

## CHAPTER 7

### Employee Professionalism and Employee Outcome in the Selected Organisation

#### 7.1 Introduction to the Chapter

In this chapter an effort is made to find out the relationship between the two main variables (along with the sub-variables) considered for this study viz. employee professionalism and employee outcome. Thus the relationship between employee professionalism and employee outcome is found out using Pearson Correlation technique.

#### 7.2 Employee Professionalism and Employee Outcome

In order to find out the relationship between employee professionalism and employee outcome a null hypothesis had been formulated:

**Hypothesis 7<sub>a</sub>** : There is no significant relationship between employee professionalism and employee outcome.

**Table 7.1: Correlation Between Employee Professionalism and Employee Outcome**

Variables	District	Pearson Correlation	<i>p</i> -Value
Professionalism and Employee Outcome	Overall Score	.610**	.000
	Upper Subansiri	.109	.587
	West Kameng	.110	.655
	Tawang	.482*	.036
	Lower Subansiri	.930**	.000
	Papumpare	.934**	.000
	East Kameng	.692**	.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Table 7.1 presents the result of the correlation performed between employee professionalism and employee outcome. From the result above it can be interpreted that the null hypothesis is rejected as the correlation is significant at 0.01 level. It can also be seen that there is a positive average relationship ( $r = 0.610$ ,  $p$ -Value = 0.000) between professionalism and employee outcome, indicating that increase in employee professionalism will lead to increase in employee outcome of the Department. On

examining the relationship between the two variables for different districts, it can be seen that an association could be established for four districts (Tawang, Lower Subansiri, Papumpare and East Kameng), however no relationship could be established for two districts (Upper Subansiri and West Kameng). The strongest association between employee professionalism and employee outcome was for Papumpare district ( $r = 0.934$ ,  $p\text{-Value} = 0.000$ ) followed by Lower Subansiri district ( $r = 0.930$ ,  $p\text{-Value} = 0.000$ ). Moderate positive association was established between the two variables for East Kameng district ( $r = 0.692$ ,  $p\text{-Value} = 0.000$ ) and a weak positive association was established for Tawang district ( $r = 0.482$ ,  $p\text{-Value} = 0.036$ ).

To further examine the relationship between these two variables, correlation between the sub-variables of employee professionalism and employee outcome was also performed.

**Table 7.2: Correlation Between Sub-variables of Employee Professionalism and Employee Outcome**

<b>Variables of employee professionalism</b>	<b>District</b>	<b>Pearson Correlation</b>	<b>p-Value</b>
Expertise	Overall Score	.197*	.024
	Upper Subansiri	-.875**	.000
	West Kameng	.221	.364
	Tawang	-.442	.058
	Lower Subansiri	.424	.070
	Papumpare	.839**	.000
	East Kameng	.242	.265
Professional Community Affiliation	Overall Score	.534**	.000
	Upper Subansiri	.327	.096
	West Kameng	-.633**	.004
	Tawang	.343	.151
	Lower Subansiri	.781**	.000
	Papumpare	.882**	.000
	East Kameng	.219	.315

Social Obligation	Overall Score	.571**	.000
	Upper Subansiri	.439*	.022
	West Kameng	.223	.359
	Tawang	.486*	.035
	Lower Subansiri	.916**	.000
	Papumpare	.868**	.000
	East Kameng	.602**	.002
Belief in Self-Regulation	Overall Score	.289**	.001
	Upper Subansiri	.674**	.000
	West Kameng	.092	.709
	Tawang	.233	.337
	Lower Subansiri	.684**	.001
	Papumpare	.187	.383
	East Kameng	.673**	.000
Dedication to Profession	Overall Score	.653**	.000
	Upper Subansiri	.764**	.000
	West Kameng	.215	.376
	Tawang	.942**	.000
	Lower Subansiri	.893**	.000
	Papumpare	.472*	.020
	East Kameng	.690**	.000
Autonomy	Overall Score	.050	.574
	Upper Subansiri	-.875**	.000
	West Kameng	.031	.900
	Tawang	-.743**	.000
	Lower Subansiri	.566**	.012
	Papumpare	.313	.136
	East Kameng	.779**	.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Table 7.2 presents the result of the Pearson Correlation between the sub-variables of employee professionalism and employee outcome. It can be seen that all the sub-

variables are correlated to employee outcome except for autonomy ( $r = .050$ ,  $p$ -Value =  $.574$ ). The sub variable with the strongest correlation with employee outcome is dedication to the profession ( $r = .000$ ,  $p$ -Value =  $.653$ ) followed by social obligation ( $r = .571$ ,  $p$ -Value =  $.000$ ), professional community affiliation ( $r = .534$ ,  $p$ -Value =  $.000$ ), belief in self-regulation ( $r = .289$ ,  $p$ -Value =  $.001$ ) and expertise ( $r = .197$ ,  $p$ -Value =  $.024$ ).

On examining the associations between sub variables of professionalism and employee outcome for the districts it can be seen that for the association between expertise and employee outcome, only Papumpare district ( $r = .839$ ,  $p$ -Value =  $.000$ ) had a positive association between the variables. Negative association was established for Upper Subansiri district ( $r = -.875$ ,  $p$ -Value =  $.000$ ) and no association could be established for rest of the districts. For the association between professional community affiliation and employee outcome, it is found that an association could be established for three districts (Papumpare,  $r = .882$ ,  $p$ -Value =  $.000$ , Lower Subansiri,  $r = .781$ ,  $p$ -Value =  $.000$ , West Kameng,  $r = -.633$ ,  $p$ -Value =  $.004$ ) and no association was found for three other districts. An association between social obligation and employee outcome could be established for all the districts except for West Kameng district ( $r = .223$ ,  $p$ -Value =  $.359$ ). There was a strong association for Lower Subansiri district ( $r = .916$ ,  $p$ -Value =  $.000$ ) and Papumpare district ( $r = .868$ ,  $p$ -Value =  $.000$ ), moderate positive association for East Kameng district ( $r = .602$ ,  $p$ -Value =  $.002$ ) and weak association for Tawang district ( $r = .486$ ,  $p$ -Value =  $.035$ ) and Upper Subansiri district ( $r = .439$ ,  $p$ -Value =  $.022$ ). For three districts an association could be established between belief in self-regulation and employee outcome (Lower Subansiri,  $r = .684$ ,  $p$ -Value =  $.001$ , Upper Subansiri district,  $r = .674$ ,  $p$ -Value =  $.000$ , East Kameng,  $r = .673$ ,  $p$ -Value =  $.000$ ) where no association could be established for the rest. An association between dedication to profession and employee outcome could be established for all the districts except West Kameng district ( $r = .215$ ,  $p$ -Value =  $.376$ ). Out of the other five districts there was a positive strong association between dedication to profession and employee outcome for Tawang district ( $r = .942$ ,  $p$ -Value =  $.000$ ), Lower Subansiri district ( $r = .893$ ,  $p$ -Value =  $.000$ ) and Upper Subansiri district ( $r = .764$ ,  $p$ -Value =  $.000$ ). Moderate association was established for East Kameng district ( $r = .690$ ,  $p$ -Value =  $.000$ ) and a weak positive association was established for Papumpare district ( $r = .472$ ,  $p$ -Value =  $.020$ ). Lastly association between autonomy and employee outcome was also performed. It was found

that positive association could be established for two districts (East Kameng district,  $r = .799$ ,  $p$ -Value = .000, Lower Subansiri district,  $r = .566$ ,  $p$ -Value = .012), negative association was established for two districts (Upper Subansiri district,  $r = -.875$ ,  $p$ -Value = .000, Tawang district,  $r = -.743$ ,  $p$ -Value = .000) and no association was established for the last two districts (Papumpare district,  $r = .313$ ,  $p$ -Value = .136, West Kameng district,  $r = .031$ ,  $p$ -Value = .900).

### **7.3 Employee Professionalism and Public Service Motivation**

A null hypothesis was formulated to find out the relationship between employee professionalism and public service motivation.

**Hypothesis 7<sub>b</sub>** : There is no significant relationship between employee professionalism and public service motivation.

**Table 7.3: Correlation Between Employee Professionalism and Public Service Motivation**

<b>Variables</b>	<b>Districts</b>	<b>Pearson Correlation</b>	<b><i>p</i>- Value</b>
Professionalism and Public Service Motivation	Overall score	.772**	.000
	Upper Subansiri	-.467*	.014
	West Kameng	.460*	.048
	Tawang	.753**	.000
	Lower Subansiri	.848**	.000
	Papumpare	.980**	.000
	East Kameng	.904**	.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Table 7.3 above presents the result of the Pearson Correlation conducted to find out the relation between employee professionalism and public service motivation. It can be seen that the null hypothesis is rejected as the correlation is significant at 0.01 level. It is also evident that there is a positive high correlation between the two variables as the Pearson Correlation score is 0.772. Thus corroborating the earlier study where a positive association exists between the degree of professionalism and level of public service

motivation (Andersen, 2009; Guruswamy, 1984). On further analysing the association between the variables for the districts, it is found that there is a strong positive relation between employee professionalism and PSM for Papumpare district ( $r = .980$ ,  $p$ -Value = .000), East Kameng district ( $r = .904$ ,  $p$ -Value = .000), Lower Subansiri district ( $r = .848$ ,  $p$ -Value = .000) and Tawang district ( $r = .753$ ,  $p$ -Value = .000). Weak positive association was established for West Kameng district ( $r = .460$ ,  $p$ -Value = .000) and a negative association was established for Upper Subansiri district ( $r = -.467$ ,  $p$ -Value = .000). Thus we can interpret that for majority of the districts professionalism can play an important role in increasing the employee outcome.

Correlation was also conducted between sub-variables of employee professionalism and public service motivation to find out which of the sub variables is the most significant for public service motivation.

**Table 7.4: Correlation Between Sub-variables of Employee Professionalism and PSM**

<b>Variables</b>	<b>Pearson Correlation</b>	<b><i>p</i>-Value</b>
Expertise	.416**	.000
Professional Community Affiliation	.653**	.000
Social Obligation	.740**	.000
Belief in Self-Regulation	.353**	.000
Dedication to Profession	.575**	.000
Autonomy	.176*	.044

Table 7.4 presents the result of the correlation between the sub-variables of employee professionalism and public service motivation. It can be interpreted that all the sub-variables have positive relationship with public service motivation. Social obligation ( $r = .740$ ,  $p$ -Value = .000) has high positive relationship with PSM. Sub-variables of employee professionalism with moderate relationship with PSM are professional community affiliation ( $r = .653$ ,  $p$ -Value = .000) and dedication to the profession ( $r = .575$ ,  $p$ -Value = .000). Belief in self-regulation ( $r = .353$ ,  $p$ -Value = .000), expertise ( $r = .416$ ,  $p$ -Value = .000) and autonomy ( $r = .176$ ,  $p$ -Value = .044) have weak relationship with public service motivation.

#### 7.4 Employee Professionalism and Commitment

Relationship was also found out between employee professionalism and commitment using Pearson correlation technique. Thus a null hypothesis was formulated for the purpose:

**Hypothesis 7<sub>c</sub>** : There is no significant relationship between employee professionalism and commitment

**Table 7.5: Correlation Between Employee Professionalism and Commitment**

Variables	Districts	Pearson Correlation	p- Value
Professionalism and Commitment	Overall score	.491**	.000
	Upper Subansiri	.809**	.000
	West Kameng	.522*	.022
	Tawang	.664**	.002
	Lower Subansiri	.715**	.001
	Papumpare	.035	.872
	East Kameng	.575**	.004

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

The Pearson correlation result from table 7.5 above indicated that the correlation is significant at .001 level and thus the null hypothesis is rejected proving that there is a relationship between professionalism and commitment. Since the correlation value is .419, it can be interpreted that there is a positive average relationship between employee professionalism and commitment. Thus increase in professionalism will lead to increase in commitment of the employees, which is in support of earlier studies where high levels of professionalism also reported high levels of organizational commitment (Norris & Niebuhr, 1984; Sejjaaka & Kaawaase, 2014).

On further analysing the association between employee professionalism and commitment for different districts, it is found that except for Papumpare district ( $r = .035$ ,  $p$ -Value = .872) there was a positive association between the two variables for all the districts. High correlation was found for Upper Subansiri district ( $r = .809$ ,  $p$ -Value = .000), Lower Subansiri district ( $r = .715$ ,  $p$ -Value = .001) and Tawang district ( $r = .664$ ,  $p$ -Value =

.002) and a weak positive association was established for East Kameng district ( $r = .575$ ,  $p$ -Value = .004) and West Kameng district ( $r = .522$ ,  $p$ -Value = .022).

Pearson correlation for the sub-variables of employee professionalism and commitment were also performed to find out variations in the relationship between variables.

**Table 7.6: Correlation Between Sub-variables of Employee Professionalism and Commitment**

<b>Variables</b>	<b>Pearson Correlation</b>	<b><i>p</i>-Value</b>
Expertise	.194*	.026
Professional community affiliation	.160	.067
Social Obligation	.350**	.000
Belief in self-regulation	.294**	.001
Dedication to the Profession	.506**	.000
Autonomy	.247**	.004

Result of the correlation between sub-variables of employee professionalism and commitment is presented in the table 7.6 above. It can be seen that all the sub-variables except professional community affiliation ( $r = .160$ ,  $p$ -Value = .067) has a relationship with commitment. However none of the sub-variables were highly associated with commitment. Dedication to the profession ( $r = .506$ ,  $p$ -Value = .000) is moderately associated with commitment (Bartol, 1979). All the other sub variables of employee professionalism have weak relationship with commitment (expertise,  $r = .194$ ,  $p$ -Value = .026, social obligation,  $r = .350$ ,  $p$ -Value = .000, belief in self-regulation,  $r = .294$ ,  $p$ -Value = .001 and autonomy,  $r = .247$ ,  $p$ -Value = .004).

### **7.5 Employee Professionalism and Job Satisfaction**

An effort was also made to find out the relationship between employee professionalism and job satisfaction. Thus a null hypothesis was formulated for the same.

**Hypothesis 7<sub>a</sub>** : There is no relationship between employee professionalism and job satisfaction



**Table 7.7: Correlation Between Employee Professionalism and Job Satisfaction**

Variables	Districts	Pearson Correlation	p- Value
Professionalism and Job Satisfaction	Overall score	.125	.154
	Upper Subansiri	.395*	.041
	West Kameng	-.430	.066
	Tawang	.164	.502
	Lower Subansiri	.913**	.000
	Papumpare	.668**	.000
	East Kameng	-.483*	.019

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Table 7.7 presents the result for Pearson correlation between professionalism and job satisfaction. It can be seen that the result is not significant with  $p$  value being greater than .05 significant level. Thus the null hypothesis cannot be rejected. Hence this study results is support of some of the earlier studies which showed that professionalism does not have significant effect to job satisfaction (Sorensen, 1967; Schroeder & Imdieke 1977; Kalbers & Fogarty, 1995). However correlation between these two variables was performed for different districts. It was found that there is an association between the two variables for Lower Subansiri districts ( $r = .913$ ,  $p$ -Value = .000), Papumpare district ( $r = .668$ ,  $p$ -Value = .000) and Upper Subansiri district ( $r = .395$ ,  $p$ -Value = .041) which is in sync with the findings of Norris and Niebuhr (1984) where they have found that professionalism and job satisfaction are strongly related. A negative association was established for East Kameng district ( $r = -.483$ ,  $p$ -Value = .019) and no association could be established for Tawang district ( $r = .164$ ,  $p$ -Value = .502) and West Kameng district ( $r = .430$ ,  $p$ -Value = .066).

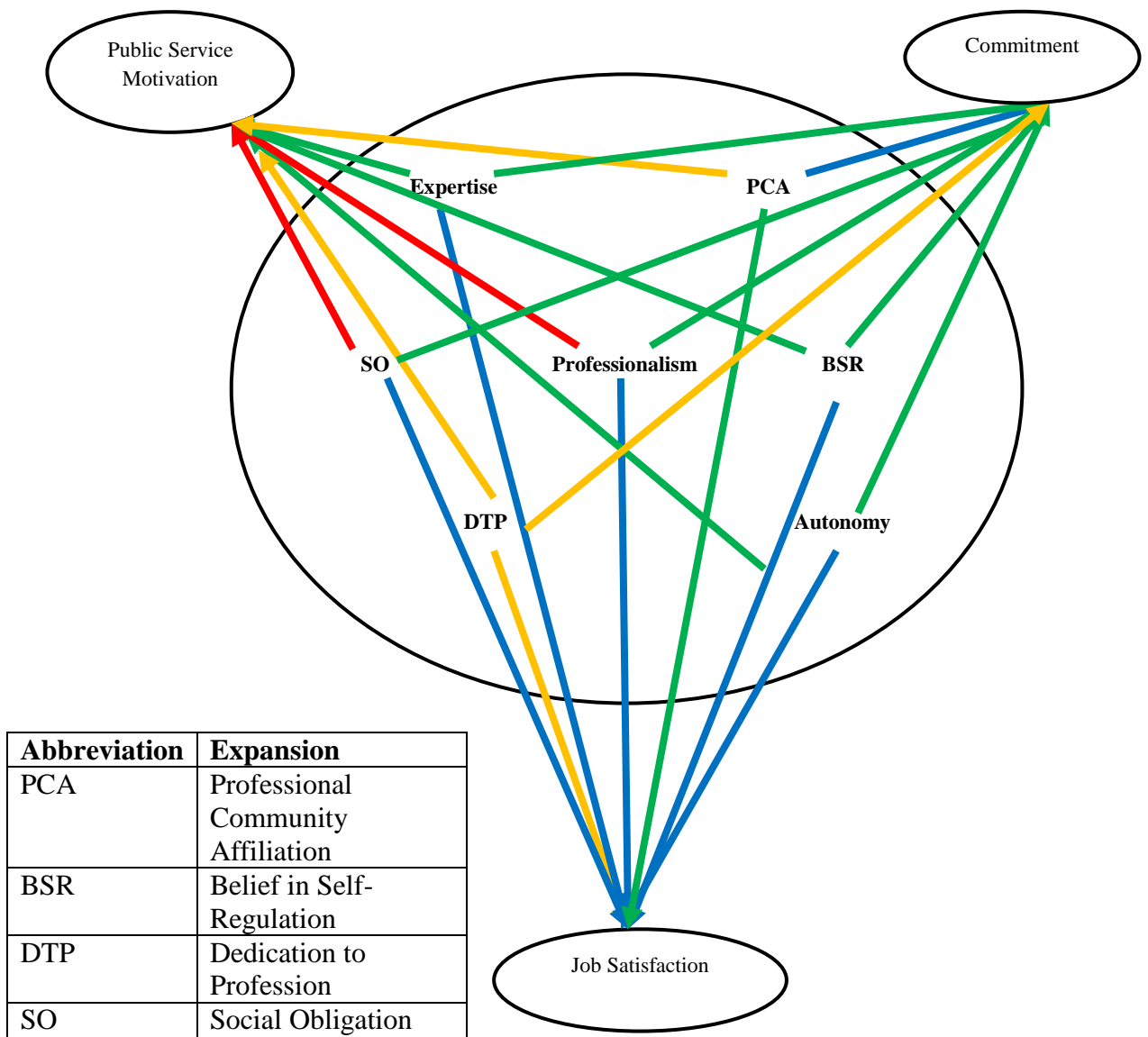
Correlation was also performed between sub-variables of employee professionalism and job satisfaction to check whether any of the sub-variables are associated to job satisfaction.

**Table 7.8: Correlation Between Sub-variables of Employee Professionalism and Job Satisfaction**

<b>Variables</b>	<b>Pearson Correlation</b>	<b><i>p</i>-Value</b>
Expertise	-.097	.271
Professional Community Affiliation	.145	.098
Social Obligation	.128	.144
Belief in Self-Regulation	-.098	.267
Dedication to the Profession	.314**	.000
Autonomy	.022	.806

From table 7.8 it can be interpreted that none of the sub-variables of employee professionalism is associated with job satisfaction except for dedication to the profession. Since the correlation value  $r$  is .314 ( $p$ -Value = .000) for dedication to the profession it is weakly associated with job satisfaction.

An attempt is made to present in a diagrammatic form (figure 7.1) all the associations between the sub-variables of employee professionalism and the sub-variables of employee outcome that were established in this chapter.







Strength of Association (r)		Indicating Colour
+ 0.30	Weak Positive Correlation	
+0.50	Moderate Positive Correlation	
+0.70	Strong Positive Correlation	
No Association		

Figure 7.1: Relationship Between Professionalism and Employee Outcome

The diagram (figure 7.1) presents us with the relationship of the sub variables of employee professionalism and employee which was found through Pearson Correlation. It can be seen that most of the sub variables of employee professionalism have a positive association with the outcome variables. Expertise, belief in self-regulation, social obligation and autonomy are associated with PSM and commitment but not with job satisfaction, implying that with that an increase in these factor would lead to increase in PSM and commitment of the employees. Professional community affiliation was associated only with PSM thus indicating that it does not have any impact on commitment and job satisfaction. Lastly, dedication to profession was found to be associated with all the three outcome variables. It can also be seen that social obligation has the strongest association with PSM ( $r = .740$ ) and the weakest association was between autonomy and PSM ( $r = .176$ ).

## **7.6 Summary of the Chapter**

This chapter presented the relationship between employee professionalism and employee outcome. Relationships for the subcomponents with professionalism were also found out. It could be seen that there is a high positive correlation between professionalism and motivation with a score of 0.772 and an average positive relation with commitment. However no relation could be generated between professionalism and job satisfaction. In case of the correlation for the sub variables of employee professionalism with employee outcome, all the sub-variables were correlated to employee outcome except for autonomy. Correlations were also established between all the sub-variables of professionalism and public service motivation as well as commitment. However in case of sub-variables of professionalism and job satisfaction none of the sub-variables of employee professionalism were associated with job satisfaction except for dedication to the profession, which in support of earlier study like of Rahmawati (1997), where dedication to profession was found to be associated with job satisfaction (as cited in Dali et al., 2013).

Lastly the chapter ended with a diagrammatic presentation of the strength of association found between the sub variables of employee professionalism and the sub variables of employee outcome.