

**RANKING OF DISTRICTS ACCORDING TO THEIR PERFORMANCE IN APREGA AND IAY DURING THE
YEAR 2012-2013 UPTO THE MONTH OF MARCH 2013**

Name of the State: Arunachal Pradesh

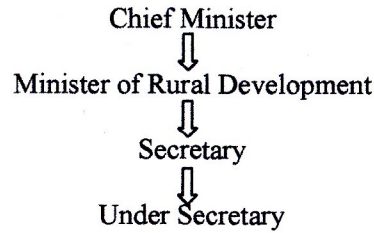
Sl no	District	Performance of APREGA	Marks Allotted	Performance of IAY (%)	Marks Allotted	Total Marks	Final Rank
1	Tawang	254	10	110	9	19	5
2	West Kameng	324	13	167	15	28	2
3	East Kameng	145	6	55	4	10	11
4	Upper Subansiri	357	14	191	16	30	1
5	Lower Subansiri	136	5	146	13	18	6
6	Kurung Kumey	208	8	65	5	13	8
7	Papum Pare	228	9	49	3	12	9
8	West Siang	399	15	83	6	21	4
9	East Siang	305	12	107	7	19	5
10	Upper Siang	72	3	109	8	11	10
11	Dibang Valley	64	1	5	1	2	13
12	L/Dibang Valley	66	2	8	2	4	12
13	Changlang	416	16	138	12	28	2
14	Lohit	80	4	116	10	14	7
15	Tirap	265	11	137	11	22	3
16	Anjaw	146	7	162	14	21	4

Sl no	Order	District
1	1	Upper Subansiri
2	2	Changlang
3	2	West Kameng
4	3	Tirap
5	4	Anjaw
6	4	West Siang
7	5	Tawang
8	5	East Siang
9	6	Lower Subansiri
10	7	Lohit
11	8	Kurung Kumey
12	9	Papum Pare
13	10	Upper Siang
14	11	East Kameng
15	12	L/Dibang Valley
16	13	Dibang Valley

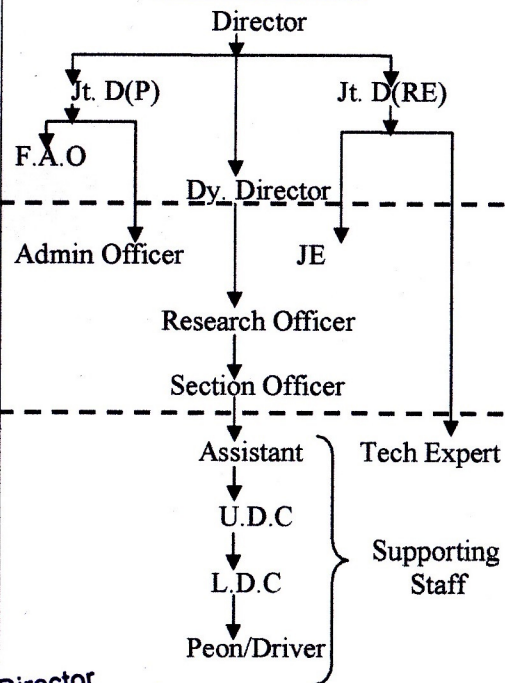

Joint Director
 Dte. of Rural Development
 Govt. of Arunachal Pradesh
 Itanagar.

**Organizational Structure
Department of Rural Development, Arunachal Pradesh**

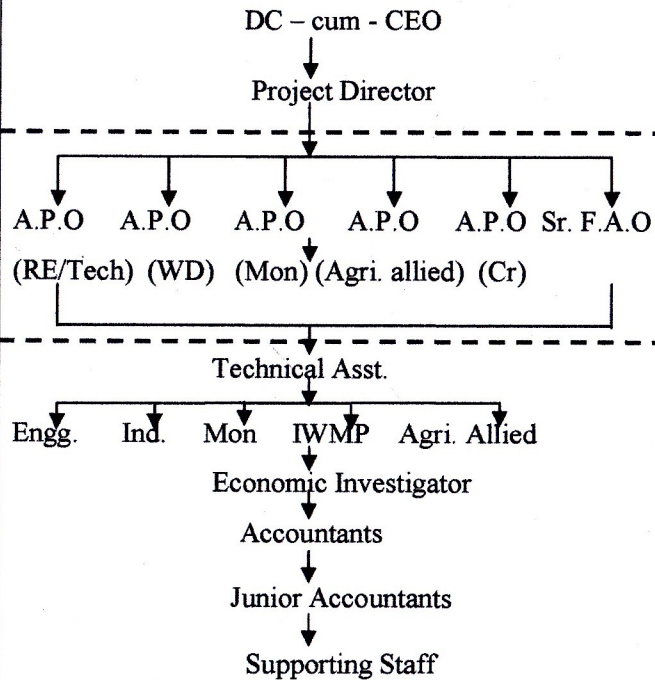
Ministry Level



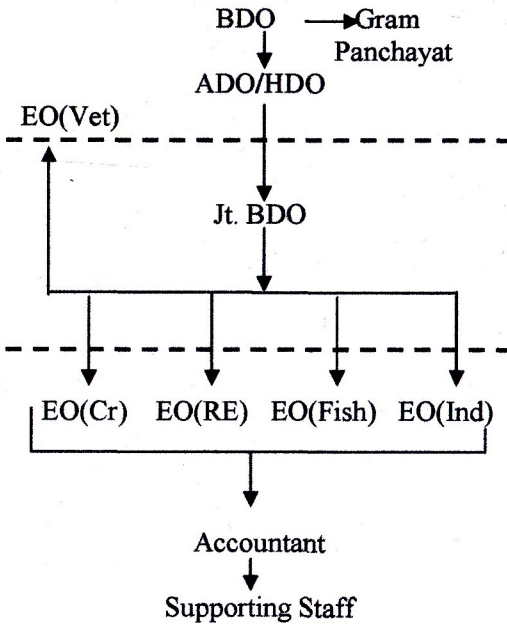
Directorate Level



**District Level
DRDA(Autonomous Body)**



**Block Level/ Community Development
Block**



Group

A

B

C

[Signature]
Joint Director
Dte. of Rural Development
Govt. of Arunachal Pradesh
Itanagar.

**GOVERNMENT OF ARUNACHAL PRADESH
DEPARTMENT OF RURAL DEVELOPMENT**

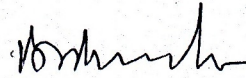
NOTIFICATION

Dated Itanagar, the 1st March, 2014

No.CD-292/2012(E) :: In supersession of earlier Government order No. CD-71/2007(E) dtd.15-12-2007, the Governor of Arunachal Pradesh is pleased to earmark Community Development Blocks of Arunachal Pradesh for the Block Development Officers (BDOs) of Rural Development Department against the sanctioned posts and Circle Officers [Arunachal Pradesh Civil Services(Entry Grade)] as below:-

District		Blocks earmarked BDOs of RD Deptt.		Blocks earmarked for Circle Officers	
1		2		3	
1	Tawang	1	Tawang	1	Mukto-Bongkhar
		2	Lumla	2	Kitpi
		3	Jang-Thingbu	3	Zemithang-Dudungkhar
2	West Kameng	4	Dirang	4	Nafra
		5	Thrizino	5	Singchung
		6	Kalaktang		
3	East Kameng	7	Seppa	6	Bana
		8	Bameng	7	Pipu
		9	Chayang-Tajo	8	Seijosa
		10	Pakke-Kessang	9	Khenewa
4	Papum Pare	11	Doimukh	10	Mengio
		12	Sagalee	11	Balijan
				12	Kimin
				13	Borum
5	Lower Subansiri	13	Ziro-I	14	Pistana
		14	Ziro-II(Yachuli)	15	Hong-Hari
		15	Tamen-Raga		
6	Kurung Kumey	16	Palin	16	Sangram
		17	Chambang	17	Sarli
		18	Nyapin	18	Pipsorang
		19	Damin (Huri)	19	Parsi Parlo
		20	Koloriang	20	Yangte
		21	Tali	21	Gangte
7	Upper Subansiri	22	Daporijo	22	Siyum
		23	Giba	23	Baririjo
		24	Dumporijo	24	Puchi Geku
		25	Taliha	25	Lime King
		26	Nacho	26	Chetam
				27	Payeng

04. This issues with the approval of the Cabinet conveyed vide No. CAB/M-01/2014/317 dated 21st February, 2014.

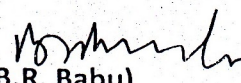

(B.R. Babu)
Secretary (RD)
Govt. of Arunachal Pradesh
Itanagar.

Memo. CD-292/2012(E)

Dated Itanagar, the 1st March, 2014

Copy to:-

1. PPS to Chief Minister, Govt. of Arunachal Pradesh, Itanagar.
2. PS to Minister (RD, PR & Power), Govt. of Arunachal Pradesh, Itanagar.
3. PS to all Minister, Arunachal Pradesh, Itanagar.
4. PS to Chief Secretary, Govt. of Arunachal Pradesh, Itanagar
5. The Commissioner (Personnel), Govt. of Arunachal Pradesh, Itanagar for information and necessary action. A copy of the transfer and posting order of the Circle Officers to the Blocks earmarked for them may be endorsed to Rural Development Department for needful action.
6. All Secretaries, Govt. of Arunachal Pradesh, Itanagar.
7. The Joint Secretary (Personnel), Govt. of Arunachal Pradesh, Itanagar for information and necessary action.
8. All Heads Department, Govt. of Arunachal Pradesh, Itanagar.
9. All Deputy Commissioner, Arunachal Pradesh.
10. All Project Directors, DRDAs, Arunachal Pradesh.
11. All Block Development Officers, Arunachal Pradesh.
12. The Director (IPR) (Printing), Govt. of Arunachal Pradesh, Naharlagun for information with 5(five) copies of Notification for publication in the next Gazette.
13. Office copy.


(B.R. Babu)
Secretary (RD)
Govt. of Arunachal Pradesh
Itanagar.

Questionnaire

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I would like to thank you at the outset for taking out time from your busy schedule to fill up this questionnaire. My name is Millo Yasung, I am a research scholar from Tezpur University pursuing Ph.D on the topic, "Professionalism and Employee Outcome: A Study of the Department of Rural Development, Government of Arunachal Pradesh". It may take 15-20 minutes to fill up this questionnaire.

Please tick (✓) the appropriate option.

Demographic Variables:

1. Gender- (a) male (b) female
2. Age- (a) 20 - 30 (b) 30 – 40 (c) 40 – 50 (d) 50 -60
3. Qualification:- (a) Graduate (Specify).....
 (b) Masters Degree (Specify).....
 (c) Diploma (Specify).....
 (d) Professional course (Specify).....
 (e) Any other.....
4. Type of appointment:- (a)Deputation (b) permanent
5. Employment status (a) part time (b) full time
6. Group (a) Group A (b) Group B
7. Length of service
 - (i) In the public sector (a) less than five years (b) five or more years
 - (ii) In Rural Development Department Arunachal Pradesh
 - (a) less than five years;(b) five or more years

Please tick (✓) your level of agreement with the following statements using the scale:

1: Strongly disagree 2: Disagree 3: Neither agree/disagree 4: Agree 5: Strongly agree

Statements	Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
I possess a lot of expertise about my work					
My job requires a high level of specialised expertise					
I feel I am very skilled at my job					
I have a lot of experience					
I use my expert judgment a lot at work					
I feel my colleagues acknowledge my expertise					
I keep myself updated about my profession by reading journals and other professional publications					
I regularly attend and participate in meetings of the Rural Development					
I often engage in interchange of ideas with my colleagues and supervisor					
I think that my profession, more than any other, is essential for society					
I believe that it is our duty to work for the welfare of society					
Doing Public service gives me immense pleasure					

Employees of the Rural Development Department who violate professional standards should be judged by their professional colleagues.

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

My fellow professionals have a pretty good idea about each other's competence.

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

We really have no way of judging each other's competence.

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

I am satisfied when I see the dedication of my fellow employees

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

I am dedicated to my job

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

It is difficult to be enthusiastic about the kind of work I do

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

I am disappointed that I ever joined this job

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

I would carry on my work even if I am paid less

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

People who work here generally have a lot of freedom

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

I make my own decisions regarding what is to be done in my work

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

I feel I am totally measured by outputs

Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

Statements	Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
I am interested in making public programs that are beneficial for my country or the community I belong to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sharing my views on public policies with others is attractive to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seeing people get benefits from the public program I have been deeply involved in brings me a great deal of satisfaction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I consider public service my civic duty.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meaningful public service is very important to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would prefer seeing public officials do what is best for the whole community even if it harmed my Interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is difficult for me to control my feelings when I see people in distress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am often reminded by daily events how dependent we are on one another.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel sympathetic to the difficulty of the underprivileged.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To me, patriotism includes seeing to the welfare of others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serving other citizens would give me a good feeling even if no one paid me for it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making a difference in society means more to me than personal achievements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am prepared to make enormous sacrifices for the good of society.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe in putting duty before self.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I really feel as if this organization's problems are my own				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
I do not feel a strong sense of belongingness to my organization(R)				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
I do not feel emotionally attached to this organization				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
I do not feel like part of family at my organization				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
This organization has a great deal of personal meaning for me				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
I feel that I have too few options to consider leaving this organization				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
One of the few consequences of leaving this organization would be the scarcity of available alternatives				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
For me personally, the costs of leaving this organization would be far greater than the benefit				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
I would not leave this organization because of what I would stand to lose				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
If I decide to leave this organization, too much of my life would be disrupted				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
I do not feel any obligation to remain with my current employer				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
Even if it were to my advantage, I do not feel it would be right to leave my organization now				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
I would not feel guilty if I left this organization now				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization now				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
I would violate a trust if I quit my job with this organization now				
Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree

Statements	Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
My present job fascinate me					
My present job is Pleasant					
I can see results from my present job					
It is tough to sustain with my salary					
I am underpaid for my job					
I am comfortable with my salary					
There is regular opportunity for promotions					
Promotion is based on ability					
Opportunities for promotion is somewhat limited					
The officers knows their job well					
We do not receive enough support from the officers					
We have a cordial relationship with the officers					
My colleagues are supportive					
My colleagues are unpleasant					
My colleagues are smart					
Overall my job is satisfying					
Overall my job is worse than most of other jobs					
Overall my job is better than most jobs					

Training

Have you undergone any training organized by your Organization? 1) Yes 2) No

Mention the name of the trainings undergone by you	Name	Year	Topic
Are you satisfied with the outcome of the training?	(1) Yes (2) No (3) Never attended any training		
Was your training requirements enquired?	(1) Yes (2) No		

Kindly tick/mark (✓) the schemes of the Rural Development Department which you are aware of.

- 1) MGNREGA 2) IAY 3) IWMP 4) Not Aware

Please indicate (✓) your level of agreement with the following statements using the scale:

1: Strongly disagree 2: Disagree 3: Neither agree/disagree 4: Agree 5: Strongly agree

Statements	Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
The Rural Development Officials visit the village regularly					
Sometimes additional favours are provided to the Officials to fulfill their duties					
In my opinion there are some biasness in the implementation of the schemes					
Regular monitoring of the implemented schemes is carried out					

How many meetings have been held in villages in the past 12 months with regards to Rural Development Department?

- a) Nil b) 1-2 c) 3-4 d) 5 or More

What is the procedure for selection of beneficiaries for various rural development Schemes?

.....
.....
.....
.....

Are you satisfied with the way your organization is functioning? Why or Why not?

- 1) Yes 2) No

Reason.....
.....
.....

Provide some suggestions for the better functioning of the Rural Development Department.

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.....
.....
.....
.....

.....Thank you for your valuable time.....

Schedule for People’s Representatives

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Kindly tick/mark (✓) the schemes of the Rural Development Department which you are aware of.

- 1) MGNREGA 2) IAY 3) IWMP 4) Not Aware

Mention the schemes being implemented presently at your village

.....

.....

.....

How do you make the villagers aware of the various developmental schemes?

.....

.....

.....

Please indicate (✓) your level of agreement with the following statements using the scale:

1: Strongly disagree 2: Disagree 3: Neither agree/disagree 4: Agree 5: Strongly agree

Statements	Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree
The Rural Development Officials visit the village regularly					
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How many meetings have been held in villages in the past 12 months with regards to Rural Development Department?

- a) Nil b) 1-2 c) 3-4 d) 5 or More

What is the procedure for selection of beneficiaries for various rural development Schemes?

.....

.....

.....

.....

Are you satisfied with the way Rural Development Department is functioning? Why or Why not?

- 1) Yes
- 2) No

Reason.....
.....
.....

Provide some suggestions on how the department can be improved

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.....
.....
.....

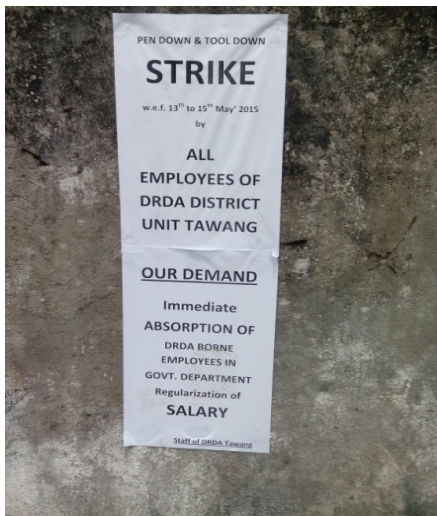
.....Thanks You.....

Focus Group Discussion

1. Mention the schemes of the rural development which you are aware of.
2. How did you come to know about the schemes?
3. Mention the schemes being implemented presently at your village
4. What are the reasons of Unawareness of the schemes?
5. How is the selection of the beneficiaries done?
6. What role has the Panchayat to play in the implementation of the schemes?
7. Does the Rural Development Officials visit the village regularly?
8. Do you provide some additional favours to the Officials to fulfill their duties?
9. How many meetings have been held in the past 12 months with the officials of the rural development?
10. Is there a regular monitoring of the schemes being implemented in your area?
11. How will you describe the nature of the officials during interaction or during visits to the department?
12. Do you find any fraud in the implementation of the schemes?
13. According to you, are the Officials performing their duty efficiently and effectively?
14. Are you satisfied with the functioning of the DRDAP?
15. Provide some suggestions on how the department can be improved

Few Memories from Field Survey

Visit to Office



Visit to Village





With Mr. Tapak Dagam, ASM,
Upper Subansiri



With Ms. Choikyong Pema, ASM,
Jang

LIST OF PUBLICATIONS

PUBLICATIONS (Chronological Sequence):

- Baruah, P., & Yasung, M. (2014). Factor Affecting Development – a Study in a State of North Eastern India. *Economic Insights – Trends and Challenges*, 3(66), 1-10.
- Yasung, M. (2014). Problem and Prospects in the Implementation of the Govt. Schemes for Rural Development in Arunachal Pradesh – A Study in Papumpare District. In D. Das, & A. Bhuyan (Eds.), *Proceedings of the UGC- SAP(DRS-I) National Seminar on Managing Rural Development in North East India: Perspectives, Policies and Experience*, at Department of Business Administration, Tezpur university, Assam, India, 07-08 November (pp. 62-70). Global Publishing House India.
- Yasung, M., & Baruah, P. (2016). Professionalism and Employee Outcome – A Study in a State of Northeast India, *International Journal of Applied Management Research*, 3(1), 92-109.
- Yasung, M., & Baruah, P. (2017). Professionalism and Employee Outcome – A Comparative Analysis of Three Districts in Arunachal Pradesh. *IBMRD's Journal of Management and Research*, 6(1), 1-8.
- Yasung, M., & Baruah, P. (2017). Analysis of Rural Development Interventions – A Study of Select Districts in Arunachal Pradesh. *Proceedings of the 3rd National Seminar on the North-East India: Issues, Dynamics and Emerging Realities*, at Department of Economics, Rajiv Gandhi University, Arunachal Pradesh, India, 07-08 October, 2016, (pp. 129-142). Archers and Elevators Publishing House.
- Yasung, M., & Baruah, P. (2017). Impact of Professionalism on Employee Outcome: A Study in Arunachal Pradesh. In R. R. Thakur, V. Srivastava, S. Bhatia and J. Sharma (Eds.), *Managing Practices for the New Economy* (pp. 214-219). Bloomsbury India.

PAPER PRESENTED IN SEMINARS OR CONFERENCES:

Yasung, M., & Baruah, P. (2015, February 13-14). *Public Service Ethics and Commitment – A Reflection of Employee Mindset of the Department of Rural Development, Arunachal Pradesh*. Paper presented at National Seminar on Ethics in Management: Trends and Issues, Dibrugarh University, Assam.

Yasung, M., & Baruah, P. (2017, January 5-7). *Rural Institutions in Arunachal Pradesh - A study of the Department of Rural Development*. Paper presented at an International Seminar and 48th Regional Science Conference on Rural Habitat, Institutions and Development: Changing Nature and Challenges, Tripura University, Tripura.

Yasung, M., & Baruah, P. (2017, May 19-20). *Public Service Motivation for Service Delivery – A Study in Arunachal Pradesh*. Paper presented at National Seminar on Management, Commerce and Economics, University of Science and Technology, Meghalaya.

Professionalism and Employee Outcome – A Comparative Analysis of Three Districts in Arunachal Pradesh

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ABSTRACT

Professionalism is considered as a prerequisite for effectiveness of any successful system including a government department. Outcome gives an insight to the departments to identify where change is desired. It provides a rationale for government output. A major question emerges as to whether (there is a relationship) professionalism influences employee outcome. This study is carried out to study the relationship between professionalism and employee outcome. Besides this, the paper also carries out a comparison amongst three selected districts of Arunachal Pradesh with regards to level of professionalism and employee outcome in the Department of Rural Development. The study reveals that there is a strong positive relation between the two variables. Besides, the paper also highlights that almost 50 percent of the employees have never undergone any training. It is also found out that the level of employee commitment of the particular department is low which may be considered as one of the factor for low employee outcome.

Key words: Arunachal Pradesh, Employee Outcome, Professionalism, Rural Development, Training.

Introduction

The idea of rural development is considered as an improvement in the economic and social conditions of the rural people, it is a total process of economic, social and human development (Gill, 1999). Yet for developed plans to be implemented, the organization needs employees who have the necessary commitment, concern and competency (Bacwayo, 2002). In Arunachal Pradesh 80 percentage of the population is still living in rural areas whose main source of living is agriculture. The key weaknesses of the state which are adding to sluggish development are: extensive dependence on central government assistance funding of the state plan, lack of accountability, corruption, lack of technical manpower along with skilled workers (Tsering, 2011). According to Singh factors like accountable political leadership, enlightened policy-making and a civil service filled with professional ethos leads to good governance (2013). Professionalism increases the awareness of significance of public services and accordingly reinforces confidence in institutions (Mcguigan, 2011). The performance of public service depends on its professionalism (Yi-Armstrong, 2000). Outcomes are the projected effects for effectiveness and quality of service (Webber, 2004). Various studies have established that job satisfaction, psychological health and organizational commitment are key employee-centered variables (Yousef, 2000) particularly in the public sector (Mikkelsen, 2000) for improved outcome. Therefore it is pertinent to explore this area more so as to bring in the much needed professionalism in public sector employees for better outcome.

Literature review

The public service department of any country is considered as a transformational institution because of its eternal responsibility of implementing public policies and programmes and rendering of essential services to the general masses, which means the activities of government employees and institutions aims at formulating and implementing governmental policies and programmes for the interests of the public (Agba. M. S., 2013). Several public service professions exist in a state of crisis due to various factors that bring into question the knowledge, skills, education, and responsibilities of the employees therein (Mcguigan, 2011).

Professionalism is not only seen as a prerequisite for effectiveness of the civil service (Gebrekidan, 2011), but it is also considered as the required attribute for a successful system (Alagh, 2013). Professionalism reflects in the public service employees' behavior at work, their constant effort to improve, reinforce and updating of knowledge and refining the skills that are necessary for carrying out tasks and enhancing their output and productivity (Ogunyemi, 2005; Ssonko, 2010). Professionalism in the public service is the capability and practice of performing a function in a systematic manner with commitment, selflessness, and concern for the general interest, agreeing to fundamental principles and values, laws, rules and regulations, to present the best possible efficient, effective and innovative public services to the public every time (Kauzya, 2011). Mat and Zabidi describes professionals as those who take pride in their work and show a commitment to quality, look for responsibility, foresee the needs of others and set off action. Therefore, professionals are always viewed as people who are honest, trustworthy, loyal and keen to learn and are also team players (2010). Generally outcome is defined as a 'state or condition of society, the economy, or the environment; and ... includes a change in that state or condition' (Lewis, 2007). According to Cropanzano, outcomes are of two forms, they are economic outcome and socio-emotional outcome, where the latter are those that concentrate on one's social and esteem needs and signifies that a person is valued or/and treated with dignity (2005). Employee outcome is an emotion based on individual's own conception of justice (Cook, 2003). Employee outcomes are the results or impact of activities or services, often expressed in terms of an increase in understanding, and improvement in desired behaviors or attitudes of participants and therefore, outcomes hold more qualitative characteristics and are more multifaceted in their composition (Lewis, 2007). This study comprises of three components of employee outcome – Motivation, Commitment and Job Satisfaction. 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” (Hondeghem A., 2009). Generally commitment refers to the attachment, both emotionally and functionally, to one's work (Koslowsky, 2001). Commitments to the organization are based on emotional attachment (affective commitment), a feeling of obligation to the organization (normative commitment), and perception that the costs of leaving the organization either social or economic are prohibitively high (continuance commitment) (N. Meyer, 1991). Job satisfaction focuses on employees' response to the experience of their job (Mowday, 1982). Job satisfaction is defined as a positive emotional state resulting from employees' appraisal of their jobs (Locke, 1976). Thus this study will try to find out the relationship between professionalism and employee outcome.

Objectives of the Study

1. To find out the level of professionalism across three districts.
2. To find out the level of employee outcome across three districts.
3. To find out the relationship between professionalism and employee outcome.

Research Methodology

This paper is descriptive and explorative in nature. Questionnaire and focus group discussion were used as a tool for collecting primary data. Secondary data had been used from sources like books, websites and journals etc. The sample size of the respondents was 70 officials from the Department of Rural Development, Arunachal Pradesh. For this study three districts of Arunachal Pradesh were selected, namely, Lower Subansiri, Papumpare and Upper Subansiri. Officials represent the Group A & Group B categories of the employees of Papumpare district working in the Department of Rural Development, Government of Arunachal Pradesh. Census method was used to select the officials from the Department in the Head offices. Focus group discussion was also carried out at the village level in order to know their opinion about the officials of the department and also to gain some suggestions for the improvement of the department. In order to find out the level of professionalism and employee outcome, five point likert scale questionnaire was used where a score of 5 was assigned to strongly agree, 4 to agree, 3 to neither agree nor disagree, 2 to disagree and 1 to strongly disagree. However for the statements which were in reverse order the scores were also assigned in reverse, for example 1 for strongly agree and 5 for strongly disagree. The mean value of the five point Likert scale was divided into three levels

Table 1: Score Interpretation

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

Source: Kraetschmer et al. 2004

Then the average for each statement is calculated that will give us the mean for each component as well as the total average. SPSS 16 software was used to analyse the data collected and correlation technique was tested to find out the relationship between professionalism and employee outcome.

Analysis and Findings

The level of professionalism across the three districts was found out by using Hall's Professionalism Scale (modified by Snizek) with some modifications. Besides the five original dimensions of Hall's Professionalism one more dimension "Expertise" has been included in the scale as it is an important attribute for professionalism (Howell and Dorfman, 1986; Wilson et al., 2013; Kolsaker, 2014). Thus Professionalism in this study was measured through six dimensions viz. (a) Expertise (b) Professional Community Affiliation (c) Social Obligation (d) Belief in Self Regulation (e) Professional Dedication and (f) Autonomy.

Using Likert scaling, Richard Hall developed an attitude scale to measure the degree of professionalism among practitioners of various occupations like physicians, nurses, accountants, teachers, lawyers, social workers, stock brokers, librarians, engineers, personnel managers and advertising executives. This scale is the most common scale used in the field of study and has been used in many studies.

Table 2: Levels of Professionalism across Three Districts

Districts	Papumpare	Lower Subansiri	Upper Subansiri	Total Average
Level of Professionalism	3.79	3.82	3.87	3.83

Source: Primary data

From the above table it can be seen that the officials have average level of professionalism across these districts with an average of 3.83 score. On breaking down the score it was found out that there were variations in the sub-variables. So the next table presents a comparison among the three districts and also a comparison between different variables.

Table 3: Analysis of Professionalism

Variables for Professionalism	Statements	Mean (All responses were provided on a five point Likert Scale)		
		Papumpare	Lower Subansiri	Upper Subansiri
1. Expertise	I hold a lot of expertise about my job	4.07	3.74	4.15
	High level of specialised expertise is required in my job	4.07	4.37	4.18
	I feel I am very skilled at my job	4.07	3.77	4
	I have a lot of experience	3.93	3.77	4.30
	I apply my expert judgment a lot at work	4	4	3.56
	I feel my colleagues recognize my expertise	3.6	3.47	3.52
2. Professional community affiliation	I keep myself updated about my profession by reading journals and other professional publications	4.07	3.74	3.63
	I regularly attend and participate in meetings of the Rural Development	4.27	4.21	4.44
	I often engage in interchange of ideas with my colleagues and supervisor	3.87	3.89	4.56
3. Social Obligation	I think that my profession is more essential for society than any other profession	3.67	3.63	4
	I believe that it is our duty to work for the welfare of society	4.67	4.63	4.49
	Doing Public service gives me immense pleasure	4.6	4.37	4.41
4 .Belief in self-regulation	Employees of the Rural Development Department who violate professional standards should be judged by their professional peers	4.2	4.26	3.70
	My colleagues have a pretty good idea about each other's competence.	4	4	4
	We have no way of appraising each other's competence.	3	3.42	2.96
5. Dedication to the Profession	I am satisfied when I see the dedication of my fellow employees	4.2	4.47	4.67
	I am dedicated to my job	4.67	4.21	4.51
	It is hard to be passionate about the kind of work I do	2.73	2.89	2.74
	I am disappointed that I ever joined this job	3.06	3.68	3.70
	I would carry on my work even if I am paid less	2.87	2.68	3.70
6. Autonomy	People who work in the DRDAP generally have a lot of freedom	2.87	3.42	3
	I am free to decide on what is to be done in my work	3.06	3.89	2.70
	I feel I am entirely appraised by outputs	3.73	3.47	4
Total Average		3.79	3.82	3.87

Source: Primary data

From the above data it can be seen that Upper Subansiri (3.87 mean score) scored the highest mean for professionalism followed by Lower Subansiri (3.82 mean score) and lastly Papumpare (3.79 mean score). If we analyse the table closely we will find that for the component dedication to the profession, Papumpare and Lower Subansiri scored less in case of rendering service regardless of payment as compared to Upper Subansiri. Also in case of autonomy we can see that the employees do not have enough freedom to carry out their job across three districts. Level of employee outcome was found out using three variables namely public service motivation, commitment and job satisfaction. Each variable comprises of various statements which are in five point likert scale.

Table 4: Level of Employee Outcome across Three Districts

Districts	Papumpare	Lower Subansiri	Upper Subansiri	Total Average
Level of Employee Outcome	3.51	3.61	3.77	3.64

Source: Primary data

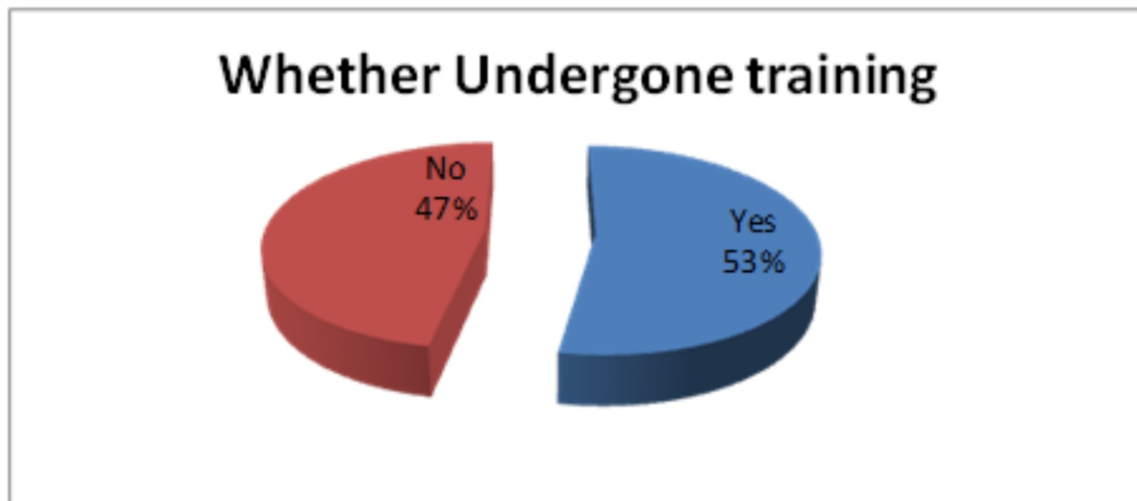
The above result reveals that level of employee outcome is average as they scored only 3.64 mean. The employee outcome is highest in Upper Subansiri (3.77 mean score) followed by Lower Subansiri (3.61 mean score) and Papumpare (3.5 mean score). The table below shows the result of the analyses of the variables separately.

Table 5: Analysis of the Components of Employee Outcome

Variables for Employee Outcome	Mean (All responses were provided on a five point Likert Scale)		
	Papumpare	Lower Subansiri	Upper Subansiri
Motivation	4.03	4.16	4.33
Commitment	3.18	3.28	3.30
Job Satisfaction	3.42	3.45	3.72

Source: Primary data

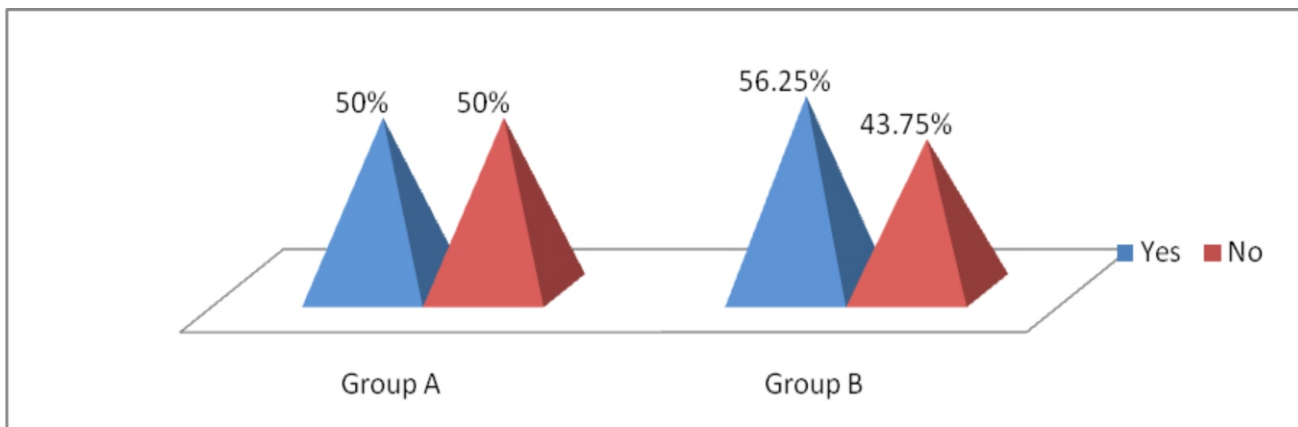
The result from the above table shows us that the motivation level of the officials is high as all the three districts scored above 4 mean score. However when it comes to the level of commitment we can see that the score is average where the lowest is scored by Papumpare (3.18 mean score), followed by Lower Subansiri (3.28 mean score) and Upper Subansiri district (3.30 mean score). Also when it comes to the level of job satisfaction the mean score is medium for all the three districts viz. Papumpare (3.42 mean score) and Lower Subansiri (3.45 mean score) and Upper Subansiri district (3.72 mean score). Thus we can see that the level of commitment of the employees is low as compared to motivation and job satisfaction. From this result we can interpret that the employees are highly motivated but their level of commitment and job satisfaction need an extra effort to increase the overall employee outcome. Training is a very important factor for any organization for effective and efficient performance. Therefore an effort was made to find out whether enough training is imparted to the employees of the Department of Rural Development. From the figure below it is very clear that a very high percentage of the employees have not undergone any training. This is a very discouraging result because without proper training an employee may not be able to fulfill his responsibility effectively.



Source: Primary data

Graph 1: Whether Employees Underwent Training

If we further break down the above statistics it will help us to find out which group, either Group A or Group B, of the Officials had undergone frequent training.



Source: Primary data

Graph2: Training Undergone by Different Groups

The above table reveals a surprising result that higher percentage of the Group B employees has undergone training as compared to Group A. From the above data it can be interpreted that only 50 percent of the Group A employees had undergone training as compared to that of Group B which is 56.25 percent. The relationship between professionalism and employee outcome was found out by using Pearson correlation technique between the two variables. Thus a null hypothesis was also formulated for the purpose.

H0 = There is no relationship between professionalism and employee outcome of the officials of the Department of Rural Development.

Table 6: Correlations between Professionalism and Employee Outcome

	Professionalism	Employee Outcome
Professionalism Pearson Correlation	1	.770**
Sig. (2-tailed)		.000
N	70	70
Employee Outcome Pearson Correlation	.770**	1
Sig. (2-tailed)	.000	
N	70	70

Source: Primary data

The result shows us that the correlation is significant at 0.01 level and so the null hypothesis is rejected. Data can be interpreted that there is a strong positive relationship (0.770) between professionalism and employee outcome which means that if one variable increases the other variable also tends to increase.

Discussion

Thus from the results it can be said that professionalism is very important for better employee outcome of any organization. Same can be said for the Department of Rural Development, Arunachal Pradesh where the correlation is found to be positively high. However the level of commitment is low which can be improved by encouraging culture sincerity, punctuality, public relations and proper training. Adequate training on rural development and office management is required for better outcome of the employees. As the result shows that almost 50 percent of the employees has never undergone any training. Therefore it is high time that training should be provided due importance which will lead to better outcome. One should work for the betterment of public and so the relationship between the organization and public should be kept transparent and clear. From the group discussion it was found out that people's participation was more prevalent in Upper Subansiri district as compared to Papumpare and Lower Subansiri districts. Also the common people of Upper Subansiri were aware of more number of rural development schemes as compared to the other two districts thus corroborating the result that the level of professionalism of the officials of Upper Subansiri district is higher than the other two. The programmes of rural development would yield more result if training is provide to the People's representatives as well as to the rural youths which can be fulfilled by introducing training institutes even in district level. Besides training, proper monitoring of the schemes by the implementing Agencies is required for better implementation of the scheme. For all the activities of the department the superiors need to encourage the employees in putting forward their best foot which will boast their motivation level adding to their efficiency at work.

Conclusion

According to Singh, the Indian administrative sight is marked by few successful innovations and practices in public service delivery and a large number of pitiable performances (2013). Therefore we require employees who exhibit professionalism in every part of their job. Employee outcomes are the results or impact of activities or services, often expressed in terms of an increase in understanding, and improvements in desired behaviors or attitudes of participants (Lewis, 2007). From this study it can be concluded that professionalism and employee outcome go hand in hand. Therefore if the level of employee outcome is to be increased then the professionalism has to be pushed higher. All these can be possible if proper training is provided to the employees that will lead to increase in the efficiency and effectiveness of the employees.

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MANAGEMENT PRACTICES FOR THE NEW ECONOMY

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Impact of Professionalism on Employee Outcome: A Study in Arunachal Pradesh

Millo Yasung¹ and Papori Baruah²

INTRODUCTION

The public service department of any country is regarded as a transformational institution because of its eternal responsibility of implementing public policies and programmes and rendering of essential services to the general masses, which means the activities of government employees and institutions aims at formulating and implementing governmental policies and programmes for the interests of the public (Agba, Ochimana and Abubakar, 2013). The performances of public sector organizations rely on the performance of their employees (Tazebachew, 2011) and Professionalism increases the awareness of value of public services and accordingly reinforces trust in institutions (Mc Guigan, 2011). A well performing public service is based on its professionalism. A public service committed to professionalism and ethics is more likely to attain its goals (United Nations, 2000). Mere policy or intention is not important for superior outcome, it is even more important that it is translated and implemented in its true spirit to get intended outcomes (Kumar, 2013).

Professionalism is not only seen as a prerequisite for effectiveness of the civil service (Gebrekidan, 2011), but it is also considered as the required attribute for a successful system (Alagh, 2013). Professionalism consists of the attitudes and behavior one possesses toward one's profession (Boyt et al., 2001). Professionalism is the attitudinal component, or behavioural dimension, that conditions how individuals think about, believe in and behave towards their occupation or profession, including a sense of calling, job autonomy and commitment to professional associations (Hall, 1968; Hampton and Hampton, 2004). Although there are abundant studies that have tested professionalism and employee outcome separately, only few have analyzed the relationship between these two phenomena. Thus this study concentrates on employee professionalism and how it can influence the employee outcome of an organization, because both academics and practitioners in management have placed considerable importance on understanding how job activities affect employee outcomes (Yammarino & Naughton, 1996). For the purpose of this study three outcome variables were considered, they are public service motivation (PSM), commitment and job satisfaction.

Public service motivation is defined as “an individual's orientation to delivering service to people with the purpose of doing good to others and society” (Hondegheem & Perry, 2009). Porter

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et al. (1974) have defined commitment as “the relative strength of an individual’s identification and involvement in a particular organization”.

Job satisfaction focuses on employees’ response to the experience of their job (Mowday et al., 1982). Job satisfaction has been identified as most frequently studied variable in organizational research (Dali et al., 2013).

This paper also explores the relationship between employee professionalism and employee outcome. It is reported that professionalism is positively associated with organizational commitment (Norris, 1984; Sejjaaka, 2014). Even positive association exists between the degree of professionalism and level of public service motivation (Andersen, 2009). The association between professionalism and job satisfaction has not been established properly due to the variations in the results regarding their association. The present research study is carried out in Arunachal Pradesh, the land of rising sun which is a hilly tract situated on the north-eastern tip of India, comprising roughly of 83,743 sq. km. of area. It is the land to more than 25 major tribes and numerous allied ethnic groups. Two districts were considered for the study based on the performance report of the Department of Rural Development, Arunachal Pradesh. The districts considered were Upper Subansiri district, which was amongst the top performing districts and Lower Subansiri district which was amongst the moderate performing districts.

The Rural Development Department is primarily responsible for planning, implementation and monitoring of various Centrally Sponsored Schemes designed by the Government of India for alleviation of rural poverty through District Rural Development Agency (DRDA) at District level and Community Development Blocks in the field level. Since Arunachal Pradesh is primarily rural so the DRDA employees were considered for the study.

IMPORTANCE OF THE STUDY

Majority of the literature on professionalism and employee outcome is focused on private sector whereas, research on public sector is a relatively a less studied phenomenon and not a single study in Arunachal Pradesh. Public sectors struggle with professionalism (Noordegraaf, 2007). Thus a greater extent of professionalism in an organization will in turn improve performance and productivity, which will increase the organisational effectiveness. Although previous research has addressed the key role of employee outcome, little is known on its role in context of developing country (Alusa and Kariuki, 2015). Also there is no theoretical basis in the area of greater extent of professionalism leading to better motivation or increased job satisfaction (Guruswamy, 1984).

OBJECTIVES OF THE STUDY

To find out the impact of employee professionalism on employee outcome in the Department of Rural Development, Arunachal Pradesh.

METHODOLOGY OF THE STUDY

This paper is descriptive in nature. First of all, on the basis of the performance report, 2012-2013 of the Department of Rural Development, Arunachal Pradesh two districts were selected, i.e. one being high performing district and the other moderate performing district. The two districts considered for the study were Upper Subansiri district as it was amongst the top performing districts and Lower Subansiri district that was amongst the least performing districts. After selecting the

districts, census method was applied in order to survey the employees of the Department of Rural Development, Arunachal Pradesh. The sample size of the respondents was 46 officials from the Department of Rural Development, Arunachal Pradesh.

Halls Professionalism Scale (modified by Snizek) was used to measure the level of Professionalism which is a widely used scale to measure professionalism (Blezek, 1987; Shafer, Park and Liao, 2002; Mat and Zabidi, 2010; Lasswell, 2010). Besides the five original dimensions of Hall's Professionalism one more dimension "Expertise" has been included in the scale as it is an important attribute for professionalism (Howell and Dorfman, 1986; Kolsaker, 2014). Employee Outcome in this study was determined by using three variables, viz., (a) Public Service Motivation (PSM) (b) Commitment and (c) Job Satisfaction. Public Service Motivation was measured using a 14-item PSM scale which was developed by Kim (2009). The next outcome variable is Commitment which was measured using the three component model used by Lee et al. as it has cross-cultural implications. The third variable of the study which is Job Satisfaction was measured using the Job Descriptive Index developed by Smith, Kendal and Hustin (1969).

ANALYSIS AND INTERPRETATION

The demographic profile of the respondents presented that most of the respondents belonged to the age group of 41-50 years of age (54%) followed by 31-40 years of age (41%) and 51-60 years of age (4%). In terms of qualification, significant percentage of the respondents were graduate (80%) followed by 9 percentage each of the respondents who undertook some professional course and Masters Degree and only 2 percentage of the respondents had diploma course. Majority of the respondents belonged to Group A category (56%) of the employment and 43 percentage of them belonged to Group B category. Maximum of the employees had tenure of more than 5 years in the department (83%) and only 17 percentages of them had worked for less than 5 years in the department. As far as type of appointment is concerned 93 percent of the respondents were permanent employees and 6 percent of them were on deputation.

After the analysis of demographic variable, the level of employee professionalism and level of employee outcome were computed.

The total professionalism score was found to be 3.84 mean score which indicates that the employees of the Department of Rural Development practice only moderate level of professionalism. When the professionalism score of the two districts are compared, it was found that employees of both the district practice almost similar level of professionalism (Lower Subansiri – 3.82 mean score, Upper Subansiri – 3.87 mean score). In case of the employee outcome of the Department it is found that they have only moderate level of employee outcome with 3.70 mean score. But when compared between the two districts it can be seen that Upper Subansiri district (3.77 mean score) scored higher for employee outcome as compared to Lower Subansiri district (3.61 mean score). Now if we look at the total score of outcome variables it is found that of all the variables Public Service Motivation scored the highest as compared to Commitment and Job Satisfaction, which might be because of the nature of the job the employees are in. If we compare the two districts, it was found that Upper Subansiri district scored higher than Lower Subansiri district for all the outcome variables.

Analysis for the scores of the sub variables of professionalism and employee outcome was also calculated. It was found that both the districts scored highest for Social Obligation under employee

professionalism (Lower Subansiri – 4.21 mean score, Upper Subansiri – 4.30 mean score), which was followed by community affiliation followed by dedication to public service. In case of PSM it was found that for Lower Subansiri district Compassion play a very important role in motivating the employees followed by dedication to public service. Upper Subansiri district scored highest for attraction to policy in PSM followed by dedication to public service. Moving on to Commitment it was found that both the districts scored high for affective commitment followed by normative commitment and finally continuous commitment. For job satisfaction Lower Subansiri district scored highest for Supervision followed by work itself and the employees scored lowest for Pay. This implies that the employees of Lower Subansiri district are satisfied with the supervision and the nature of their job but are not satisfied with the pay factor, which might be because of the erratic payment of the staffs. In case of Upper Subansiri, they scored the highest for Co-worker followed by supervision meaning they are highly satisfied with them but are not satisfied with the opportunity for promotion. The reason for this result might be because it is a government organization and that the promotion is on the basis of seniority and not performance.

As the main objective of this study is to find out the impact of employee professionalism on employee outcome in the Department of Rural Development, Arunachal Pradesh, Pearson Correlation was performed to determine whether there is any association between the two variables. For this purpose a null hypothesis was formulated:

H_0 There is no association between employee professionalism and employee outcome of the Department of Rural Development, Arunachal Pradesh.

From the correlation result for professionalism and employee outcome it was found that the result is significant as the p -value is less than .01 significant level. Thus the null hypothesis is rejected concluding that there is a relation between professionalism and employee outcome. It was also found that there is a strong positive Correlation ($r = .757$) between the two variables. Thus it implies that increase in professionalism will lead to increase in employee outcome of the Department mentioned.

Impact of professionalism on employee outcome was also evaluated for both the districts separately. Both the null hypotheses formulated were rejected as the p -values for both the districts were less than 0.05 significant level. A strong positive correlation ($r = 0.927$) between the two variables in Lower Subansiri district was established but for Upper Subansiri there is only a weak positive correlation ($r = 0.458$). Thus it implies that professionalism has higher impact in employee outcome for Lower Subansiri district as compared to Upper Subansiri.

Pearson Correlation was also performed for the sub-variables of employee outcome with professionalism to find out which variable has stronger relation with employee professionalism for both the districts. It was found that for both the districts all the p -values are less than 0.05 significant level. On breaking down the result it was found that for Upper Subansiri district there is a negative relation between professionalism and PSM ($r = -.467$, p -value = .014) which implies that increase in professionalism have inverse effect on public service motivation. Professionalism and commitment have a strong positive correlation ($r = .809$, p -value = .000) 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 the other hand professionalism and job satisfaction have a weak positive correlation ($r = .395$, p -value = .041). This result corroborates earlier studies where an association was found between professionalism and job satisfaction (Kalbers

and Fogarty, 1995; Boyt et al., 2001; Shafer et al., 2001). Thus it implies that professionalism has the highest impact on commitment followed by job satisfaction and lastly PSM for Upper Subansiri district. In case of Lower Subansiri district all the outcome variables have high positive correlation with professionalism where job satisfaction ($r = .913, p\text{-value} = .000$) has the highest correlation followed by PSM ($r = .848, p\text{-value} = .000$) and lastly commitment ($r = .715, p\text{-value} = .001$).

CONCLUSION

Human capital is one of the most valuable assets of an organization, apart from financial and physical assets. Its attributes cannot be easily imitated and therefore bring uniqueness to the organization. Without effective human capital, the strategies of an organization will be incomplete and may lead to its downfall. Employee professionalism is regarded as one of the most important entity for an organization because a well performing public service is based on its professionalism (United Nations, 2000). An effective organization's performance depends on the employees' professionalism at work place. Therefore professionalism is considered a prerequisite for effectiveness of any successful system may it be private organization or public organization. Therefore, we require employees who exhibit professionalism in their day-to-day activity. From the analysis it was found out that the employees of both the districts practice moderate level of professionalism and they also secured only moderate score for employee outcome. Since an association has already been established between these two variables in this study it is advisable that professionalism should be provided due importance as it will lead to better employee outcome who are motivated, committed and satisfied with their job.

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Factors Affecting Development: a Study in a State of North Eastern India

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Abstract

After two decades of gaining statehood, Arunachal Pradesh a state in north eastern India has still a long way to go as far as development is concerned. Since approximately 80 per cent of the people of Arunachal Pradesh are residing in rural areas, this study was carried out to explore the factors responsible for the lack of development in Arunachal Pradesh by knowing people's perception in this regard, so that the discrepancies in the development process are brought into light. This study is a descriptive research based on both primary and secondary data. Some of the important findings that the respondents perceived about lack of development in Arunachal Pradesh were corruption, lack of awareness of the various government schemes and problems related to their implementation. Thus this study could be helpful in understanding the discrepancies in the development process in Arunachal Pradesh, so that some viable socio-economic steps may be carried out to minimize the identified gaps.

Keywords: rural development; development; implementation; government schemes

JEL Classification: O2, O20, O210

Introduction

Arunachal Pradesh popularly known as the land of rising sun is the largest state among all the north eastern states with a geographical area of 83,743 sq.km, having a total population of 1382611 out of which nearly 80 percent of the total population still living in rural areas with agriculture as their main source of living. Arunachal Pradesh which means 'Land of Dawn' is the abode of some 26 major tribes and 110 sub-tribes and minor tribes. Though the state has enough potential compared to other states, it has so far lagged behind in the field of industrial development due to inherent infrastructure bottleneck, remoteness, transportation and communication problem, lack of proper research and development, lack of entrepreneurship and so on. In Arunachal Pradesh, modernization is a largely post-independence phenomenon. The state plan is largely dependent on central assistance. In the case of Arunachal Pradesh the growth is primarily driven by the sectors where government is playing direct role. Development is very important for any place or country to move forward by taking care of all the sectors of the society. India is classified as a developing country, however, Arunachal Pradesh, though strategically important, cannot be considered as developing in many sectors. It is one of the most backward states in the country. Development is 'to lead long and healthy lives, to be

knowledgeable, to have access to the resources needed for a decent standard of living and to be able to participate in the life of the community¹. At present, the industrial growth in the state is dismal and at a nascent stage despite enormous potential for industrial growth. It can be known from the fact that Arunachal Pradesh had no industrial policy of its own till 1994. It is only the SSI sector which has made the industrial development in the state a little bit appreciable though the figure is still low compared to other states of the country. However, the economy of Arunachal Pradesh is roughly growing at an average rate of around 8 percent which is closer to the National average growth rate. By any dimension it is impressive but the question is which sectors of the economy are driving the escalation. In case of Arunachal Pradesh the development is primarily driven by the sectors where government is playing a direct role². The State plan is mostly dependent on central assistance as the tax base is low due to limited internal mobilization of resources. Therefore, it is high time to find out what are the factors affecting development in Arunachal Pradesh and also which sector/area should be given more importance to bring about development in Arunachal Pradesh.

Literature Review

Development is defined as ‘the act of process of developing or growth within the framework of available resources’³. It also means that all the advances of sciences, technology, democracy, values, ethics, and social organisation fuse into the single humanitarian project of producing a far better world⁴. Development in its simplest meaning and possibly in its widespread usage can be considered as the movement to a state relatively better than what previously existed, which can also be referred to as “good change”⁵. Development is implicitly projected as something positive or desirable. When referring to a society or to a socio-economic system, “development” usually means improvement, either in the general situation of the system, or in some of its constituent elements⁶. However, a minimum understanding of development is that it is basically a change process that has important outcomes to the social structure. Since 80 percent of the people in Arunachal Pradesh reside in rural areas, development here is automatically about rural development. Rural development can be defined as “development that benefits rural populations; where development is understood as the sustained improvement of the population’s standards of living or welfare”⁷. Arunachal Pradesh still today has remained incognito in the lexicon of development thinking⁸. It is required that government of India and the state initiate appropriate administrative reforms, set up highly motivated and dedicated administrative and technical Cadres for north eastern states including Arunachal Pradesh with sufficient initiatives and provide training⁹ to bring in development in true sense. The Annual Plan 2012-13 of

¹ *** Human Development Report Office, United Nations Development Programme, *Human Development Report 2004: Cultural Liberty in Today's Diverse World*. (2004).

² Chakrabarti, A., *Arunachal Pradesh and the Dilemma of Development*, Dialogue, 11, 1, (2009).

³ Desai, V., *Rural Development*, Bombay: Himalaya Publishing House, vol. 2. (1991)

⁴ Haokip, S. P., *Approaches to Development: A Sociological Examination*, Journal of North East India Studies, 3(2), pp. 48-56, (2013).

⁵ Chambers, R., *Whose Reality Counts? Putting The First Last*, London, ITDG (1997)

⁶ Bellù, L.G., *Development and Development Paradigms - A (Reasoned) Review of Prevailing Visions*, EASYPol, 102, (2011)

⁷ Anriquez, G., Stamoulis, K., The Food and Agriculture Organization of the United Nations, *Rural Development and Poverty Reduction: Is Agriculture Still the Key?*, ESA Working Paper No. 07-02, June 2007

⁸ Chaubey, P. K., *Economy of Arunachal Pradesh: Problems, Performance and Prospects*, Journal of peace studies, 17, 4, (2010)

⁹ Tsering, Y., *Strategic Plan for Certain Issues of Development of Arunachal Pradesh*. Retrieved from <http://www.performance.gov.in/sites/default/files/policypaper/1.%20Strategic%20Plan%20For%20Certai>

Department of Planning, government of Arunachal Pradesh reveals that, the incidence of poverty in Arunachal Pradesh remained more or less static during the last two decades. The state had to build itself virtually from the scratch as there were barely any roads, schools, or hospitals. The state faces severe problems in road development due to various reasons like hilly terrains susceptible to erosion, seismologically active zone, dense forest cover, heavy rainfall, etc.¹⁰. The planned economic development in Arunachal Pradesh (erstwhile NEFA), was started from the First Five Year Plan with a paltry outlay of Rs. 300.00 Lakhs and the investments in the initial period were minimal and the development process started at snail pace. In the real sense, the development efforts gained momentum only from the Sixth Five Year Plan. Arunachal Pradesh is one of the Special Category States and is exclusively dependent on Central Assistance for Plan investment because of low resource base. The state plan investment is largely dependent on central (government) assistance as the scale of internal mobilization of resources is limited in Arunachal Pradesh in view of low tax base. Therefore, the chief mover of the growth of the economy has been the flow of funds from the Centre. The hope of creating an industrial base in the state seems frightening in the light of the ecological and economic particularities of the state¹¹. The involvement of manufacturing sector is negligible and this proves the petite existence of industrial activities. Draft Annual Plan, 2012-13, Department of Planning, Government of Arunachal Pradesh, reports that the response of public financial institutions is not encouraging as the recovery rate in industrial sector is very low. The major weaknesses of the state leading to slow development are: too much dependency on centre assistance for state Plan funding, lack of technical manpower and skilled workers and labour, lack of accountability and corruption, insurgency problems and increasing number of educated unemployment due to lack of industrial growth. Corruption, commonly defined as 'the use of public office for private gains'¹² is widely regarded as a wicked social problem. Societies that are the most corrupt are also the most likely to find it impossible to implement rules to effectively change the relation between those in the government and citizens (of any rank), even if they can change the formal rules¹³. The human resources development of the state is very important and substantial investment has to be made in education, health, poverty alleviation schemes, development of women and children etc. Besides these it is important to re-examine and revitalize the existing system of monitoring and evaluation of the State Plan schemes/projects and to introduce Results-Framework Document (RFD) in all departments. True India lies in rural areas and the state of Arunachal Pradesh is not an exception to it, so it is pointless to mention that development in Arunachal Pradesh means mainly rural development as 80 percent of population reside in rural areas¹⁴. Finally, the insurgency problem in most of the North Eastern States has also acted as key obstruction to have solid connectivity with main land India and its economy. It needs to be seen that grass root level governance with traditional institutions should be in place and linked with development activities. Sheer doling out central assistance will not make the State self-sustainable. Had it been so, all the North Eastern states should be at par with other Indian States. This implies that the money received by these North Eastern states in terms of Grant-in-aid has restricted multiplier outcome and dispersion effect on

[n%20Issues%20of%20Development%20of%20Arunachal%20Pradesh.pdf](#), (2011) [Accessed on November 25, 2013]

¹⁰ ***Planning Commission, Govt. of India, New Delhi, *Arunachal Pradesh Development Report*, (2009)

¹¹ ***Department of Planning, Arunachal Pradesh. (2010) *Annual Plan 2009-10*. Retrieved from http://arunachalplan.nic.in/html/docs/aop/Annual_Plan_2009_10.pdf

¹² Bardhan, P., *Corruption and Development: A Review of Issues*, Journal of Economic Literature, Vol. XXXV, pp. 1320-1346, (1997).

¹³ Manzetti, L., Blake, C., *Market reform and corruption in Latin America: new means for old ways*, Review of international political economy, 3,4, pp. 662-697, (1996).

¹⁴ Moyong, O., *Employment and prospect of rural entrepreneurship in SSI sector in Arunachal Pradesh: Evidences from third SSI census report*, Asian Journal of Multidimensional Research, 1, 6, pp 111-121, (2012).

the economy. The benefits of development must drip down, otherwise only certain segments of the society are benefited and the rest keep on struggling with their identity and priority.

Objectives of the Study

This study was undertaken with a view to the following *objectives*:

- To find out stakeholder's perception regarding problems confronting development of the state Arunachal Pradesh;
- To find out the five most significant areas/sectors that should be given importance for the development of Arunachal Pradesh.

Research Methodology

It is a descriptive study where both primary as well as secondary data were collected. Primary data was collected using questionnaire and interview, and secondary data was collected through various sources like books, websites, Government Official publications, journals etc.

The sample size of the respondents for this research study was 129. Stratified Random sampling and Judgmental methods were used to select the samples. The respondents were a mix of both permanent and non- permanent (residing at least for 5 years in the state) residents in Arunachal Pradesh who are 18 years and above. Six categories of respondents as depicted in table 1 were chosen, comprising both rural as well as urban population.

Table 1. Sampling of respondents

Category	Papumpare	Lower Subansiri	East Kameng	Total
People's representatives	3	3	3	9
Government Officials	9	9	9	27
Academicsians	8	8	8	24
Entrepreneurs	8	8	8	24
Students	8	8	8	24
Common People	7	7	7	21
Total Respondents	43	43	43	129

Source: made by the authors (2014)

In the above mentioned categories of respondents, People's representatives represent the members of the local self-government or the members of the local bodies who act as representatives to the government on behalf of the common people. The academicsians as well as the students here comprise respondents from higher secondary schools, colleges and University. The common people comprise housewives, unemployed populace, retired people etc.

Three districts of Arunachal Pradesh were selected for the study namely, Lower Subansiri, Papumpare and East Kameng districts of Arunachal Pradesh. These districts were selected based on their human development index status. Papumpare district is relatively more developed followed by Lower Subansiri which is averagely developed and then East Kameng which is the least developed district (Arunachal Pradesh Human Development Report, 2005). Analysis of the data was done using SPSS (Statistical Package for the Social Sciences) 16, software.

Results and Discussion

In order to find out the stakeholders perception, an effort was made to collect data regarding problems confronting the development of the state Arunachal Pradesh.

Table 2. Respondents' view regarding development of Arunachal Pradesh

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	71	55.0	55.0	55.0
Yes	58	45.0	45.0	100.0
Total	129	100.0	100.0	

Source: made by the authors (2014)

The data from the above table shows that majority of respondents (50 per cent) disagreed about development taking place in Arunachal Pradesh in the last five years.

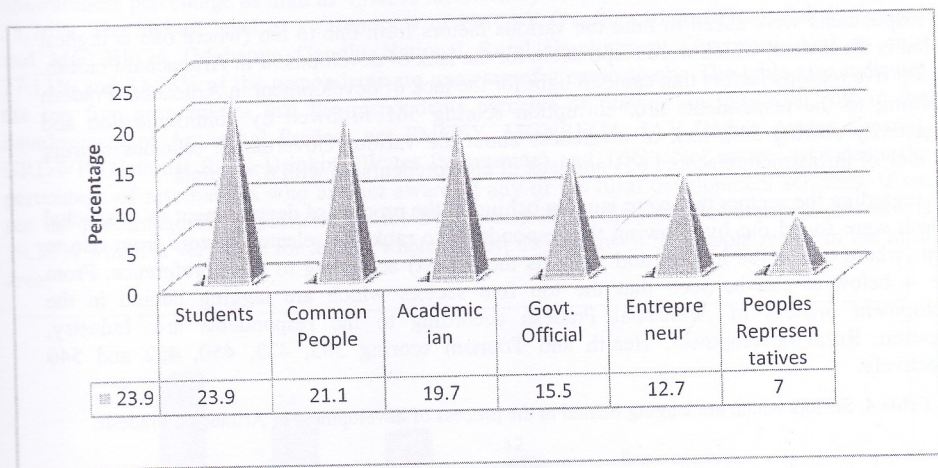


Fig. 1. Category wise presentation of respondents (in percentage) perceiving development not taking place in Arunachal Pradesh in the last five years

Source: made by the authors (2014)

The above table highlights that out of the 55% of respondent who responded that there has been no development in Arunachal Pradesh for the last five years, 23.9% of the respondents were students followed by common people (21.1%), academicians (19.7%), government officials (15.5%), entrepreneurs (12.7%) and people's representatives (7%). Thus the table reveals that even though the people's representatives have the impression that there has been development in the state, the other categories of respondents refute this standpoint, thus pointing out that there is some gap which has to be taken care of.

Table 3. Factors responsible for the lack of development

Factors	Score (Sum)
a) Infrastructure	651
b) Communication and connectivity	532
c) Lack of entrepreneurship	676
d) Corruption	361
e) Insurgency	1026
f) Lack of proper research and development	762
g) Lack of skilled manpower	743
h) Illiteracy	687
i) Inner line permit	1069
j) Lack of awareness about the various Government Schemes	572

Source: made by the authors (2014)

The respondents were asked to rank the various factors from one to ten (where one is highest and ten is the lowest) which were responsible for the lack of development in Arunachal Pradesh. The top five reasons/factors that came to light for the lack of development in Arunachal Pradesh according to the respondents are: corruption scoring 361 followed by communication and connectivity scoring 532, lack of awareness about the various Government schemes scoring 572, lack of infrastructure scored 651 and lack of entrepreneurship with 676 points.

Data regarding the sectors that were lagging behind in the process of development in Arunachal Pradesh were found out by allowing the respondents to rank the selected sectors from one to seven (where one is the highest and seven is the lowest) according to their preference. From table 4 below it can be seen that the top five sectors which are lagging behind in the development process of Arunachal Pradesh according to the respondents are: Industry, Education, Rural development, Health and Tourism scoring 393, 423, 450, 452 and 546 respectively.

Table 4. Sectors which are lagging behind in the process of development in Arunachal Pradesh.

Sector	Sum(Result)
A. Education Sector	423
B. Health	452
C. Industry	393
D. Tourism	546
E. Agriculture and Allied	607
F. Rural Development	450
G. Banking	740

Source: made by the authors (2014)

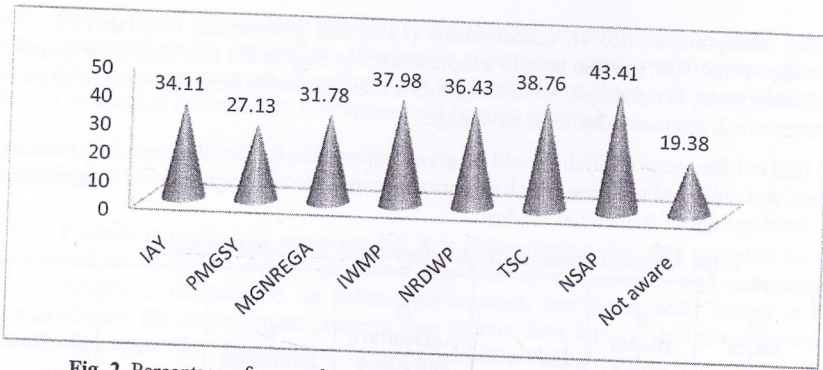


Fig. 2. Percentage of respondents not aware of the rural development schemes

Source: made by the authors (2014)

Data was also collected to find out the awareness level about the various Rural Development schemes. From the results as provided in Fig. 3 we can find that the awareness level of the Rural Development programmes is not very pleasing. The statistics indicates that the programme that people are least aware of is NSAP (National Social Assistance Programme) with an unawareness percentage as high as 43.41% followed by TSC (Total Sanitation Campaign) with 38.76%. The highest level of awareness is of PMGSY (Pradhan Mantri Gram Sadak Yojana) and MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Act) as only 27.13% and 31.78% of the respondents are unaware of it respectively. The table also indicates the top five programmes that the respondents perceive as playing an important role in the development of Arunachal Pradesh are PMGSY, MGNREGA, IAY (Indira Awaas Yojana), NRDWP (National Rural Drinking Water Programme) and TSC. 'Not aware' represents the percentage of respondents who are not aware of any of the rural development schemes. If we see the percentage of people who are totally ignorant of all the rural development schemes is 19.38% which is very high for a state where almost 80 percent of the people reside in the rural area.

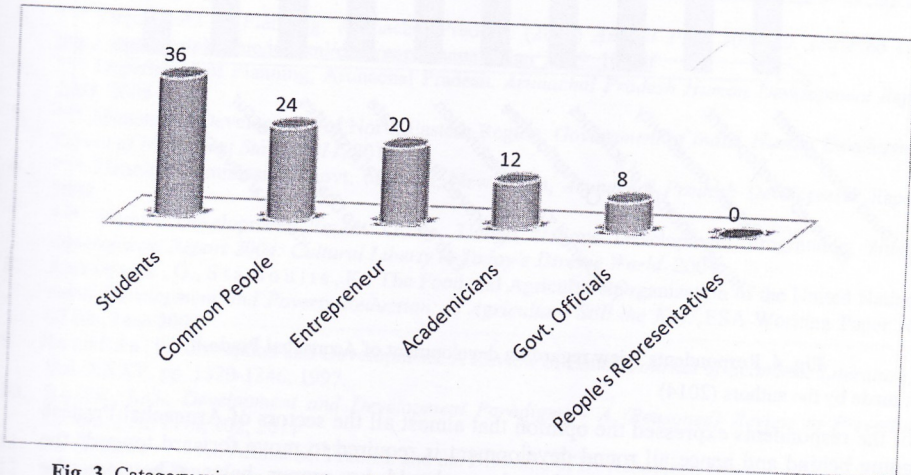


Fig. 3. Category wise presentation of (in percentage) respondents unaware of any of the rural development schemes

Source: made by the authors (2014)

Out of the 19.38% of the respondents, the highest percentage of the respondents who were not aware of any of the rural development schemes comprised students (36%) followed by common

people (24%), entrepreneurs (20%), academicians (12%) and government officials (8%). The table above shows that 100% of the people's representatives responded that they were aware of the Rural Development Programme, which highlights that the actual beneficiaries are unaware of the schemes which are meant for their advantage.

In order to find out the sectors which should be given importance for development in Arunachal Pradesh, data was collected to know which sectors the respondents thought played a significant role in the development of Arunachal Pradesh.

Table 5. Sectors important for development in Arunachal Pradesh.

Sectors	A Rural Develop- ment	B Health sector	C Industry	D Agriculture and Allied	E Education	F Tourism	G Banking
Sum	595	587	543	577	616	567	551

Source: made by the authors (2014)

By using five point Likert Scale to find out the areas which should be given importance for development in Arunachal Pradesh, it was revealed that the top five sectors according to the respondents are education (616), Rural Development (595), Health (587), Agriculture and Allied (577) and Tourism (567) which should be emphasized for development in Arunachal Pradesh.

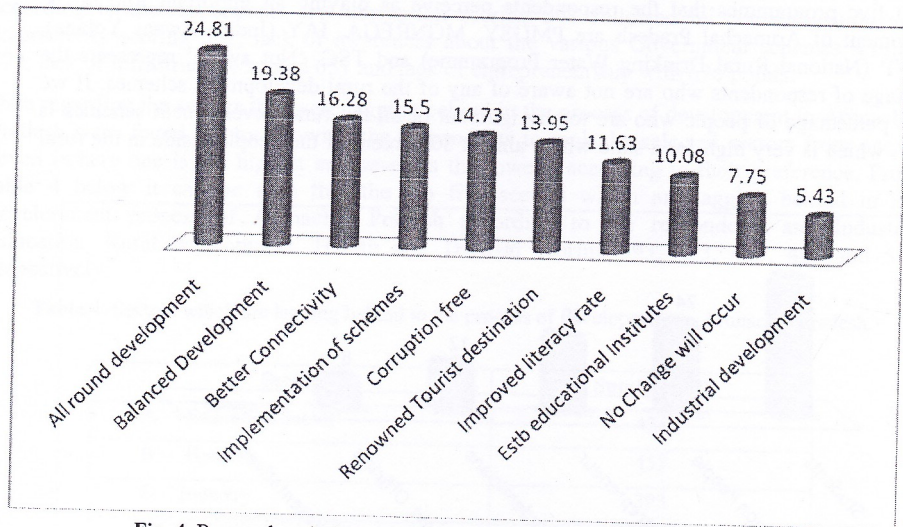


Fig. 4. Respondents' view regarding development of Arunachal Pradesh

Source: made by the authors (2014)

Most of the respondents expressed the opinion that almost all the sectors of Arunachal Pradesh are lagging behind and hence all round development is required to move forward towards the development process. They also felt that there should be proper balance between the development activities taking place in rural and urban areas which would result in the balanced development of the state. After five years the respondents would like to see Arunachal Pradesh with better connectivity with respect to both transportation and communication. Besides these they also want to see that the schemes meant for the improvement of the society should be implemented properly by eradicating the menace of corruption altogether. Tourism is a potential

sector according to the respondents which can be focused upon in order to make Arunachal Pradesh a renowned tourist destination. However, a substantial number of the respondents were sceptical about the progress even after five years as they felt that there will be no change in the scenario of Arunachal Pradesh, and corruption will be ever increasing.

Conclusion

Arunachal Pradesh is profuse in resources but it is disheartening that this potential has never been exploited to its fullest due to problems like lack of connectivity and communication facilities, corruption, dependence on central government, not being self-reliant and self-sufficient, schemes not implemented properly, low literacy rate, lack of skilled manpower, lack of industry, ignorance etc. In addition, it is the people's mentality that there cannot be any positive change in the coming years. Corruption is perceived as one of the prime reasons for the lack of development in Arunachal Pradesh, which if rooted out would automatically usher development. Beside this, it is important that the human capital of the state is to be made aware of the schemes which are there for them, thus eradicating the ignorance notion. As found out from this study, it is necessary that sectors like education and rural development should take front march down the road of development. Proper implementation of the schemes is likely to bring rural development elevating the socio-economic condition of the common masses that is at par with other parts of the country. Thus the results of this study can be used to understand the discrepancies in the development process, prioritize the areas that could be focused upon with a view to achieving the state development.

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