

CHAPTER 6

Employee Outcome in the Department of Rural Development, Government of Arunachal Pradesh

6.1 Introduction to the Chapter

Employee Outcome in this study was determined by using three variables viz. (a) Public Service Motivation (b) Commitment and (c) Job Satisfaction. The first component of employee outcome for this study is Motivation. Perry (1996) constructed a scale to measure Public Service Motivation (PSM), which includes four dimensions and it was modified into 14-item PSM scale by Kim. Thus in this study the modified instrument of the 14 items PSM scale has been adopted as it is suitable for Asian context. The four dimensions of PSM are (1) Attraction to Policy (2) Dedication to Public Interest (3) Compassion and (4) Self- Sacrifice. The next variable for employee outcome is Commitment which was measured using the three component model used by Lee et al. as it has cross-cultural implications. It comprises a 15-items scale based on three components, which are (1) Affective Commitment (2) Continuous Commitment and (3) Normative Commitment. The third variable of the study which is Job Satisfaction was measured using the Job Descriptive Index developed by Smith, Kendal and Hustin (1969) which consist of six dimensions viz. (1) Work (2) Pay (3) Opportunity (4) Supervisor (5) Co-worker and (6) Job itself (Stanton et al., 2001). The statements in the questionnaire which are negative in nature were 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.

In order to find out the employee outcome, mean score of each respondent was found out and then the overall mean of all sample was computed. Thus the final mean computed is considered as the “Employee Outcome score”. The lowest score could be 1 and the highest score 5 as the questionnaire was in five point likert scale. The score interpretation for employee outcome is presented below:

Table 6.1: Score Interpretation

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

Source: Kraetschmer et al., 2004.

6.2 Overall Employee Outcome

Table 6.2 presents the overall employee outcome score which is 3.62 indicating that the Department of Rural Development, GoAP has moderate level of employee outcome.

Table 6.2: Employee Outcome Score

Variables	Score/Mean
Public Service Motivation	4.10
Commitment	3.31
Job Satisfaction	3.49
Overall Employee Outcome	3.62

Source: Primary data

When we break down and look into the sub-variables it can be seen that there are variations in their scores. The employees have high level of motivation (4.10 mean score) but have only moderate level of commitment (3.31 mean score) and job satisfaction (3.49 mean score).

If we further breakdown the sub-variables and analyze the different sub-components as shown in table 6.3, we can find that for variable Motivation, sub-component dedication to the public interest (4.21 mean score) scored the highest followed by attraction to policy making (4.14 mean score) and compassion (4.09 mean score), whereas the sub-component self-sacrifice scored the least (3.10 mean score). In case of commitment, we can find that affective commitment score the highest (3.69 mean score) followed by normative commitment (3.18 mean score) and continuous commitment (3.07 score). As far as job satisfaction is concerned work on present job (3.18 mean score), Supervision (3.78 mean score), Co-Worker (3.76 mean score), present pay (3.31 mean score) and job

in general (3.46 mean score) scored moderate satisfaction level. However the employees responded low satisfaction over opportunities for promotion (2.83 mean score) in their job.

Table 6.3: Sub-Component Scores of Employee Outcome

Sub-variables	Sub-component	Score/Mean
1 Public Service Motivation	1a Attraction to policy making	4.14
	1b Dedication to the public interest	4.21
	1c Compassion	4.09
	1d Self-sacrifice	3.10
2 Commitment	2a Affective commitment	3.69
	2b Continuous commitment	3.07
	2c Normative commitment	3.18
3 Job Satisfaction	3a Work on Present Job	3.81
	3b Present Pay	3.31
	3c Opportunities for Promotion	2.83
	3d Supervision	3.78
	3e Co-Workers	3.76
	3f Job in General	3.46

Source: primary data

6.3 Employee Outcome and Demographic Variable

An effort was made to find out the employee outcome score with reference to demographic variables for the employees of the Department of Rural Development, GoAP. Table 6.4 presents the mean score for overall employee outcome along with the mean scores for the sub-variables of employee outcome according to various demographic variables. For demographic variable ‘Age’, the employees ranging in the age group of 41-50 years (3.66 mean score) have score high on employee outcome as compared to the age group of 31-40 years (3.56 mean score) and 51-60 years (3.59 mean score) who scored only moderate employee outcome. It can be seen that all the age group scored high on motivation and moderate on commitment and job satisfaction. For demographic variable ‘Qualification’, all the categories scored moderate level of employee outcome where employees with professional course scored 3.77 mean score, graduates 3.62 mean score, masters 3.47 mean score and lastly the diploma holders 3.38 mean score. It can also be seen that the employees with professional course scored highest for all the sub variables of employee outcome, viz motivation (4.27 mean score)

commitment (3.31 mean score) and job satisfaction (3.63 mean score) as compared to the other categories of respondents.

Table 6.4: Employee Outcome Score According to Demographic Variable

Variable	Sub-Variable	Frequency	Employee Outcome	PSM	Commitment	Job Satisfaction
Age	31-40 yrs	52	3.56	4.11	3.21	3.37
	41-50 yrs	67	3.66	4.11	3.32	3.60
	51-60 yrs	12	3.59	4.02	3.21	3.37
Qualification	Graduate	86	3.62	4.05	3.28	3.56
	Masters	14	3.47	4.12	3.06	3.10
	Diploma	8	3.38	4.07	3.4	2.98
	Professional Course	23	3.77	4.27	3.31	3.63
Group	Group A	71	3.7	4.15	3.29	3.60
	Group B	60	3.52	4.04	3.25	3.36
Tenure	Less than 5 years	25	3.68	4.27	3.20	3.51
	More than 5 years	106	3.60	4.06	3.28	3.49
Type of Appointment	Permanent	100	3.60	4.09	3.27	3.46
	Deputation	31	3.66	4.13	3.27	3.59

Source: Primary data

From the score for different groups of employees (Group A and Group B) it can be seen that both groups scored high in motivation (Group A = 4.15 mean score and Group B =4.04 mean score) but moderate in commitment (Group A = 3.29 mean score and Group B =3.25 mean score) and job satisfaction (Group A = 3.60 mean score and Group B =3.36 mean score). The result also reveals that Group A employees scored higher than Group B employees in all the components of employee outcome may it be motivation, commitment or job satisfaction. For demographic variable ‘Tenure’, it is worth mentioning that employees whose tenure is less than 5 years in the organization have scored higher employee outcome (3.68 mean score) and also for all the sub-variables (Motivation- 4.27 mean score and Job Satisfaction- 3.51 mean score) except Commitment (3.20 mean score) as compared to the employees whose tenure is more than 5 years in the department (Employee Outcome- 3.60 mean score, Motivation-4.06 mean

score, Commitment- 3.28 mean score and Job Satisfaction- 3.49 mean score). As far as the type of appointment is concerned, employees on deputation have scored higher for employee outcome (3.66 mean score), motivation (4.13 mean score) and job satisfaction (3.59 mean score) as compared to the permanent employees (Employee Outcome- 3.60 mean score, Motivation-4.09 mean score, and Job Satisfaction- 3.46 mean score). However it can be seen that both permanent employees and the employees on deputation have equal level of commitment (3.27 mean score) towards their work.

In order to find out whether the difference in employee outcome scores amongst different demographic variables of the employees is significant or not, One-way ANOVA and Independent sample t-test were performed.

Table 6.5: Test of Difference among Means of Different Categories of Employees with Regards to Employee Outcome

Variable	Sub-Variable	Frequency	Employee Outcome Score	F- Value		p-Value (ANOVA)		
Age	31-40 yrs	52	3.56	1.902				.153
	41-50 yrs	67	3.66					
	51-60 yrs	12	3.59					
Qualification	Graduate	86	3.62	5.880				.001
	Masters	14	3.47					
	Diploma	8	3.38					
	Professional Course	23	3.77					
Independent Sample T-Test				Levene's Test for Equality of Variance		t-test for equality of Means		
Group				F	Sig.	t	df	Sig. (2-tailed)
	Group A	71	3.7	.098	.755	3.672	129	.000
	Group B	60	3.52					

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Tenure	Less than 5 years	25	3.68	1.769	.186	1.216	129	.226
	More than 5 years	106	3.60					
Type of Appointment	Permanent	100	3.60	2.411	.123	.942	129	.348
	Deputation	31	3.66					

Table 6.5 shows that there is no significant difference between the means of age with regards to employee outcome, since the p -value (0.153) from ANOVA test shows that it is more than 0.05 significant level. However for the variable qualification, it can be seen that there is a significant difference in the means of employee outcome between the different categories of qualification as the p -value found (0.001) is less than 0.05 significant level. From the Independent sample t-test results, it can be seen that a difference in means could be found only for the variable 'group' (p -value = 0.000) as the p -values for other variables (tenure = 0.226 , type of appointment = 0.348) were more than 0.05 significant level.

Besides this, analyses were also performed to find whether there is any significant difference in means amongst different demographic variables of the employees with regards to the sub-variables of employee outcome. Thus, the first variable out of the three outcome variables is Public Service Motivation.

Table 6.6: Test of Difference among Means of Different Categories of Employees with Regards to Public Service Motivation

Variable	Sub-Variable	Frequency	PSM Score	F- Value	p-Value (ANOVA)
Age	31-40 yrs	52	4.11	.286	.752
	41-50 yrs	67	4.11		
	51-60 yrs	12	4.02		
Qualification	Graduate	86	4.05	1.862	.139
	Masters	14	4.12		
	Diploma	8	4.07		
	Professional Course	23	4.27		

Independent Sample T-Test				Levene's Test for Equality of Variance		t-test for equality of Means		
Group				F	Sig.	t	df	Sig. (2-tailed)
	Group A	71	4.15	.134	.715	1.642	129	.103
	Group B	60	4.04					
Tenure	Less than 5 years	25	4.27	.224	.637	2.443	129	.016
	More than 5 years	106	4.06					
Type of Appointment	Permanent	100	4.09	1.638	.203	.474	129	.636
	Deputation	31	4.13					

From table 6.6 we can see that the results of ANOVA tests show that there is no significant difference in the means of PSM amongst the different categories of the variables age (p -value = 0.752) and qualification (p -value = 0.139) as their p -values are more than 0.05 significant level. However from the Independent sample t-test it can be seen that there is a significant difference in the mean values of the variable 'tenure', as the p -value (0.016) is less than 0.05 significant level. On the other hand, the p -values for the variables group (p -value = 0.103) and type of appointment (p -value = 0.636) are more than 0.05 significant level thus revealing that there is no significant difference between their means with regards to PSM.

Furthermore, a micro analysis for the scores of the sub-variables of Public Service Motivation according to the demographic variables was also carried out, which is provided in table 6.7.

Table 6.7: Scores for the Sub-Variables of PSM According to Demographic Variables

Variable	Sub-Variable	Attraction to Policy	DPI	Compassion	Self-Sacrifice
Age	31-40 yrs	4.08	4.29	4.14	3.97
	41-50 yrs	4.22	4.18	4.05	4.03
	51-60 yrs	3.98	4.05	4.06	3.98
Qualification	Graduate	4.09	4.15	4.05	3.95
	Masters	4.17	4.19	4.07	4.09
	Diploma	4	4.33	3.75	4.25
	Professional Course	4.40	4.41	4.34	4.02
Tenure	Less than 5 years	4.36	4.29	4.3	4.17
	More than 5 years	4.09	4.19	4.04	3.96
Type of Appointment	Permanent	4.12	4.21	4.07	4
	Deputation	4.22	4.22	4.14	3.97

Where DPI = Dedication to Public Interest

From the results above it can be seen that, in the age category, employees in the age group between 41 – 50 years of age have scored high in all the sub variables of public service motivation (Attraction to Policy = 4.22 mean score, Dedication to Public Interest = 4.18 mean score, Compassion = 4.05 mean score and Self Sacrifice = 4.03 mean score) as compared to other age groups where the age group of 31- 40 years of age scored moderate in self-sacrifice (3.97 mean score) and age group of 51 - 60 years of age scored moderate in Attraction to policy (3.98 mean score) and Self Sacrifice (3.98 mean score). Next is the demographic variable qualification, it can be seen that employees with Masters (Attraction to Policy = 4.17 mean score, Dedication to Public Interest = 4.19 mean score, Compassion = 4.07 mean score and Self Sacrifice = 4.09 mean score) and some Professional Course (Attraction to Policy = 4.40 mean score, Dedication to Public Interest = 4.41 mean score, Compassion = 4.34 mean score and Self Sacrifice = 4.02 mean score) have scored high in all the sub variables of Public Service Motivation. For

tenure, the employees who were in the department for less than 5 years (Attraction to Policy = 4.36 mean score, Dedication to Public Interest = 4.29 mean score, Compassion = 4.3 mean score and Self Sacrifice = 4.17 mean score) have scored better for all the sub-variables of PSM as compared to the employees who were in the department for more than 5 years (Attraction to Policy = 4.09 mean score, Dedication to Public Interest = 4.19 mean score, Compassion = 4.04 mean score and Self Sacrifice = 4 mean score). Lastly, for the type of appointment both the permanent employees (Attraction to Policy = 4.12 mean score, Dedication to Public Interest = 4.21 mean score, Compassion = 4.07 mean score and Self Sacrifice = 4 mean score) and the employees on deputation (Attraction to Policy = 4.22 mean score, Dedication to Public Interest = 4.22 mean score, Compassion = 4.14 mean score) scored high in all the sub variables except for self-sacrifice (3.97 mean score) which was moderate for the employees on deputation.

The next outcome variable is commitment, whose result for the test of difference is presented in the following table (6.8).

**Table 6.8: Test of Difference among Means of Different Categories of Employees
with Regards to Commitment**

Variable	Sub-Variable	Frequency	Com. Score	F- Value	p-Value (ANOVA)
Age	31-40 yrs	52	3.21	2.424	.093
	41-50 yrs	67	3.32		
	51-60 yrs	12	3.21		
Qualification	Graduate	86	3.28	3.369	.021
	Masters	14	3.06		
	Diploma	8	3.4		
	Professional Course	23	3.31		

Independent Sample T-Test				Levene's Test for Equality of Variance		t-test for equality of Means		
Group				F	Sig.	t	df	Sig. (2- tailed)
	Group A	71	3.29	.049	.825	.791	129	.431
Group B	60	3.25						
Tenure	Less than 5 years	25	3.20	.471	.494	- 1.171	129	.244
	More than 5 years	106	3.28					
Type of Appointment	Permanent	100	3.27	.126	.723	.014	129	.989
	Deputation	31	3.27					

Table 6.8 presents the results of One-way ANOVA and Independent Sample t-test to check the difference in means for commitment amongst different categories of employees. It can be seen that there is no significant difference in means amongst all the categories of employees as their *p*-values (age – 0.093, group – 0.431, tenure – 0.244, type of appointment – 0.989) are more than 0.05 significant level. Only for the variable qualification a significant different in mean could be found as its *p*-value (0.021) is less than 0.05 significant level.

Besides these, a micro analysis for the scores of the sub-variables of employee commitment according to the demographic variables was also carried out, which is provided in table 6.9.

Table 6.9: Scores for the Sub-Variables of Commitment According to Demographic Variables

Variable	Sub-Variable	Affective Commitment	Continuous Commitment	Normative Commitment
Age	31-40 yrs	3.61	3.10	3.12
	41-50 yrs	3.67	3	3.29
	51-60 yrs	4.13	3.35	2.85
Qualification	Graduate	3.57	3	3.26
	Masters	4.1	3.38	2.47
	Diploma	3.85	2.72	3.07
	Professional Course	3.83	3.25	3.35
Tenure	Less than 5 years	3.84	3.18	2.97
	More than 5 years	3.66	3.04	3.23
Type of Appointment	Permanent	3.68	3.08	3.20
	Deputation	3.74	3.04	3.11

From the table above it can be seen that for the demographic variable age, the age group of 31-40 years (Affective Commitment = 3.61 mean score, Continuous Commitment = 3.10 mean score, Normative Commitment = 3.12 mean score) and 41-50 years of age (Affective Commitment = 3.67 mean score, Continuous Commitment = 3 mean score, Normative Commitment = 3.29 mean score) have scored moderate in all the sub variables of commitment. For the age group 51-60 years, they have scored high in Affective Commitment (4.13 mean score), moderate in Continuous Commitment (3.35 mean score) and low for Normative Commitment (2.85 mean score). Next demographic variable is qualification, here for Affective Commitment employees with Masters have scored high (4.1 mean score) and other categories scored moderate (Graduate = 3.57 mean score, Diploma = 3.85 mean score, Professional Course = 3.83 mean score). For Continuous Commitment all the categories scored moderate (Graduate = 3 mean score, Masters = 3.38 mean score, Professional Course = 3.25 mean score) except Diploma holders (2.72 mean score) who scored low in it. Lastly for Normative Commitment all the categories scored moderate (Graduate = 3.26 mean score, Diploma = 3.07 mean score, Professional Course = 3.35 mean score) except for Masters (2.47 mean score) who

scored low in it. The next demographic variable is tenure, here we can see that employees who were working in the department for less than five years have scored moderate in affective commitment (3.84 mean score) and continuous commitment (3.18 mean score) and have scored low in normative commitment (2.97). However, the employees who were working in the department for more than five years have scored moderate in all the sub variables of commitment (Affective Commitment = 3.66 mean score, Continuous Commitment = 3.04 mean score, Normative Commitment = 3.23 mean score).

Lastly, for the type of appointment, both permanent employees (Affective Commitment = 3.68 mean score, Continuous Commitment = 3.08 mean score, Normative Commitment = 3.20 mean score) and the employees on deputation (Affective Commitment = 3.74 mean score, Continuous Commitment = 3.04 mean score, Normative Commitment = 3.11 mean score) have scored moderate in all the sub variables of commitment.

Lastly, an effort was also made to find out whether the difference in job satisfaction scores amongst different demographic variables of the employees is significant or not.

Table 6.10: Test of Difference among Means of Different Categories of Employees with Regards to Job Satisfaction

Variable	Sub-Variable	Frequency	Employee Outcome Score	F- Value	p-Value (ANOVA)
Age	31-40 yrs	52	3.37	8.095	.000
	41-50 yrs	67	3.60		
	51-60 yrs	12	3.37		
Qualification	Graduate	86	3.56	20.847	.000
	Masters	14	3.10		
	Diploma	8	2.98		
	Professional Course	23	3.63		

Independent T-Test				Levene's Test for Equality of Variance		t-test for equality of Means		
Group				F	Sig.	t	df	Sig. (2-tailed)
	Group A	71	3.60	8.392	.004	4.009	129	.000
	Group B	60	3.36			3.892	102.437	.000*
Tenure	Less than 5 years	25	3.51	9.516	.002	.248	129	.804
	More than 5 years	106	3.49			.371	77.641	.712*
Type of Appointment	Permanent	100	3.46	5.420	.021	1.856	129	.066
	Deputation	31	3.59			2.278	74.936	.026*

*Equality of variance is not assumed as the Levene's test for equality of variance is not significant at 0.05 significant level.

Table 6.10 presents the results of One-way ANOVA and Independence sample t-test carried out to find if there is any significant difference in the means of job satisfaction amongst different categories of employees. It can be seen that there is a significant difference between the means of job satisfaction amongst all the categories of employees as their *p*-values (age – 0.000, qualification – 0.000, group – 0.000, type of appointment – 0.026) are less than 0.05 significant level except for the variable tenure whose *p*-value is 0.712, which corroborates the findings of Hwang et al. where they have found there were significant differences in the level of job satisfaction according to age, educational level, marital status, job position, job type and shift work amongst Korean nurses (2009).

A micro analysis was also carried out for the scores of the sub-variables of job satisfaction according to the demographic variables, which is provided in table 6.11.

**Table 6.11: Scores for the Sub-Variables of Job Satisfaction According to
Demographic Variables**

Variable	Sub-Variable	Work on Present Job	Present Pay	OFP	Super-vision	Co-worker	Job in general
Age	31-40 yrs	3.56	3.30	2.74	3.70	3.63	3.29
	41-50 yrs	4.03	3.36	2.84	3.86	3.88	3.65
	51-60 yrs	3.72	3.03	3.11	3.67	3.61	3.11
Qualification	Graduate	3.83	3.45	2.82	3.86	3.80	3.62
	Masters	3.52	2.5	2.90	3.57	3.52	2.57
	Diploma	3.21	3.04	2.42	3.08	3.33	2.79
	Professional Course	4.13	3.36	2.94	3.85	3.90	3.62
Tenure	Less than 5 years	4.07	3.16	2.84	3.87	3.73	3.37
	More than 5 years	3.75	3.34	2.82	3.76	3.76	3.48
Type of Appointment	Permanent	3.8	3.25	2.81	3.76	3.71	3.43
	Deputation	3.86	3.49	2.89	3.86	3.90	3.54

Where OFP = Opportunity for Promotion

For the demographic variable age, the employees in the range of 31 – 40 years have scored moderate in all the sub variables of Job Satisfaction (Work on Present Job = 3.56 mean score, Present Pay = 3.30 mean score, Supervision = 3.70 mean score, Co-Worker = 3.63 mean score, Job in General = 3.29 mean score) except Opportunity for Promotion where they scored low (2.74 mean score). For the age category 41 – 50 years of age, they scored high for Work on Present Job (4.03 mean score), moderate for Present Pay (3.36 mean score), Supervision (3.86 mean score), Co-Worker (3.88 mean score), Job in General (3.65 mean score) and low for Opportunity for Promotion (2.84 mean score). For age category of 51 - 60 years, they have scored moderate in all the sub variables of Job Satisfaction (Work on Present Job = 3.72 mean score, Present Pay = 3.03 mean score, Opportunity for Promotion = 3.11 mean score, Supervision = 3.67 mean score, Co-Worker = 3.61 mean score, Job in General = 3.11 mean score). Next demographic

variable is qualification, here, for Work in Present Job, all the categories scored moderate (Graduate = 3.83 mean score, Masters = 3.52 mean score, Diploma = 3.21 mean score) except for employees with some professional course who scored high in it (4.13 mean score). For Present Pay all of them scored moderate (Graduate = 3.45 mean score, Masters = 3.04 mean score, Professional Course = 3.36 mean score) except for employees with Masters who scored low for this sub variable (2.5 mean score). For Opportunity for Promotion all the employees across different age categories scored low (Graduate = 2.82 mean score, Masters = 2.90 mean score, Diploma = 2.42 mean score, Professional Course = 2.94 mean score). For Supervision (Graduate = 3.86 mean score, Masters = 3.57 mean score, Diploma = 3.08 mean score, Professional Course = 3.85 mean score) and Co-workers (Graduate = 3.80 mean score, Masters = 3.52 mean score, Diploma = 3.33 mean score, Professional Course = 3.90 mean score) all of them scored moderate, however for job in general employees with Masters (2.57 mean score) and Diploma holders (2.79 mean score) scored low. In case of tenure, employees who were in the department for less than five years have score high for Work on Present Job (4.07 mean score), moderate for Present Pay (3.16 mean score), Supervision (3.87 mean score), Co-worker (3.73 mean score), and job in general (3.37 mean score), however they scored low for Opportunity for Promotion (2.84 mean score). The employees who had been in the department for more than five years have scored moderate for all the sub variables (Work on Present Job = 3.75 mean score, Present Pay = 3.34 mean score, Supervision = 3.76 mean score, Co-Worker = 3.76 mean score, Job in General = 3.48 mean score) except for Opportunity for Promotion (2.82 mean score). Finally for the type of appointment, both permanent employees (Work on Present Job = 3.8 mean score, Present Pay = 3.25 mean score, Supervision = 3.76 mean score, Co-Worker = 3.71 mean score, Job in General = 3.43 mean score) and the employees on deputation (Work on Present Job = 3.86 mean score, Present Pay = 3.49 mean score, Supervision = 3.86 mean score, Co-Worker = 3.90 mean score, Job in General = 3.54 mean score) have scored moderate for all the sub variables of Job Satisfaction except for the Opportunity for Promotion (Permanent employees = 2.81 mean score, Deputation = 2.89 mean score).

6.4 Employee Outcome of Different Districts

Employee outcome for different districts were also found out so that a comparison could be made amongst these districts.

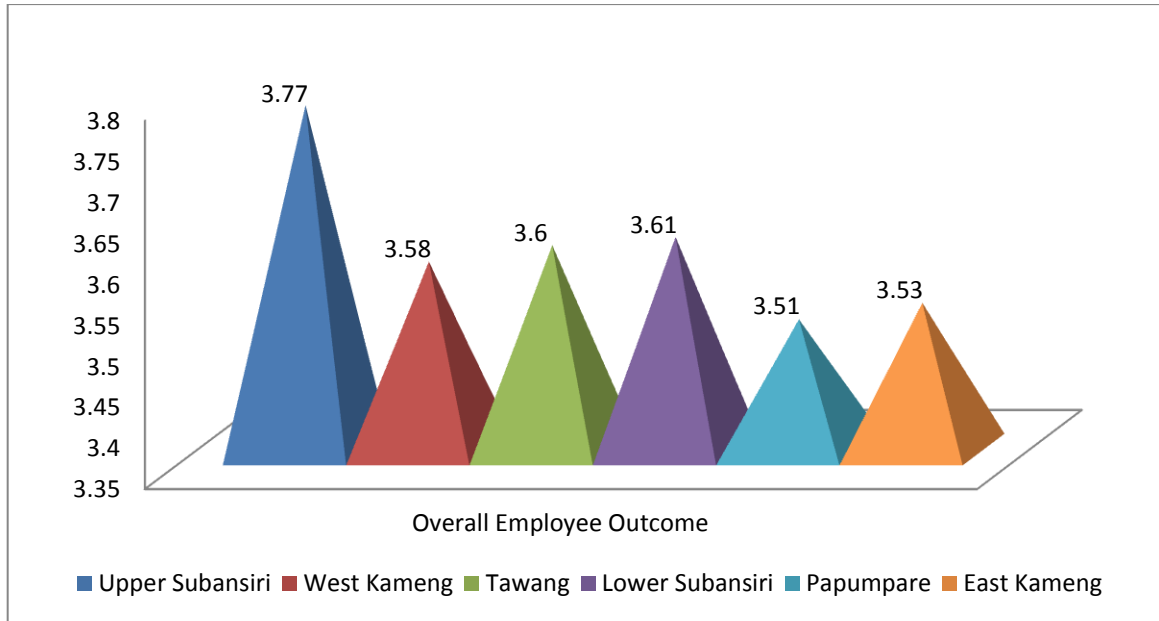


Figure 6.1: District wise Mean Score of Employee Outcome

Figure 6.1 presents the overall employee outcome for all the six districts. It can be seen that Upper Subansiri district (3.77 mean score) scored the highest among all districts followed by Lower Subansiri district (3.61 mean score), Tawang district (3.6 mean score), West Kameng district (3.58 mean score), East Kameng district (3.53 mean score) and lastly Papumpare district (3.51 mean score).

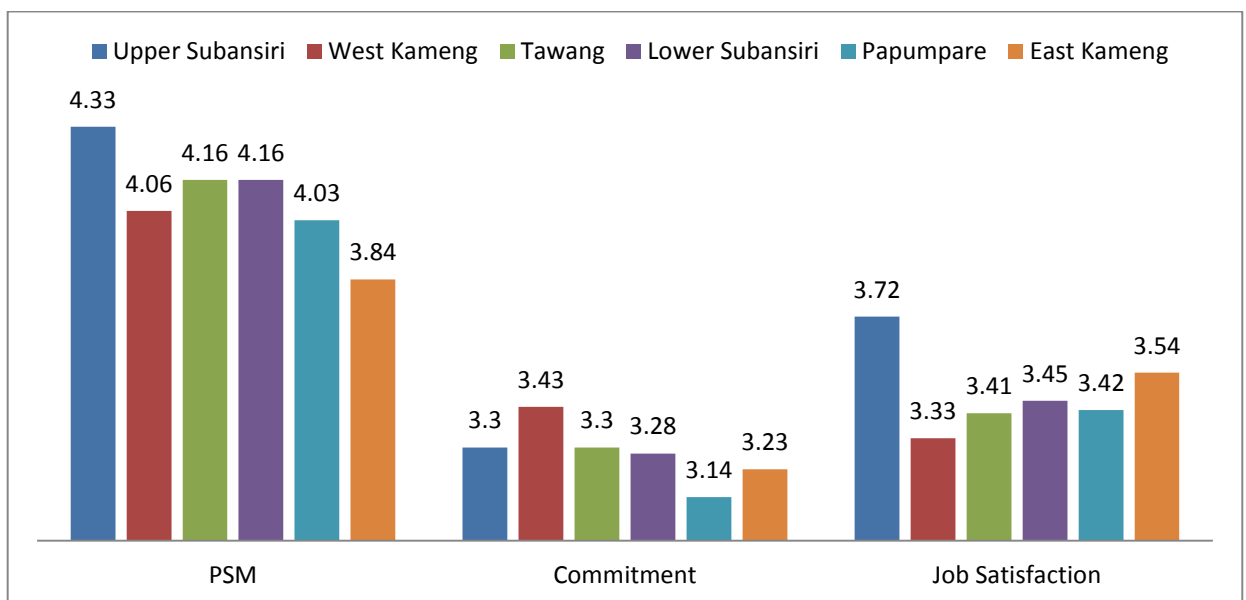


Figure 6.2: District wise Mean Score for Sub-variables of Employee Outcome

Figure 6.2 above presents the diagram for sub-variables of employee outcome for all the six districts. It can be interpreted that motivation scored the highest followed by job satisfaction and finally commitment. For motivation it can be seen that Upper Subansiri scored the highest (4.33 mean score) followed by Lower Subansiri and Tawang (4.16 mean score). It is worth mentioning that all the districts scored high on motivation except for East Kameng district (3.84 mean score) where the employees scored only moderate level of public service motivation. In case of job satisfaction Upper Subansiri district (3.72 mean score) scored the highest and the district with the least job satisfaction was West Kameng district (3.33 mean score) who scored the lowest mean score among all districts. As far as commitment is concerned West Kameng district scored the highest with 3.43 mean score followed by Upper Subansiri and Tawang district (3.3 mean score), Lower Subansiri (3.28 mean score), East Kameng (3.23 mean score) and lastly Papumpare district (3.14 mean score).

6.5 Public Service Motivation

Public service motivation (PSM) is defined as “an individual’s orientation to delivering service to people with the purpose of doing good for others and society” (Hondeghe & Perry, 2009). It is already mentioned above that motivation scored high as compared to other sub-variables of employee outcome like commitment and job satisfaction which featured in the moderate level. Therefore analysis was carried out for the sub-variables of PSM to find out the variations in result for different districts.

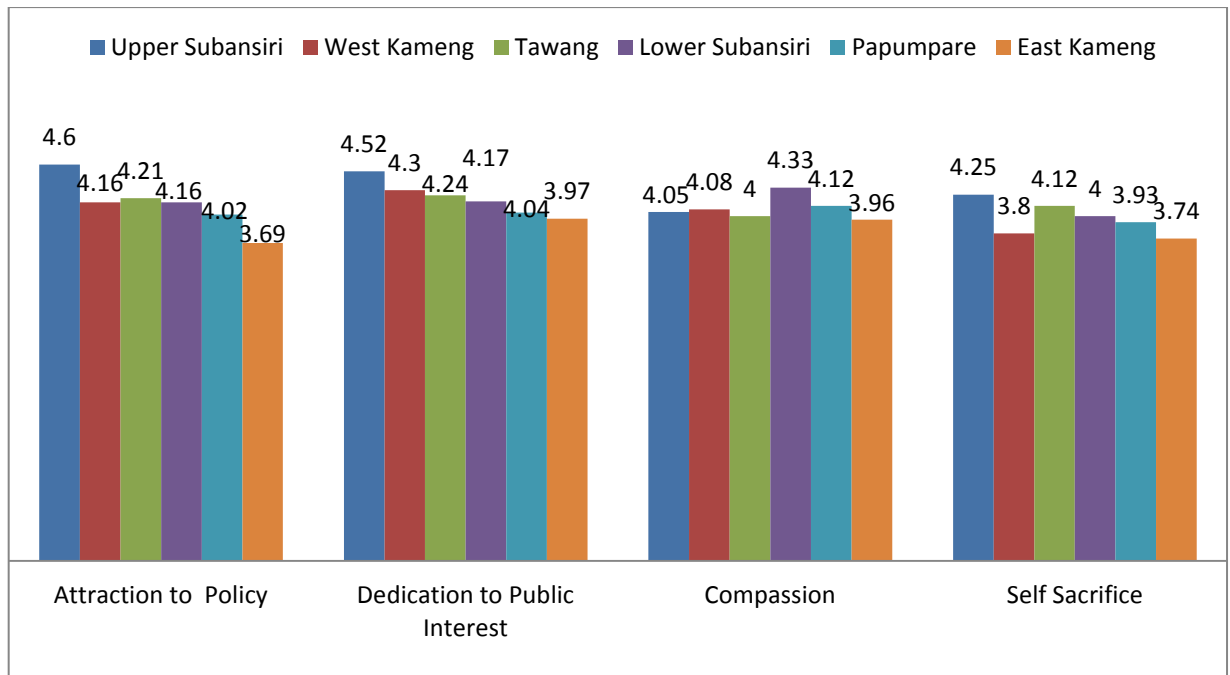


Figure 6.3: District wise Mean Score for Sub-variables of Public Service Motivation

6.5.1 Attraction to Policy

Participation in the process of policy formulation or programme implementation, apart from being exciting and dramatic can reinforce an individual’s self-importance (Taylor, 2007).

Result from figure 6.3 shows that except East Kameng district (3.69 mean score) all the other districts have scored high for attraction to policy making. This indicates that majority of the employees would be motivated if they are included in the decision making process of the Department. Upper Subansiri district (4.6 mean score) scored the highest mean followed by Tawang district (4.12 mean score).

6.5.2 Dedication to Public Interest

Dedication to Public Interest involves dedication to a cause and a desire to serve the public interest. Thus it includes a desire to pursue the common good and further the public interest, as well as to express a sense of duty and loyalty to the government (Perry & Wise 1990; Brewer et al. 2000).

From the result (figure 6.3) for district wise response of employees for dedication to public service, it can be seen that all the districts scored high for dedication to public service except for East Kameng district (3.97 mean score) that scored only moderated level of motivation towards dedication to public interest. It is reflected in the results

found earlier where 97 % of the common people provided negative response to the query on whether the officials visited their village or area regularly. It was also observed during field visit that majority of the officials were not present at the place of their posting, thus reflecting negligence towards dedication to public interest. Upper Subansiri district (4.52 mean score) scored the highest mean in this category which can be validated by the response from the findings that 49% of the common people provided positive response that there is regular monitoring of the schemes by the officials. It was followed by West Kameng district (4.3 mean score), Tawang district (4.24 mean score), Lower Subansiri district (4.17 mean score) and Papumpare district (4.04 mean score).

6.5.3 Compassion

Compassion refers to actions that are based on human emotional responses to various social contexts, thus they are characterized by a desire and willingness to help others, and include altruism, empathy and other pro social desires (Brewer et al., 2000).

From figure 6.3 we can see that Lower Subansiri district (4.33 mean score) had scored the highest in terms of compassion followed by Papumpare district (4.12 mean score), West Kameng district (4.08 mean score), Upper Subansiri district (4.05 mean score), Tawang district (4 mean score) and lastly East Kameng district (3.96 mean score) which is found to be the only district with moderate level of compassion.

6.5.4 Self – Sacrifice

Self-sacrifice refers to the willingness to forego tangible, including financial, personal rewards for the intangible rewards derived from serving society (Taylor, 2007).

Figure 6.3 also presents the result for district wise response for variations in the level of self-sacrifice. It can be seen that 50 percent of the districts have high level of self-sacrifice and rest of the district have only moderate level of self-sacrifice. Out of the three districts, the district scoring highest on the level of self-sacrifice is Upper Subansiri district (4.25 mean score) followed by Tawang district (4.21 mean score) and Lower Subansiri district (4 mean score). The other three districts with moderate level of self-sacrifice are Papumpare district (3.93 mean score), West Kameng district (3.8 mean score) and East Kameng district (3.74 mean score).

6.5.5 Public Service Motivation amongst Different Groups of Employees

Table 6.12: Group-wise Response for Sub-variables of Public Service Motivation

Variable	Group A	Group B
a Attraction to policy making	4.21	4.06
b Dedication to the public interest	4.28	4.14
c Compassion	4.14	4.02
d Self-sacrifice	4.03	3.96

Source: Primary data

It is evident from table 6.12 that Group A has scored higher than Group B for all the sub-variables of PSM. However if we notice carefully it can be seen that out of all the sub-variables of PSM, 'dedication to the public interest' scored the highest for both Group A (4.28 mean score) and Group B (4.14 mean score) employees of the Department of Rural development, Government of Arunachal Pradesh. As far as the lowest scoring sub-variable of PSM is concerned it is found that 'self-sacrifice' scored the lowest with Group A scoring 4.03 mean score and Group B scoring 3.96 mean score.

6.6 Organisational Commitment

Organizational commitment is a vital part of an employee's psychological state because employees with high organizational commitment are theorized to engage in many positive behaviors such as citizenship activities and high job performance that are beneficial to the organization (Jaros, 1997). We have already found out that commitment scored only 3.31 mean score indicating that the employees have moderate level of commitment towards their job. Thus further analysis of the sub components of commitment was required to determine which sub component had the highest score and in which district. The same is presented in the following sub-sections (6.6.1 to 6.6.4).

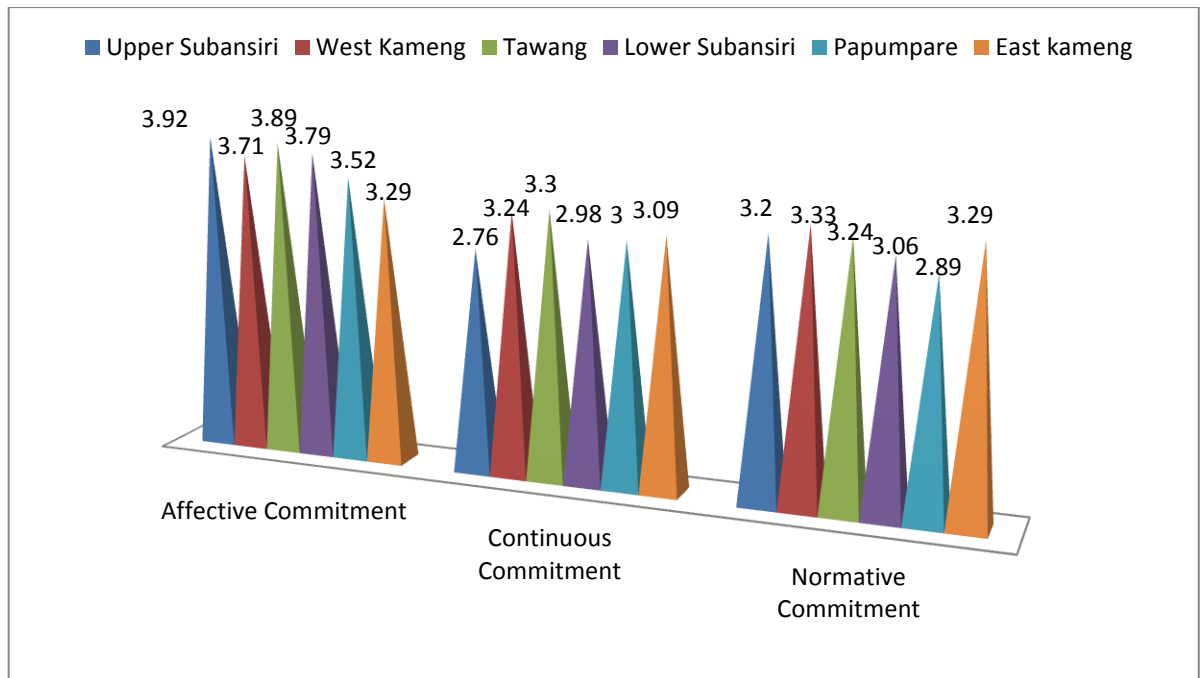


Figure 6.4: District wise Mean Score for Sub-variables of Commitment

6.6.1 Affective Commitment

“Affective commitment involves the employee's emotional attachment to, identification with, and involvement in the organisation. Employees with a strong affective commitment continue employment with the organisation because they want to do so” (Meyer & Allen, 1991). The stalked line diagram of figure 6.4 shows us that the employees of all the districts have moderate level of affective commitment. The district which has the highest level of affective commitment is Upper Subansiri district (3.92 mean score) followed by Tawang district (3.89 mean score), Lower Subansiri district (3.79 mean score), West Kameng district (3.71 mean score), Papumpare district (3.52 mean score) and lastly East Kameng district (3.29 mean score). This finding is also reflected in the results where employees of Upper Subansiri and Tawang districts scored the highest responses for social obligation which is a sub component of professionalism. Thus it implies that in these districts the employees of the studied organization have emotional attachment to their organization and they are in the organization because they want to be there though at a moderate level.

6.6.2 Continuous Commitment

“Continuance commitment involves commitment based on the costs that employee associates with leaving the organisation. Employees who perceive the costs of leaving the organisation are greater than the costs of staying remain because they need to do so” (Meyer & Allen, 1991).

For continuous commitment it can be interpreted from figure 6.4 that its scores are lower than that of the other two forms of commitment. Since continuous commitment is considered rather a negative form of commitment, it is best that the employees scored low to average for it. It can be seen that two districts scored low for continuous commitment, they are Upper Subansiri district (2.76 mean score) and Lower Subansiri district (2.98 mean score). The other four districts is found to have moderate level of continuous commitment where the highest score being that of Tawang district (3.3 mean score) followed by West Kameng district (3.24 mean score), East Kameng district (3.09 mean score) and lastly Papumpare district (3 mean score). Thus it implies that the employees from Upper Subansiri and Lower Subansiri district believe that they are associated with the Department not because they have to but because they want to.

6.6.3 Normative Commitment

Normative commitment involves the employee's feelings of obligation to stay with the organisation. Employees with a high level of normative commitment stay in the organisation because feel they ought to (Meyer & Allen, 1991).

Figure 6.4 also presents the level of normative commitment for the employees of different districts of Arunachal Pradesh. It can be interpreted that all the districts except one have moderate level of normative commitment. The district with a low level of normative commitment is Papumpare district with 2.98 mean score. The district which has the highest level of normative commitment is West Kameng district with 3.33 mean score followed by Tawang district (3.24 mean score), East Kameng district (3.29 mean score), Upper Subansiri district (3.2 mean score) and lastly Lower Subansiri district (3.06 mean score).

6.6.4 Organisational Commitment amongst Different Groups of Employees

Effort was also made to find out the level of commitment for different groups of employees for the Department of Rural Development, Government of Arunachal Pradesh

Table 6.13: Group-wise Response for Sub-variables of Commitment

Variable	Group A	Group B
a Affective commitment	3.75	3.62
b Continuous commitment	3.16	2.96
c Normative commitment	3.27	3.08

Source: Primary Data

Table 6.13 indicates that Group A employees have higher level of commitment as compared to Group B employees. For both groups of employees, the form of commitment with the highest score was affective commitment (Group A = 3.75 mean score, Group B = 3.62 mean score), followed by normative commitment (Group A = 3.27 mean score, Group B = 3.08 mean score) and finally continuous commitment (Group A = 3.16 mean score, Group B = 2.96 mean score). It implies that employees from both the groups are associated with the Department because they themselves are willing to work for the Department and not because they either have to or because of the associated cost of leaving the organization.

6.7 Job Satisfaction

Employee job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs (Rad & Yarmohammadian, 2006). In this section the sub-variables of job satisfaction have been analysed individually as well as across all the districts.

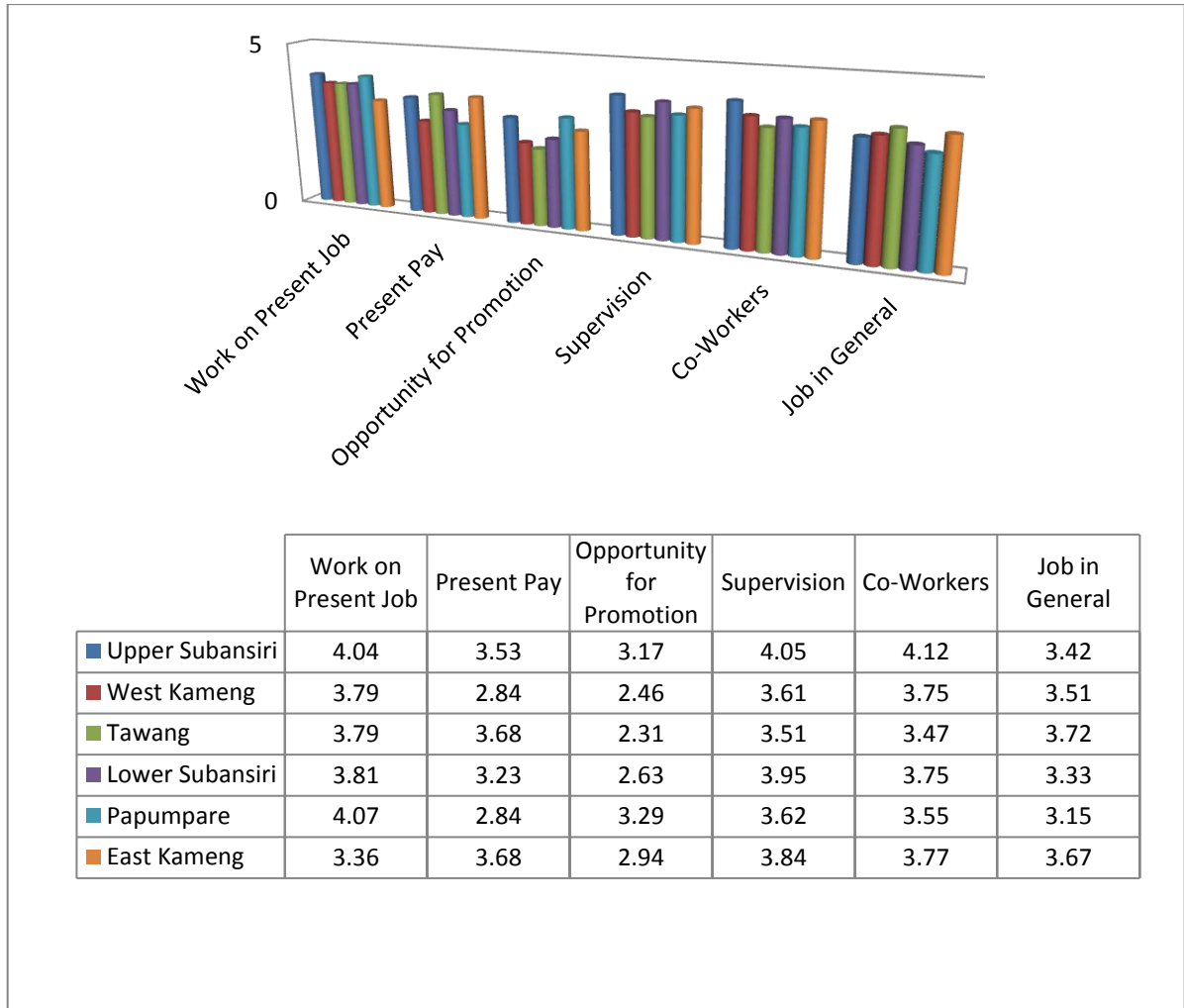


Figure 6.5: District wise Mean Score for Sub-variables of Job Satisfaction

6.7.1 Work on Present Job

The nature of work one does contribute heavily to the feeling of satisfaction. We have already seen that work on present job had scored the highest among all the sub-variables of job satisfaction (table 6.3) and so from figure 6.5 we can see the variations of the responses of employees of different districts. Amongst all the districts two districts have high level of satisfaction for work on present job viz. Papumpare district (4.07 mean score) and Upper Subansiri district (4.04 mean score). Rest of the districts are found to have moderate level of satisfaction for work on present job (Lower Subansiri- 3.81 mean score, Tawang- 3.79 mean score, West Kameng- 3.79 mean score and East Kameng- 3.36 mean score). It is also reflected in the result earlier that Papumpare and Upper Subansiri districts have scored high is social obligation thus implying that they are satisfied with their work.

6.7.2 Present Pay

Monetary/financial rewards play a very significant role in the satisfaction of job as it helps the employees in fulfilling one's needs, which might be the primary reason for being in job. Even though the employees in public sector are expected to be intrinsically motivated, it is important to recognize that employees enjoy higher job satisfaction when they are paid well, and on time (Ghafoor, 2012; Wachira, 2016).

Present pay is one of the sub-variables of job satisfaction that the employees are least satisfied with. From figure 6.5 it can be seen that none of the districts have high level of satisfaction for the sub-variable 'present pay'. The districts which scored highest are East Kameng district (3.68 mean score) and Tawang district (3.68 mean score) followed by Upper Subansiri district (3.53 mean score) and Lower Subansiri district (3.23 mean score). Besides these, there are two districts that have low level of satisfaction for present pay, they are Papumpare district (2.84 mean score) and West Kameng district (2.84 mean score). It was expected that the employees might not be satisfied with this criteria because there is a never ending battle of District Rural Development Agency and the Government (Central and State) against non-payment of their salary for months together. Some of the examples of the employees agitation are provided below which appeared in the leading newspaper of Arunachal Pradesh i.e. 'The Arunachal Times'.

'Arunachal Pradesh Rural Development Minister Tanga Byaling on Monday admitted that the employees of the District Rural Development Agency (DRDA) were not getting regular salaries and the state government was contemplating measures to tide over the crisis, ("DRDA employees not getting regular salaries, admits minister", 2013).

'Since its establishment, DRDA staffs are not getting salary regularly and there is no pension, gratuity and leave encasement provision for the staffs', ("DRDA staffs demand for absorption", 2015).

'The Tawang district unit of All India DRDA Staff Welfare Association (AIDRDASWA) are on a three days Pen Down & Tool Down strike from May 13 to protest against the alleged failure of the government to fulfil its long pending demands for absorption of DRDA employees in to the line departments of the state Government and regularization of monthly salaries. Meanwhile, the Lower Subansiri district unit of

All India DRDA Staff Welfare Association is on a 3 day pen/tool down strike since yesterday', ("DRDA employees on 3 days strike", 2015).

'The employees of DRDA, West Kameng district unit have appealed to the authority concerned to immediately release seven months pending salaries/ arrears of the employees and also to find a permanent solution for absorption of DRDA employees in the line department before August 31, 2013. The employees, in a meeting today, unanimously decided to support the stir launched by its Tezu counterpart in protest against non-release of their monthly salary. It appealed to respective DRDAs of Arunachal Pradesh to stand united and fight for their cause', ("DRDA employees demand salary", 2013).

However, the then Chief Minister, Mr Nabam Tuki explained the reason for delay in payment of salary to DRDA employees.

'The undue delay in the payment of salaries of the DRDA employees was due to late and non-submission of full utilization certificates by few DRDAs to the central government and carrying forward the previous year's backlogs to the current year that forced central government to release the fund only in the far end of the financial year (March), 2015, stated the Chief Minister.', ("Govt. releases salary of DRDA employees", 2015).

6.7.3 Opportunity for Promotion

Promotional opportunities have great effect on job satisfaction. This is an achievement in an individual's job career. If it is realized, a person feels extremely satisfied but if it does not exist one feels dissatisfied. Many studies have shown that the opportunities for personal and professional growth and achievement are one of the best predictors of job satisfaction (Freeborn & Hooker, 1995; Lyons et al., 2003; Al-Ahmadi, 2002; Wittig et al., 2003).

Opportunity for Promotion scored the lowest among all the sub-variable of job satisfaction. From figure 6.5 we can interpret that majority of the districts have low level of satisfaction regarding opportunity for promotion. Tawang district is the least satisfied district amongst all with only 2.31 mean score for satisfaction level regarding opportunity for promotion followed by West Kameng district (2.46 mean score), Lower Subansiri (2.63 mean score) and East Kameng district (2.94 mean score). The districts

which have moderate level of satisfaction over opportunity for promotion is Papumpare district (3.29 mean score) and Upper Subansiri district (3.17 mean score). The reason behind low level of satisfaction regarding opportunity for promotion might be due to the fact that it is a government department and that promotion is provided on the basis of seniority even though the person may not be competent for a particular job. Therefore the employees who are competent for the job may not be satisfied as they are not eligible for the post even.

6.7.4 Supervision

Table 6.3 showed that out of all the sub-variables of job satisfaction, supervision scored the highest. From figure 6.5 it can be interpreted that majority of the districts have moderate level of satisfaction for supervision except for Upper Subansiri district (4.05 mean score). The district which is least satisfied with the supervision is Tawang district (3.51 mean score) followed by West Kameng district (3.61 mean score), Papumpare district (3.62 mean score) East Kameng district (3.84 mean score), and Lower Subansiri district (3.95 mean score). It can be supplemented from the findings above (Section 6.7.3) that Tawang is least satisfied with opportunity for promotion which is followed by West Kameng district, this might be a reason for low satisfaction level for supervision in these districts. Further, employees of Upper Subansiri district are more satisfied with the supervision and amongst the studied districts they scored highest mean score in being satisfied with their job.

6.7.5 Co-Worker

Co- workers who are friendly and co-operative can have an impact on job satisfaction of an employee. This determines the satisfaction of an individual on whether their colleagues are technically proficient and socially supportive.

Figure 6.5 also presents us with the level of satisfaction of employees regarding their co-workers. It can be seen that Upper Subansiri district has high level of satisfaction for their co-workers with 4.12 mean score. Rest of the districts have moderate level of satisfaction with regards to their co-workers with East Kameng district scoring 3.77 mean score followed by Lower Subansiri district and West Kameng district scoring 3.75 mean score each, Papumpare district (3.55 mean score) and lastly Tawang district (3.47 mean score).

6.7.6 Job in General

Job in general is a measure where the employees are asked to think about their job in a broad and overall sense and then judge how satisfied are they with the overall job. Thus for this last sub-variable of job satisfaction which is ‘job in general’, all the districts have moderate level of satisfaction. Tawang district scored the highest with 3.72 mean score followed by East Kameng district (3.67 mean score), West Kameng district (3.51 mean score), Upper Subansiri district (3.42 mean score), Lower Subansiri district (3.33 mean score) and lastly Papumpare district (3.15 mean score). This result can be tallied with the earlier result that employees from Tawang district scored in social obligation. They are expected to be satisfied with the overall job as they are working for rural development as a social obligation.

6.7.7 Job Satisfaction amongst Different Groups of Employees

Table 6.14: Group-wise Response for Sub-variables of Job Satisfaction

Variable	Group A	Group B
a Work on Present Job	3.90	3.72
b Present Pay	3.41	3.19
c Opportunities for Promotion	2.92	2.72
d Supervision	3.91	3.63
e Co-Workers	3.88	3.62
f Job in General	3.57	3.33

Source: Primary Data

Table 6.14 presents us with the group-wise analysis of response regarding sub-variables of job satisfaction. It can be interpreted that Group A employees have higher level of satisfaction regarding all the sub-variables of job satisfaction as compared to Group B employees of the Department of Rural Development, GoAP. This result is in support of other studies where they found that higher rank employees are more satisfied with their job (Ghafoor, 2012; Rad & Yarmohammadian, 2006). The reason behind it may be because they have more control over the job, more decision-making power, a respectable position, better salary and benefits associated with seniority and more social recognition. The sub-variable of job satisfaction for which the Group A employees scored the highest is supervision (3.91 mean score) followed by work on present job (3.90 mean score), co-workers (3.88 mean score), job in general (3.57 mean score), present pay (3.41 mean

score) and lastly opportunities for promotion (2.92 mean score). As far as Group B employees are concerned, they scored highest for work on present job (3.72 mean score) followed by supervision (3.63 mean score), co-workers (3.62 mean score), job in general (3.33 mean score), present pay (3.19 mean score) and lastly opportunities for promotion (2.72 mean score).

6.8 Employee Outcome According to the Performance of Districts

Employee outcome score was also found according to the performance of the considered districts so that a comparison can be made to see whether the higher performing districts have higher employee outcome as compared to other districts.

From the table 6.15 it can be seen that the average employee outcome score for the high performing districts are better than the employee outcome score of the low performing districts. Even when we look at the sub variables of employee outcome, all the scores are higher in case of the high performing districts as compared to the low performing districts. Thus we can interpret that the high performing districts have better employee outcome as compared to the low performing districts.

Table 6.15: Employee Outcome Score According to the Performance of Districts

Performance of the District (From Secondary Data)	Name of the District	Employee Outcome Score	Sub Variables of Employee Outcome	Scores for Sub Variables of Employee Outcome
High	Upper Subansiri	3.87	PSM	4.33
			Commitment	3.33
			JS	3.72
	West Kameng	3.84	PSM	4.06
			Commitment	3.43
			JS	3.33
Medium	Tawang	3.89	PSM	4.16
			Commitment	3.3
			JS	3.14
	Lower Subansiri	3.82	PSM	4.16
			Commitment	3.28
			JS	3.45
Low	Papumpare	3.79	PSM	4.03
			Commitment	3.14
			JS	3.42
	East Kameng	3.5	PSM	3.84
			Commitment	3.23
			JS	3.54

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

6.9 Opinion Mirroring/Comparison of Responses for Employee Outcome

In this section, a comparison is carried out for employee outcome in terms of responses provide by the Officials, the Community Representatives and the Common People. For opinion mirroring two factors were taken into consideration, one being the awareness of various schemes implemented by the Department of Rural Development, GoAP and the second one being satisfaction regarding functioning of the studied Department.

6.9.1 Awareness of Schemes

Since the primary objective of the Department of Rural Development is rural development, it is vital that the people are aware of the schemes being implemented by the Department. There are basically three schemes implemented by the Department of Rural Development, GoAP viz. MGNREGA (Mahatma Gandhi National Rural Employment Generation Act), IAY (Indira Awas Yojana) and IWMP (Integrated Watershed Management Programme).

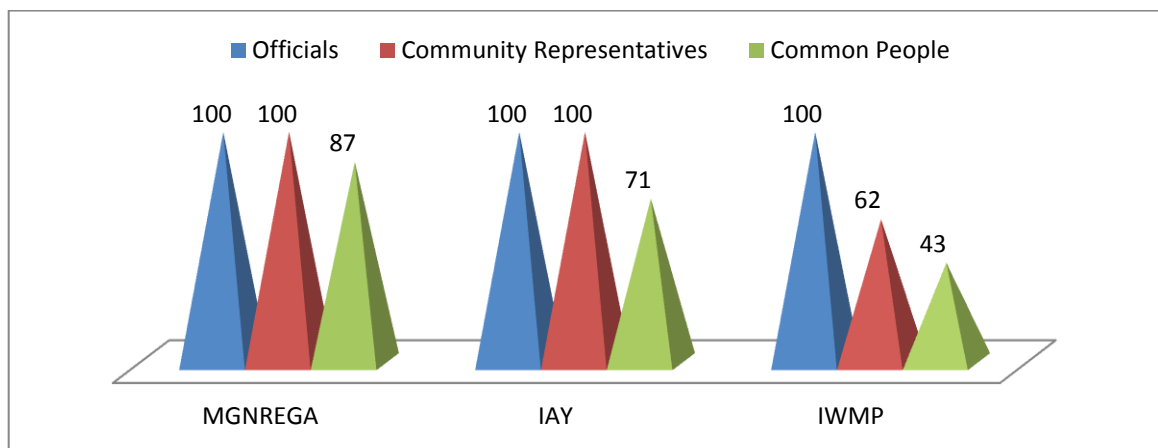


Figure 6.6: Awareness of Schemes among Respondents

Figure 6.6 presents the level of awareness of various schemes implemented by the Department of Rural Development, GoAP. It can be seen that majority of the respondents were aware of MGNREGA followed by IAY and lastly IWMP. If we look deeper into the awareness level of each scheme it can be interpreted that the responses varies widely across different categories of respondents. All of the Officials were aware of all the schemes implemented by their Department. Next we move on to the Community Representatives, it can be seen that all of them were aware of MGNREGA and IAY but almost 40 percent of them did not know about IWMP. As far as common people are concerned, 87 percent of them were only aware of MGNREGA followed by IAY (71 %) and lastly it is noticed that 57 percent of the Common People were unaware of the scheme IWMP.

6.9.2 Satisfaction Regarding Functioning of the Department of Rural Development, Government of Arunachal Pradesh

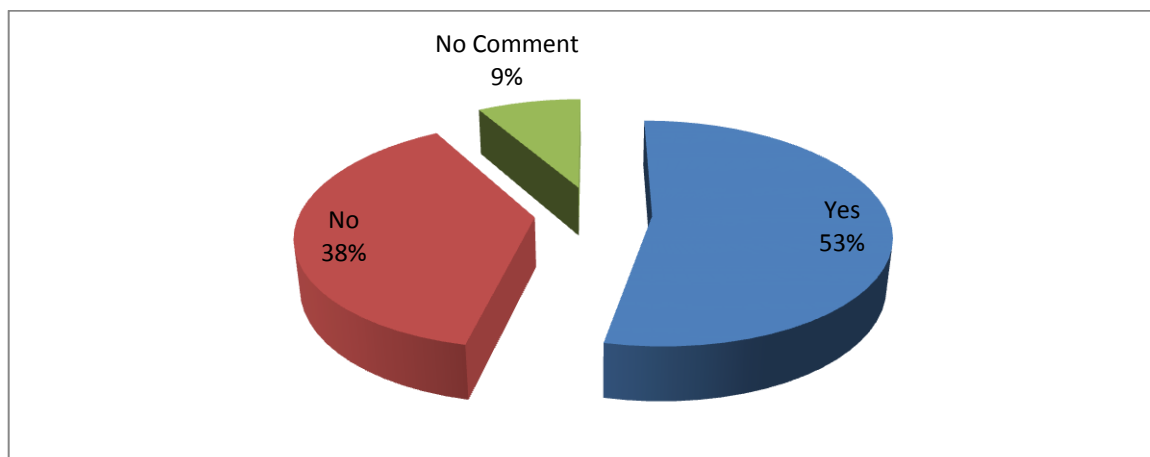


Figure 6.7: Employee’s Response Regarding Satisfaction with the Functioning of DRD, GoAP

When an enquiry was made on whether the employees are satisfied with the functioning of the Department of Rural Development, GoAP, 38 percent of the employees provided negative response to the query and 53 percent of them are satisfied with the functioning of the Department and 9 percent of them opted for no comments.

An effort was also made to find out the variations in responses amongst different groups of employees regarding their satisfaction with the functioning of the Department of Rural Development, Government of Arunachal Pradesh.

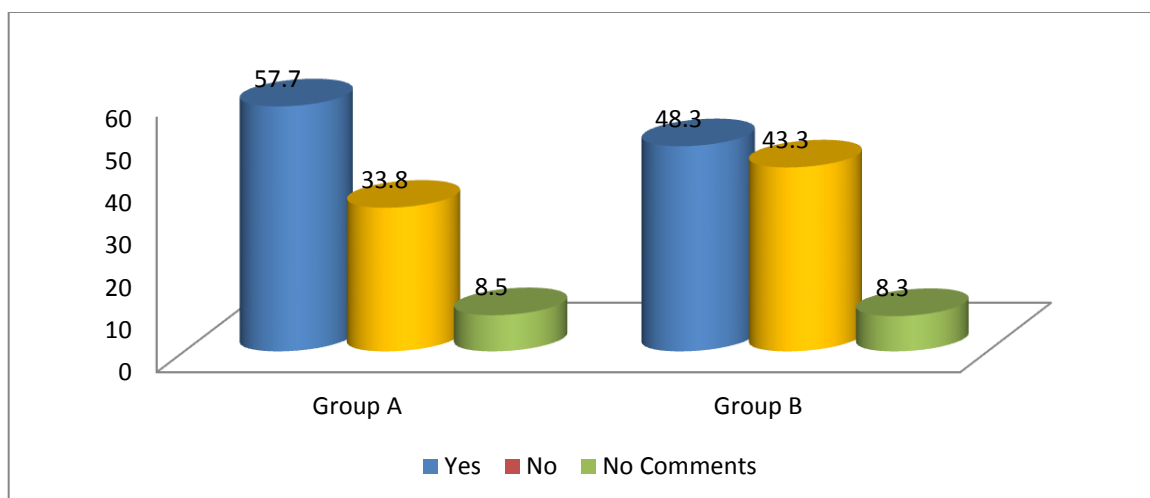


Figure 6.8: Group-wise Responses Regarding Satisfaction with the Functioning of DRD, GoAP

From figure 6.8 it can be interpreted that majority of both the groups (Group A- 57.7 mean score, Group B- 48.3 mean score) are satisfied with the functioning of the Department. However it is also worth mentioning that more than 30 percent of the Group A employees and more than 40 percent of the Group B employees are not satisfied with the functioning of the Department of Rural Development, GoAP. Thus we can interpret that since a substantial number of the employees are not satisfied with the functioning of the Department there might be some lacuna in the functioning of the Department of Rural Development, Government of Arunachal Pradesh.

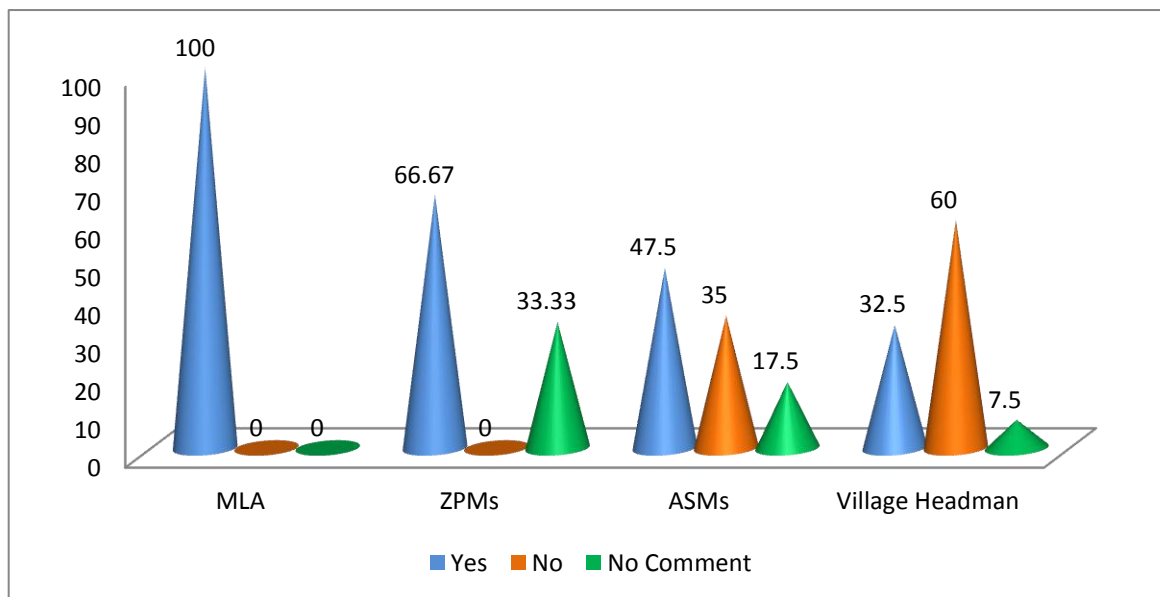


Figure 6.9: Community Representative’s Response Regarding Satisfaction with the Functioning of DRD, GoAP

Figure 6.9 above presents us with the variations in responses of the different categories of community representatives regarding satisfaction with the functioning of DRD,GoAP. It can be seen that 100 percent of the MLAs were satisfied with the functioning of the Department. For the next category which is ZPMs it can be seen that 67 percent of the respondents were satisfied with the functioning of the Department and none of them were discontent, however 33 percent of them opted for no comment. Moving on to ASMs it can be interpreted that 47 percent of them are satisfied with the functioning of the Department, 35 percent of the respondents are not satisfied and 17 percent of those not to comment anything on the issue. But when we look into the responses of the village headmen, it is evident that majority (60%) of them were not satisfied with the

functioning of the Department and only 32 percent of them responded positive to the query and 7 percent of them opted for no comment.

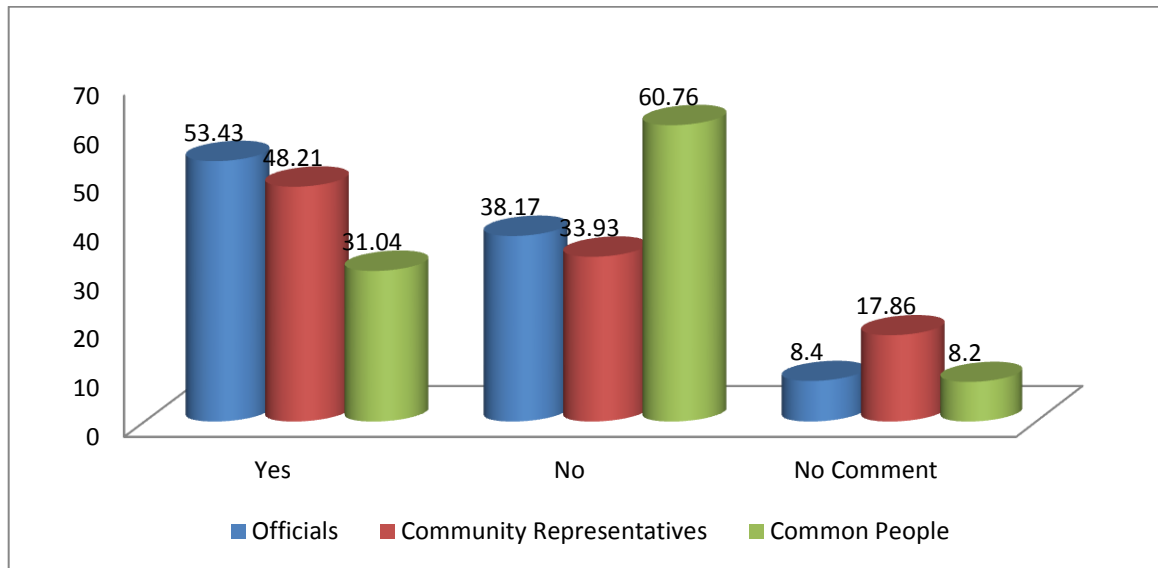


Figure 6.10: Category wise Response Regarding Satisfaction with the Functioning of the Department of Rural Development, Government of Arunachal Pradesh

Analysis was also carried out category wise to check the variation in responses regarding satisfaction of the functioning of the DRD,GoAP. From figure 6.10 above it can be seen that more than 50 percent of the Officials are satisfied with the functioning of the Department followed by the Community Representatives (48%) and lastly only 31 percent of the Common People were satisfied with the Department. If we look at the percentage of respondents who were not satisfied with the functioning of the Department, it can be seen that more than 60 percent of the Common People were not satisfied with the Department and also that 38 percent of the Officials themselves were not happy with the functioning of their own Department followed by 34 percent of the Community Representatives. As far as rest of the respondents is concerned 18 percent of the Community Representatives chose not to comment anything in the issue followed by equal percentage (8 %) of both the Officials and the Common People.

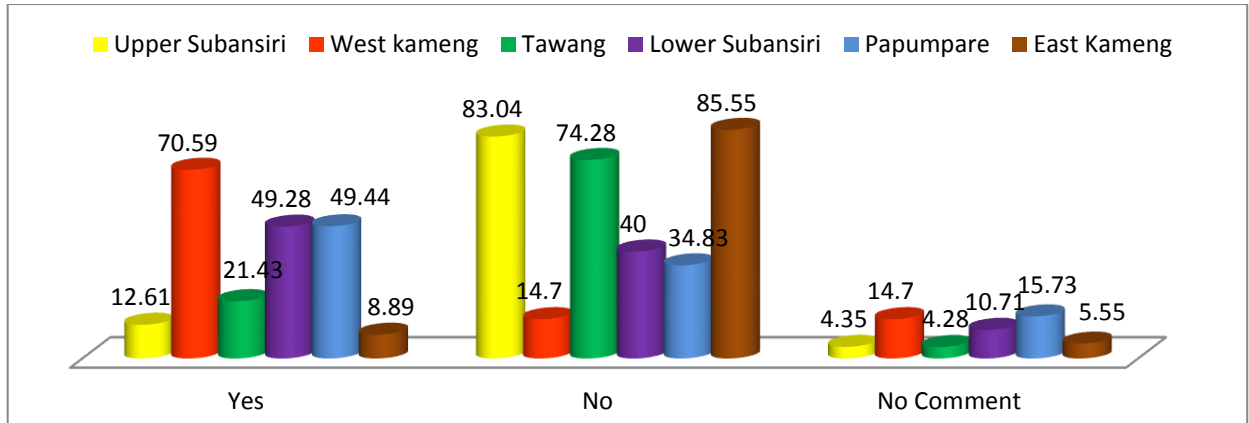


Figure 6.11: District-wise Responses of Employees Regarding Satisfaction with the Functioning of DRD, GoAP

Figure 6.11 presents the district wise employee response regarding their satisfaction with the functioning of the DRD, GoAP. It can be interpreted that West Kameng district (70%) had the highest percentage of the respondents who are satisfied with the function of the Department followed by Lower Subansiri district and Papumpare district (49%), Tawang district (21%), Upper Subansiri district (13%) and lastly East Kameng district (9%). If we look into the percentage of respondents who are not satisfied with the functioning of the DRD,GoAP, it can be seen that East Kameng district tops the list with 85 percent of the employees responding that they are not satisfied with the Department. The findings earlier showed that they scored the least for professionalism, public service motivation, dedication to public interest, compassion, self-sacrifice, affective commitment and work in present job, which are all essential for public service delivery. The least level of employee satisfaction with the Department shows that there is a missing link which is not taken care of by the Department. From observation it can be concluded that some of the reasons responsible for this might be absence of proper office infrastructure, bad road connectivity, erratic electricity and unfavourable social conditions etc. East Kameng district is followed by Upper Subansiri district (83%), Tawang district (74%), Lower Subansiri (40%), Papumpare district (35%) and lastly West Kameng district (15%). There were also some percentage of respondents who did not wish to comment anything in the issue, the highest of them were from Papumpare district (16%) followed by West Kameng district (14.7%), Lower Subansiri district (11%), East Kameng district (5%), and lastly Upper Subansiri district and Tawang district (4%).

Some of the interesting responses against open ended question regarding employee's satisfaction with the functioning of the Department are provided below.

I. Reasons the Respondents are Satisfied with the Functioning of the Department of Rural Development, Government of Arunachal Pradesh:

i) Employees of the Department of Rural Development, GoAP

- 'Centrally sponsored schemes are holistic and bring development to the rural people'
- 'Caters need of rural people through schemes, provide opportunity to work and develop'

ii) The People's Representatives

- 'Officers are efficient'
- 'Fine Officers, no bribe, no fraud'

iii) The Common People

- 'Regular visit of officials for monitoring'
- 'No biasness in the implementation of work'
- 'Work for the welfare of the society'

II. Reasons the Respondents are not Satisfied with the Functioning of the Department of Rural Development:

i) Employees of the Department of Rural Development, GoAP

- 'No professionalism of service'
- 'Poor quality supporting staff and officers'
- 'Culture sincerity, Punctuality, Public relations, Capacity building required'
- 'Require training, provide proper training on RD and office management'
- 'Reservation policy of APST to be reviewed, Reservation is required only for economically backward class of the state population'
- 'Selection of the staffs and the officers should be through competition'
- 'Need to encourage the employees'

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

- ‘Non receipt of fund for staff salary and other office expenses timely’
- ‘Lack of promotion opportunity’
- ‘The functions of the department should be transparent’
- ‘Not satisfied because of frequent changes of Programme and Policy of the Govt. except MGNREGA which has been made as ACT’
- ‘Irregularity of Salary’
- ‘Because I am from a technical background but the work or scheme carried out by the Department is for the society and is less oriented towards our nature of job and more related to civil works’.
- ‘Officers/Staff have limited scope for dissemination of their technical expertise and professionalism’
- ‘Must be more need based, must be subjected towards the state, Inclusion of feedback of ground level functionaries in policy decision, must be more farmer centric’.
- ‘Because flow of fund is not satisfactory under MGNREGA, since inception of programme I am unable to provide 100 days of employment to the household, maximum employment I have provided during my tenure is 14-15 days per household. Staff of this DRDA is not getting salary regularly till today, we are yet to get salary for 8-9 months’
- ‘Lack of release of fund by for salary etc to its employees in time by the government’.

ii) The People’s Representatives

- ‘Favouritism at Zilla Parishad level’
- ‘Panchayat not worthy’
- ‘No visit to village by Rural Development Officials’
- ‘Officials from the Centre are friendly but there is problem within the officials of the state’
- ‘Deputation of Officials is the major problem’

iii) The Common People

- ‘Officers visits only during celebrations’
- ‘Officials and Public Representatives do not stay here’

- ‘Officers and Panchayat do not inform the public about schemes’
- ‘Do not know the office, do not know the officers’

6.10 Summary of the Chapter

In this chapter the overall picture of employee outcome of the Department of Rural Development, GoAP is presented. First of all the total mean score for employee outcome of the department was calculated which came out to be 3.62 indicating that the employee outcome is moderate for this Department. When we looked deeper into the three components of employee outcome it was found that Public Service Motivation scored the highest (4.10 mean score) followed by Job Satisfaction (3.49 mean score) and lastly Commitment (3.31 mean score). Each component were further analysed separately for each of their sub-components across different districts and also amongst different groups of employees. Besides these a comparison of opinions was also done across three categories of respondent regarding awareness of the schemes and satisfaction with regards to the functioning of the department etc. It was found that there is a huge variation in their opinion across different categories of respondents viz the Officials, the Community Representatives and the Common People. Lastly, the responses regarding the reasons for satisfaction and dissatisfaction of the three categories of the respondents with the functioning of the Department of Rural Development, Government of Arunachal Pradesh is presented in the chapter.