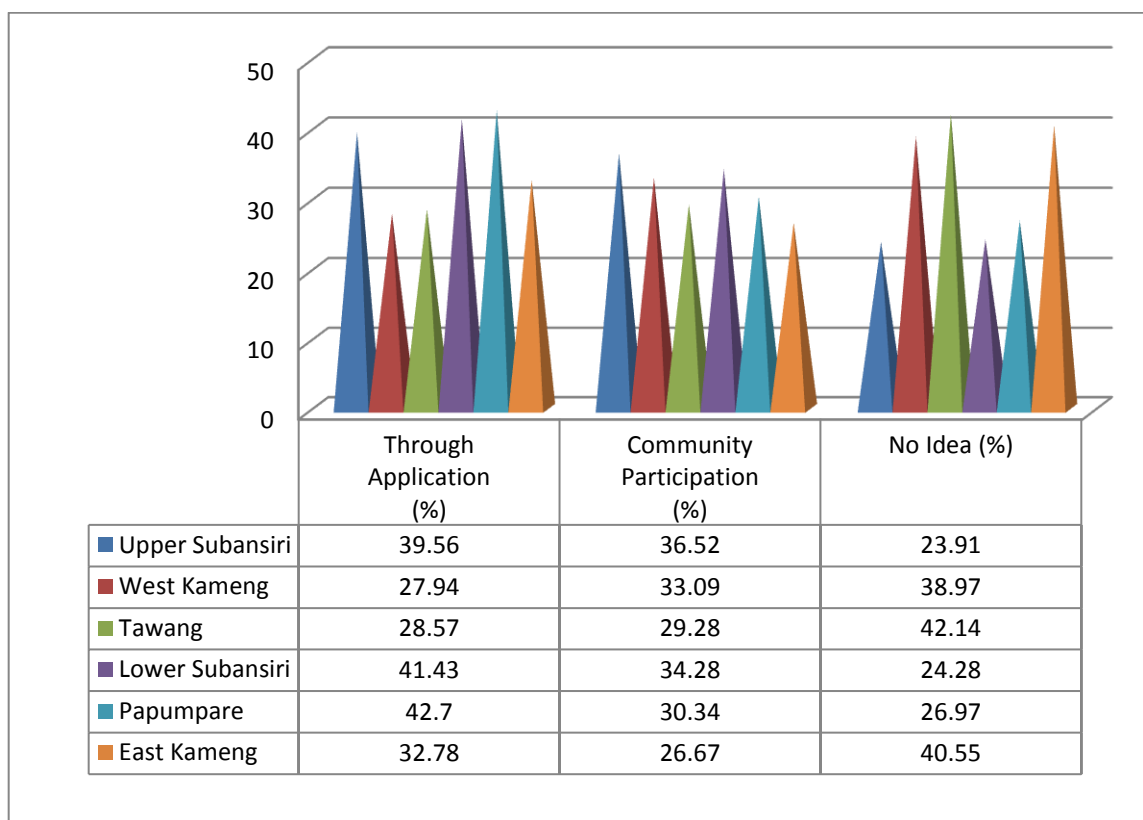
On breaking down the data to analyse the responses of different groups of employees regarding the selection of the beneficiaries it is found (figure 5.20) that majority of both the groups had opined that the selection of the beneficiaries is done through community participation. However it can also be noticed that 23 percent of the Group A employees and 18 percentage of the Group B employees had agreed that the selection of the beneficiaries is carried out through application i.e. without community participation.



**Figure 5.21: Community Representative's Response Regarding Procedure of Selection of Beneficiaries**

Analysis for the responses of the Community Representatives was also carried out to find out whether there is any variation in the opinion of the respondents. Figure 5.21 shows us that 100 percent of the MLAs and majority of the ZPMs (80%) and the ASMs (55%) have responded that the selection of the beneficiaries is done through community participation. But the Village Headmen have different opinion to that of the other categories of the Community Representatives as majority of them (45%) believed that the selection of beneficiaries is done through application. It can also be noticed that 17.5 percent of the Village Headmen had no idea of the procedure of the selection of the beneficiaries.

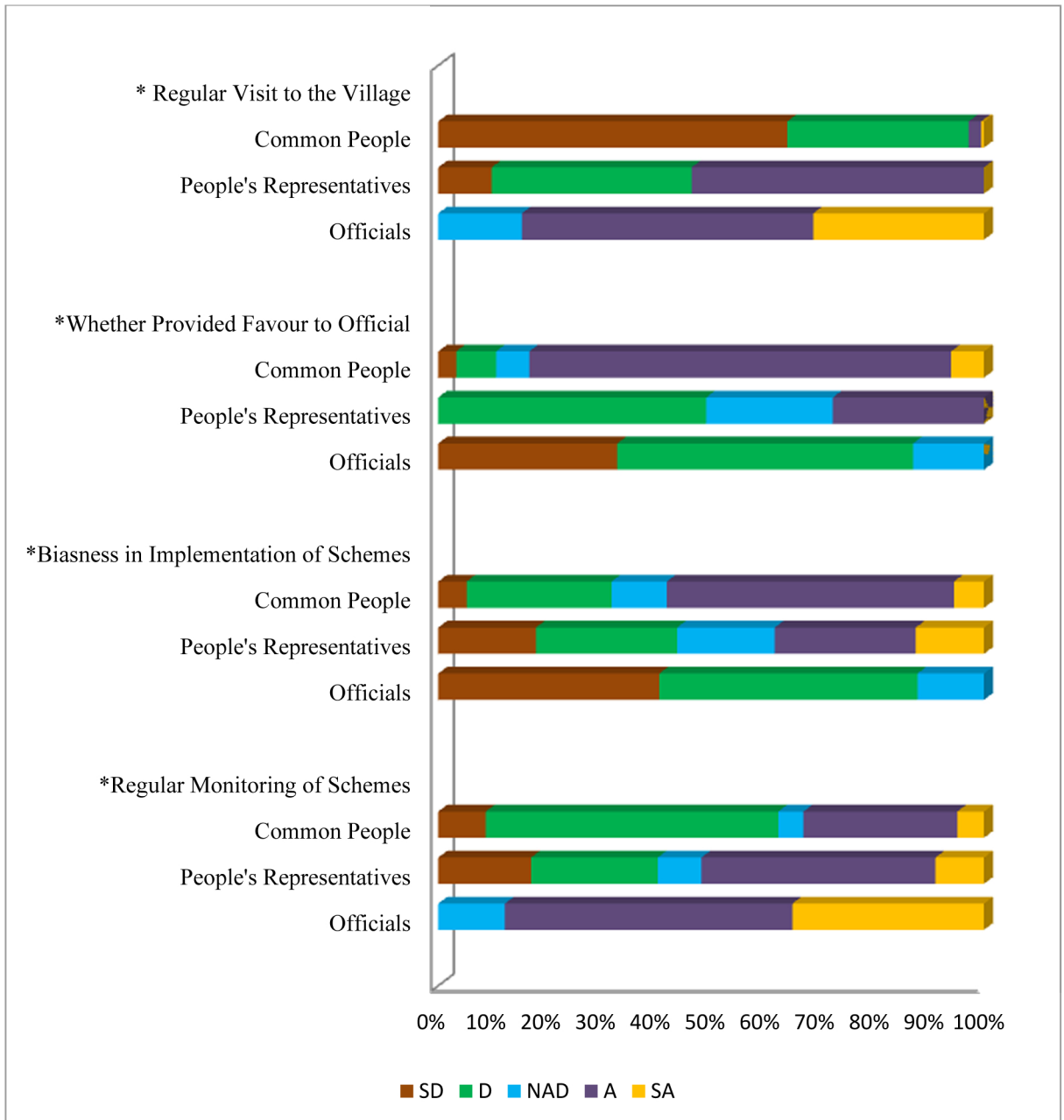
An analysis was also done to find out the variation in the responses of different districts regarding the selection of the beneficiaries.



**Figure 5.22: Common People’s Response Regarding Procedure of Selection of Beneficiaries in Different Districts**

Figure 5.22 shows us that majority of the respondents from most of the districts except West Kameng district have responded that the selection of beneficiaries is carried out through application. Amongst all the districts Papumpare district has the largest number of respondents (42.7%) who have responded that the selection of the beneficiaries is

done through application followed by Lower Subansiri (41.43%). Districts with majority of the respondents answering community participation are Upper Subansiri (36.52%) followed by Lower Subansiri (34.28%). However it is also seen that a large number of respondents has no idea of how the selection of beneficiaries are done. Amongst all the districts Tawang (42.14%) has the largest number of respondents who have no idea on the selection procedure of the beneficiaries followed by East Kameng district (40.55%).



**Figure 5.23 Comparison of Responses Across Three Categories of Respondents**

### **5.9 Summary of the Chapter**

It was found that the employees of the Department of Rural Development, GoAP practice moderate professionalism (3.78 Mean score) at their work. Tawang district has the highest professionalism score (3.89 mean score) and East Kameng district scored the lowest (3.5 mean score) amongst the studied districts. It was also found that amongst all the sub-variables of professionalism, social obligation is the most prominent factor which is practiced by the employees. However from all the other analyses it can be concluded that even though the responses from the employees of the Department of Rural Development, Government of Arunachal Pradesh led to moderate professionalism score it is through the responses of the Community Representatives and the Common People that we got a clear idea on how well the service delivery is carried out.

From the comparison of the responses it was proved that there is a significant difference across these three groups regarding their opinion on various issues concerning rural development, since all the four null hypotheses were rejected on carrying out ANOVA test and the  $p$ -values were less than 0.01 significant level. To take a closer look at the difference in opinion the data was broken down for analysis of different groups of employees, different categories of Community Representatives and also analysis of responses according to different districts was done.

According to 60% of the Common People, the Officials do not visit their villages regularly. Even in case of favours provide to the Officials it was found that majority of the Officials and the Community Representatives disagreed to the issue in contrast to the agreement of almost 80 percent of the Common People. With regards to the biasness in the implementation of various schemes it could be seen that majority of the Officials disagreed that there might be any biasness in the implementation of the schemes. People's Representatives are split into almost equal percentages on agreement and disagreement in the biasness in the implementation of the schemes as compare to the Common People where more than 50 percent of the respondents believed that there is biasness in the implementation of various schemes. Again for the conduct of regular monitoring of the schemes, majority of both Officials (52.7%) and the People's Representatives (42.9%) agreed that there is regular conduct of monitoring for the schemes whereas majority of the Common People (53.6%) disagreed with the other two categories of respondents. It was also found that 40% of the people mentioned that there were no meetings held in the last twelve months contrasting the responses of the



Employees and the Community Representatives. Lastly for the selection of the beneficiaries 32% of the general mass had no idea on how the selection of the beneficiaries is carried out indicating that the participation of the common people for whom the schemes are targeted is restricted.