

CHAPTER 8

Findings, Suggestions and Conclusion

8.1 Findings of the Study

A summary of the findings of this study is presented below according to their respective sections.

8.1.1 Employee Professionalism

The overall Professionalism score for the employees of the Department of Rural Development, Government of Arunachal Pradesh is found to be 3.78 which mean that the employees practice only moderate level of Professionalism at their work place.

It is found that majority of the employees believe in social obligation, which indicated that they have the inclination to work mostly for the welfare of the society.

Among all the sub-variables of employee professionalism 'Autonomy' scored lowest, 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.

Out of all the districts considered in this study Tawang scored the highest for employee professionalism followed by Upper Subansiri, West Kameng, Lower Subansiri, Papumpare and East Kameng.

It is a matter of concern that 40 percent of the employees have never undergone any training, out of which 42 percent belong to Group A category of employees and 37 percent to Group B category.

The result of ANOVA reveal 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.

It is also found that there is a significant difference across the 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.

The result of ANOVA also reveals a difference in the opinion of the three groups regarding biasness in the implementation of the schemes.

Majority of the Common People responded that no meetings had been held in their villages in the last twelve months. The Community Representatives had almost equal

respondents for different alternatives viz. 26% responded no meetings held, 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 mentioned that the selection of the beneficiaries is done through community participation which is in contrast to the views of the Common People where only 32% of them agreed to that. As far as Community Representatives are concerned majority of them responded that the selection of beneficiaries is done through community participation.

8.1.2 Employee Outcome

The overall employee outcome score (mean) for the employees of the Department of Rural Development, Government of Arunachal Pradesh is 3.62 indicating that the Department has moderate level of employee outcome.

It is found that the employees have high level of public service motivation but have only moderate level of commitment and job satisfaction.

In the 'Age' category of the demographic variable all the age group scored high on motivation but 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 the highest followed by graduates, masters and lastly the diploma holders.

For the sub variables of employee outcome, the employees with professional course scored highest for all the sub variables of employee outcome, viz motivation, commitment and job satisfaction as compared to the other categories of respondents.

From the score for different groups of employees (Group A and Group B) it is found 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).

Group A employees scored higher (mean score = 3.7) than that of Group B employees (mean score = 3.52) with regards to employee outcome.

Employees whose tenure is less than 5 years in the organization have scored higher in public service motivation (4.27 mean score) as compared to the employees whose tenure is more than 5 years in the department (4.06 mean score).

Employees on deputation have scored higher for job satisfaction (3.59 mean score) as compared to the permanent employees (Job Satisfaction- 3.46 mean score).

On analyzing the employee outcome score for the selected districts it is found that Upper Subansiri district scored the highest for employee outcome among all districts followed by Lower Subansiri district, Tawang district, West Kameng, East Kameng district and lastly Papumpare district.

On trying to find out whether the stakeholders are aware of the various schemes of the Department of Rural Development, Government of Arunachal Pradesh, it is found that 87 percent of the Common People were aware only of MGNREGA followed by IAY (71 %) and lastly it is noticed that 57 percent of the common people were unaware of the scheme IWMP.

With regards to satisfaction with the functioning of the Department of Rural Development, Government of Arunachal Pradesh it is found that 38 percent of the employees provided negative response to the query and 53 percent of them were satisfied with the functioning of the department and 9 percent of them opted for no comments.

8.1.3 Public Service Motivation

Out of all the sub variables of Public Service Motivation, 'dedication to the public interest' scored the highest followed by 'attraction to policy making' and 'compassion'. On the other hand the sub-component self-sacrifice scored the least.

Amongst all the districts considered in the study Upper Subansiri district scored the highest in PSM followed by Lower Subansiri and Tawang. The least was scored by East Kameng district.

Amongst the employees of different tenure, employees who had been in the department for less than five years had scored higher in PSM as compared to the employees who had been in the department for more than five years.

8.1.4 Commitment

Amongst the sub-variables of commitment, affective commitment score the highest followed by normative commitment and finally continuous commitment.

Out of all the districts considered in the study West Kameng district scored the highest in commitment followed by Upper Subansiri and Tawang district, Lower Subansiri, East Kameng and lastly Papumpare district.

The district which has the highest level of affective commitment is Upper Subansiri district followed by Tawang district.

8.1.5 Job Satisfaction

Out of all the sub variables of job satisfaction, 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.

Amongst all the districts considered in this study, Upper Subansiri district (3.72 mean score) scored the highest for job Satisfaction and the district with the least job satisfaction was West Kameng district (3.33 mean score).

While comparing the employees according to their rank, it is found 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, Government of Arunachal Pradesh.

8.1.6 Relationship Between Professionalism and Employee Outcome

From Pearson Correlation it is found that there is a positive average relationship ($r = 0.610$) between Professionalism and Employee Outcome.

It is also found that all the sub-variables of professionalism are correlated to employee outcome except for Autonomy ($r = .050$, p -Value = .574).

On analyzing the relationship between employee professionalism and the sub variables of employee outcome, it is found that there is a positive high correlation between employee professionalism and public service motivation as the Pearson Correlation score is 0.772.

For employee professionalism and commitment also a positive relationship was established, since the correlation value is 0.419, thus there is a positive average relationship between employee professionalism and commitment. For employee professionalism and job satisfaction no relationship could be established as the p value is found to be greater than .05 significant level.

8.1.7 Findings through Observation

- i. The Department of Rural Development, Government of Arunachal Pradesh follows a poor record keeping system. It was observed that the documents were stacked in a haphazard manner and that it was difficult for the employees to retrieve the documents when required. Also, negligible electronic record keeping system was practiced.
- ii. It was also observed that the infrastructure, in terms of offices in some Blocks of the districts were in deplorable condition which is not conducive for office activities.
- iii. It was also observed that some of the employees were not present at their places of posting especially East Kameng district.

8.1.8 Findings According to the Performance of Districts

Figure 8.1 presents the summary of findings of the employee professionalism score and the employee outcome score according to the performance of districts (from secondary data). It is clear from the figure that the better performing districts have scored higher for both variables i.e. employee professionalism and employee outcome as compared to the low performing districts. Thus we can say that the higher performing districts practice higher professionalism at their work place and also have better employee outcome as compared to the low performing districts.

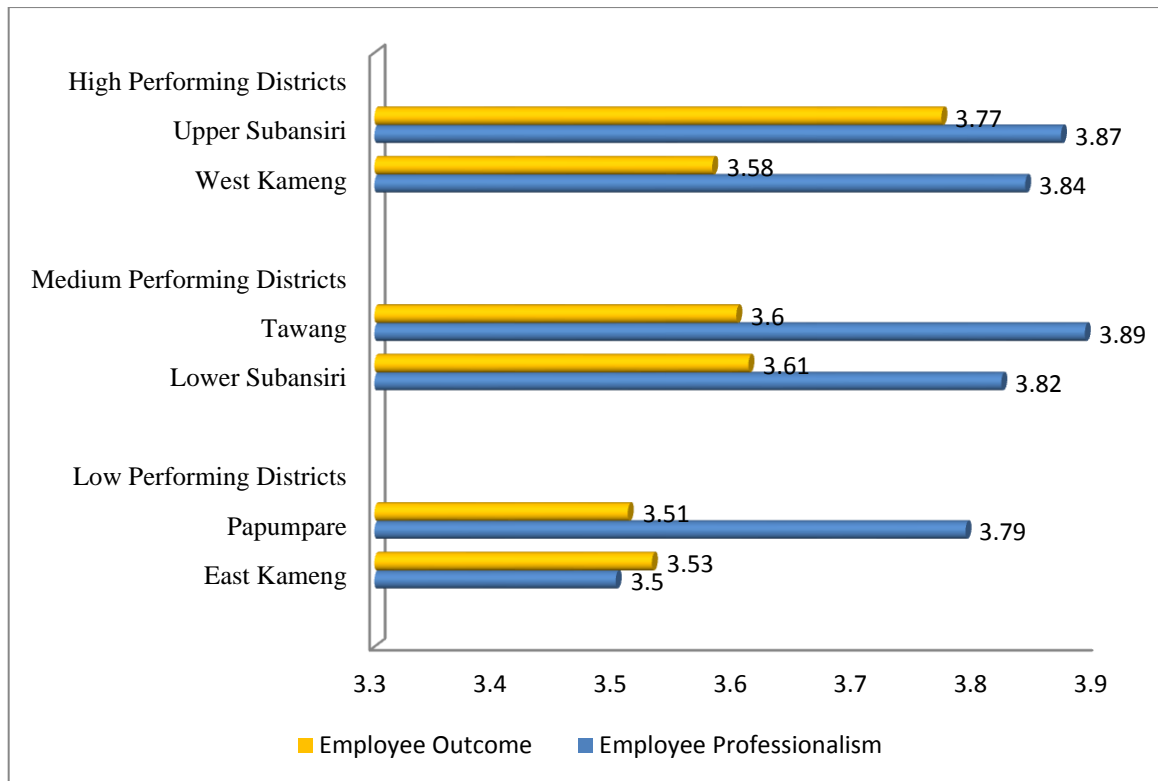


Figure 8.1: Summary of the Findings According to the Performance of the Districts

8.2 Suggestions

The major suggestion was put forward through the framework (figure 8.2) drawn from the study. However the researcher would like to add few more pertinent suggestions for the Department.

8.2.1 For the Stakeholders

For the Department of Rural Development, Government of Arunachal Pradesh

First of all, we have seen that the Department of Rural Development, GoAP, scored only medium level of professionalism and one of the factors leading to that seems to be less autonomy of the employees at their work. As autonomy scored the lowest (Section 5.2) amongst all the sub-variables of employee outcome, providing enough freedom to the employees in carrying out their job would enhance professionalism in the Department. It means that the employees should have the liberty to make their own decision regarding their work at their level and the intervention of any third party should be minimized.

Thus when the employees will own the responsibility, they will have greater ownership of the work and thus they will work hard to achieve their goal.

It was also found that a considerable 40 percentage of the employees had never undergone any training and even if they did, the trainings were mainly focused on the schemes or the technical aspects of the Department. Thus providing regular training on the behavioural aspect of the employees (such as the work culture training provided in 2007 and the training on capacity building in 2001) will lead to the understanding of their roles and responsibilities in the Department and thus add to the increase in their level of professionalism.

Keeping in tune with training, the Department may also consider establishing Training institutes even at district level for People Representatives and the rural youths.

It is found that the employees have high level of public service motivation but have only moderate level of commitment and job satisfaction. From observation and interactions it was found that there is high irregularity in the payment of the DRDA staffs (Section 6.7.2), which curtails them from performing at an optimal level on their job, especially the employees who are present in the far flung areas for whom it becomes extremely difficult to make the two ends meet. Thus this might be one of the reasons which lead to moderate commitment and job satisfaction and hence it would be very encouraging if the salary of the employees is paid on regular basis so that they can render their service to the society selflessly.

Another reason that might be hampering the commitment and job satisfaction of the employees may be poor infrastructure. From observation it was found that the infrastructure, mainly in terms of offices, is in poor condition especially of East Kameng district. Thus a better working premise for the employees can play a great role in enhancing better employee outcome.

Activities like regular feedbacks (either positive or negative) from colleagues and supervisor can be introduced in the Department as it can help to critic one's performance and thus help in enhancing their work. Thus these simple steps can play a huge role in

enhancing the motivation and commitment of the employees for better service delivery to the society.

Another step that can be taken up by the Department to enhance employee outcome is, to acknowledge the contribution and accomplishments of employees. This can help in boosting the morale of employees in their work place. On the other hand, some form of reward system can also be introduced in the Department, like the 'Employee of the Month award' for better employee outcome.

Outcome of the employees can also be enhanced if there is a better coordination (a) between Officials and the stakeholders, (b) within the Department and (c) between the Department and the Central government. If there is better communication amongst all parties involved regarding the vision, mission and goals of the organization, it will automatically make the employees believe that they are a crucial of the organization. Thus this will lead to motivated and committed employees in the Department.

Proper performance evaluation method can be introduced for the employees by the Department as it is an instrument to promote and strengthen professionalism in the public service. Moreover, effective performance management system helps to combat corruption and curb other unethical practices if there is any which can lead to better employee outcome.

In this era of internet, proper e-governance is a must for any organization especially for a public service organization. Thus Department of Rural Development, Government of Arunachal Pradesh can work towards better e-governance by regularly updating their activities to their website. Proper use of ICT (Information and Communication Technology) can help in planning and monitoring of the programs by providing access to the data base whenever necessary and to whomever the information might be required. Thus this can bring in transparency by helping people in accessing the information and knowledge (what is going on in the department). For example, the proper use of ICT in Gujarat milk production, showed the many benefits to the Co-operative Societies like lesser employees, availability of daily data base which helps in determining the profit instantly, helps in forecasting the milk collection etc which helped them in better

functioning of the Co-operative Society (IT application in milk collection society, Bhatnagar, 2000).

The Department could also consider Proper Record Keeping system, as it is importance for transparency and accountability, particularly in relation to computerization and the creation of electronic records.

It was found from secondary sources that all the schemes of the Department of Rural Development, Government of Arunachal Pradesh are sponsored by Central Government as the Government of Arunachal Pradesh so far does not have any state sponsored scheme of its own for poverty alleviation (Annual Report, 2013-2014). Thus if the Department comes up with its own schemes it would be of immense help as it would address the needs of rural development in the State according to its requirement.

For the Employees of Department of Rural Development, Government of Arunachal Pradesh

The employees can play a pro-active role at their job regarding submission and maintenance of official paper works (Specially Group B employees). Non-submission of regular and timely reports (Annual Progress Report, Quarterly Progress Report) from the BDOs, makes it difficult for further submission to the Government which in turn leads to delay in the release of funds from the Central Government.

From observation and interaction with the common people, it is revealed that most of the employees were not present at their place of postings. Thus, it is highly recommended that the employees stay at their place of posting and render their service to the society dedicatedly. In order to check absenteeism of employees, the Department can go for installation of biometric authentication attendance system in the office and for the places where there is no electricity the employees can report to the ADC (Additional Deputy Commissioner) office on a regular basis.

Better relation with the public need to be inculcated, as most of the people were found to be not satisfied with the functioning of the Department. This can done by conducting regular meetings at village level and making them aware about the Department and the

work they are doing for the betterment of the society. Such activity will help in better understanding between the staff and public who can then work together for the development of that area. For example in the Wasteland Development Project in Ajmer District of Rajasthan, the community participation has been the key to the success of this project. Throughout the implementation of the project it was ensured that the people's enthusiasm and interest does not fade away and the project functionaries were a distant spectator from the beginning of the project, only providing the technical inputs while the design, execution and management was left to the public. This system has provided people with an opportunity of learning the way to manage the scheme. Thus this project has truly been the project of the people, for the people and managed by the people (Sharing Best Practices in Rural Development, n.d.).

For the Community Representatives

Since it was found that a considerable percentage of the Common People were not aware of the procedure of selection of beneficiaries (Section 5.8.6), the People's Representatives could emphasis more towards people's participation in the implementation process in their area, which would also help in making the public aware of the Department and their schemes.

An appropriate set up of administrative mechanism at Gram Panchayat level is required to enrich their participation and role in rural development.

Besides this, they can also encourage the public not to depend on government fully for all the development activities at their area. Thus they can come up with more programmes like the 'My Village, My Development Plan'.

Also, proper use of the schemes like MP/MLA LAD by the Community Representatives can go a long way in bringing development to their respective area.

For the Common People

Though the Government is willing to provide the best to the society, the common people should not depend on the government entirely for all the minute activities of their respective area. They can take up various initiatives by themselves and come up with

viable solutions wherever applicable for their basic requirements. They can do this by forming Self-Help groups within themselves and carry out developmental activities in their areas according to their capability.

However the public can seek help from the Department for technical support in the functioning of their Self Help Groups, like providing training to the public according to their necessity and skill. For example, the field staff of District Rural Development Agency, Patiala visited two villages and suggested the group members about the scheme of Self Help Group under SGSY scheme. The group was formed comprising of 10 members of women belonging to the scheduled caste category. The group was provided training under handlooms scheme and sewing/knitting and embroidery scheme, the group members started the work and are earning a profit every month after paying the bank installments.

However one of the most vital recommendations with regards to the Common People would be that they should cooperate with the Department and take initiative in doing something good for the society. The villagers can opt for social audit as it is a powerful participatory tool for social accountability in the delivery of development activities. For example

In Sikkim, social audits in MGNREGS were started from 2008 and since then Rural Management and Development Department (RM & DD) has taken proactive and visionary measures to strengthen the working practices and the implementation of social audits. In the last three financial years (2013-2014, 2014-2015, 2015-2016), the RM & DD has successfully conducted social audits in all 176 GP's. During this period, the percentage of funds misappropriated has significantly decreased from 1.74 % in 2013 to 0.40% in 2015 in a span of just two years. The basic objective of Social Audit in MGNREGS is to reveal cases of mal-administration and corruption and make implementing agencies at various levels accountable for such actions. It is also a supplementary tool to transfer the authority of a check and balance system in the hands of the common people, and make them aware of their legal rights and entitlements as per the provisions of the Act (MGNREGA) (Rural Management and Development Department, Government of Sikkim, 2016)

8.2.2 Suggestive Framework

Keeping in mind all the findings and the suggestions proposed above, a suggestive framework has been formulated.

Figure 8.2 presents the suggestive framework which involves four components viz. professionalism, employee outcome, grassroots activities and human resource activities. The framework suggests that employee professionalism and administrative activities will simultaneously lead to better employee outcome and improved grassroots activities which will in turn lead to better service delivery. Components of Employee Professionalism are Expertise, Professional Community Affiliation (PCA), Social Obligation, Belief in Self-Regulation (BSR), Dedication to Profession (DTP), Autonomy and Training. When all the components of professionalism are taken care of, it will result in better employee outcome which consists of public service motivation, commitment and job satisfaction. Professionalism would also play a vital role in improving the grassroots activities that consists of factors like encouraging people's participation, creating awareness to the general mass about the plans and programmes of the government, conducting regular meeting at village level, regular monitoring of the schemes being implemented and also enlightening the People's Representatives about their roles and responsibilities regularly. Besides professionalism, administrative activities like better record keeping system, better e-governance activities, initiating a performance management system, remuneration activities, inculcating a sincere culture, better coordination between Officials and general mass within the Department and with the Central Government will also lead to better employee outcome and better grassroots activities. Thus all these culminate into one objective that is to provide better service to the society. Thus professionalism plays a very important catalytic role in the overall system of service delivery.

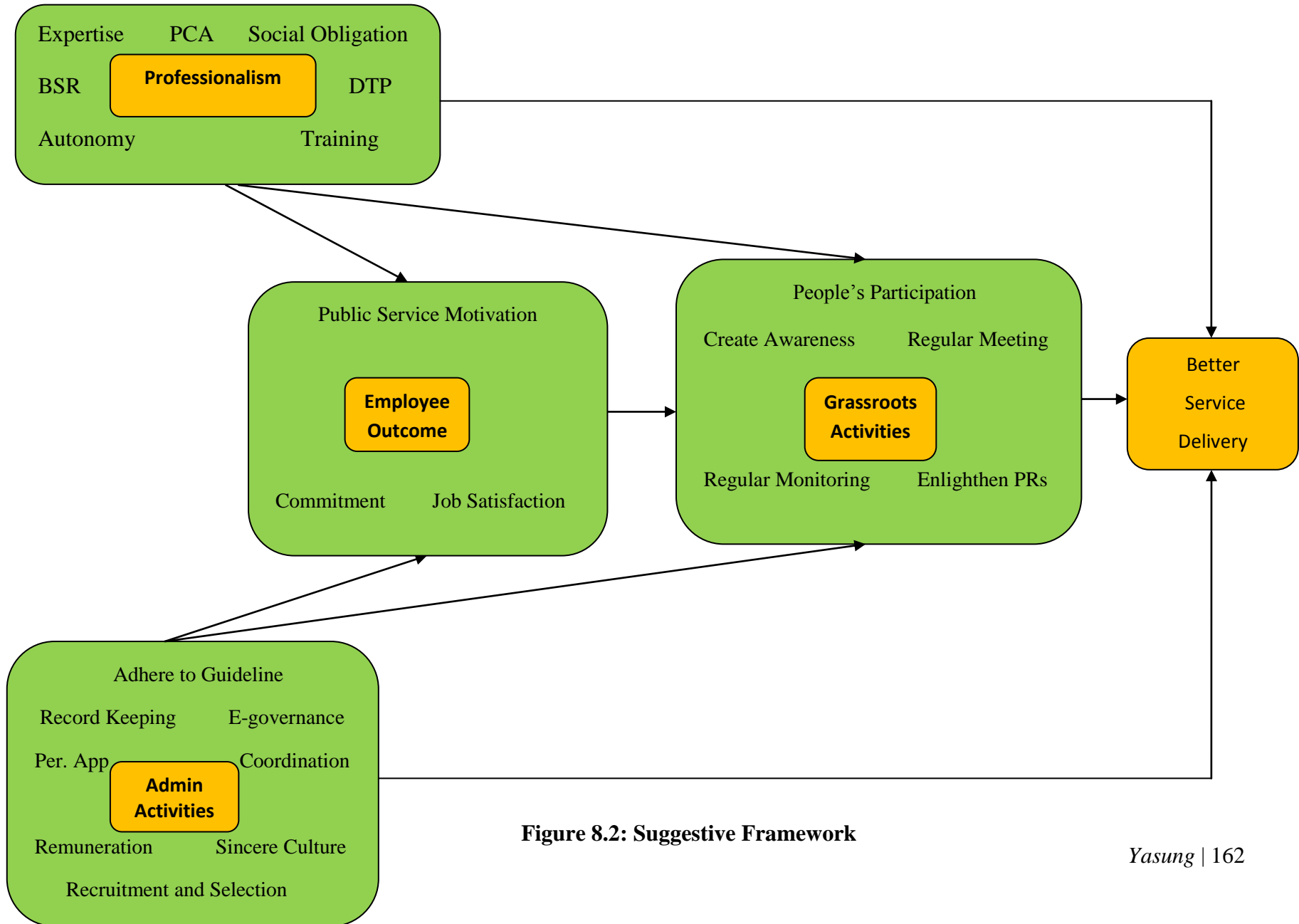


Figure 8.2: Suggestive Framework

8.3 Conclusion

Employee professionalism is regarded as one of the most important entity for an organisation because a well performing public service is based on its professionalism (Yi-Armstrong, 2000). Initiatives to promote professionalism can begin simply with the existence of sound public management systems and practices. Thus the primary aim of this study was to find out the level of professionalism in the Department of Rural Development, GoAP. Further, the study tried to determine the association between professionalism and the employee outcome for the Department. It was found that there is only a moderate level of professionalism and employee outcome. It was also found that the employee professionalism score and the employee outcome scores were better for the better performing districts as compared to the low performing districts. Besides these, a positive relation could be established between these two variables in this study. Thus implying that, practice of professionalism in the Department has a relation with employee outcome which may ultimately lead to better service delivery to the public. Besides professionalism factors like infrastructure, salary and locomotive services play a very important role for the employees to perform efficiently. Thus, problems like poor remuneration, lack of training, lack of funds etc should be properly checked to combat unethical practice and also to improve the commitment of employees towards better service delivery to the society.

It is also very vital to seek people's participation in the implementation process of various schemes as it can make the people aware of the same and can provide feedback on areas of improvement, regarding planning, implementation of programmes besides monitoring the services provided by the government. It is not only the Rural Development Department which has to be responsible towards this end but the society as a whole has to co-operate with the government and perform their part of responsibility. Therefore a collective effort towards this end is required for optimum benefit of grass-root people. Thus, professionalism of the employees will ensure that officials act confidently, rendering efficient, effective and accountable public service

8.4 Contribution to the Body of Knowledge

This study is the first of its kind in the State, as there is no study on employee professionalism and employee outcome in a public service organisation (Department) and that too in a remote underdeveloped region of the country like Arunachal Pradesh. Most of the studies on professionalism had concentrated on the professionalization of the organization whereas this study is inclined towards the professionalism of the employees, and how it

influences the employee outcome of the organization. Also a relationship between professionalism and employee outcome had been established, that had not been touched upon earlier. In addition to that the study tried to compare the responses of the respondents who were divided into three categories (Officials, Community Representatives and the Common People). It helped in highlighting whether there is any difference in the opinion of the respondents regarding various factors linked to professionalism of the employees concerning the Department of Rural Development, Government of Arunachal Pradesh. The study also provides a suggestive framework which can be used by the Department of Rural Development and also by other service delivery Departments in rural setting to improve their delivery of services to the public and the society as a whole.

8.5 Scope for Further Research

The present study tried to find an association between employee professionalism and employee outcome, where the outcome variables considered were Public Service Motivation, Commitment and Job Satisfaction for the Department of Rural Development, Government of Arunachal Pradesh. Thus the future research could replicate the current study in different public service organizations and other similar regions. Further, the researchers may also incorporate other relevant employee outcome variables such as Organizational Citizenship Behaviour, turnover etc. and try to find an association with employee professionalism.