

Professionalism and Employee Outcome : A Study in a State of Northeast India

¹Millo Yasung & ²Papori Baruah

¹Research Scholar &

² Professor, Department of Business Administration, Tezpur University, Assam

Abstract

Globalization is a phenomenon, which is in heated discussion around the globe. This study determines the level of professionalism as well as employee outcome in the Department of Rural Development, Arunachal Pradesh. It also ascertains an association between employee professionalism, public service motivation, commitment and job satisfaction. A survey was conducted for 42 officials from two districts of Arunachal Pradesh, one being high performer and the other being low performer in terms of the developmental outcomes. It was found out that the employees of both the districts scored only moderate level of professionalism as well as employee outcome. A positive association could also be established between employee professionalism, public service motivation and commitment. However, job satisfaction was found out to be negatively associated with employee professionalism.

Keywords : Professionalism, public service motivation, commitment, job satisfaction

Introduction

Professionalism get reflected in the public service employees' behavior at work, their constant effort to improve, reinforce and update knowledge and refine the skills that are necessary for carrying out tasks and enhancing their output and productivity (Ssonko, 2010). Professionalism consists of the attitudes and behavior one possesses toward one's profession (Boyt et al., 2001). Public service professionalism is no longer just another job or occupation, it is a challenging call for involving a commitment towards serving the public, advancing its interests and avoiding temptations to put oneself first before one's public duties, obligations and responsibilities (Caiden, 2000). 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, 1996). For the purpose of this study three variables were considered as employee outcome, 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" (Hondeghem & Perry, 2009). PSM originates from beliefs that unique motives are found among public servants that are different from those of their private sector counterparts (Perry et al., 2010). It is also found to have a desirable impact on work and social outcomes (Brewer and Selden 1998; Naff and Crum 1999).

Porter et al. (1974) have defined commitment as "the relative strength of an individual's identification and involvement in a particular organization". Organizational commitment is an important part of an employee's psychological state because employees who experience high organizational commitment are theorized to engage in many behaviors such as citizenship activities and high job performance that are believed to be beneficial to the organization (Jaros, 1997). In other words, committed employees are the salient resources and the foundations of any organization (Kassahun, 2005).

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). Van Scooter (2000), states that job satisfaction is a very attractive topic for a lot of researchers. This is because job satisfaction has a lot of implications in the performance of an organization.

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). The association between professionalism and job satisfaction has not been established properly due to the variations in the results regarding their association. Study of Schroeder and Imdieke (1997) found that professionalism and job satisfaction is related negatively and another study found that professionalism does not have significant effect on job satisfaction (Kalbers and Fogarty, 1995). However, different research results were found in studies of Boyt et al., (2001) and Shafer et al., (2002) that professionalism has great affect on job satisfaction.

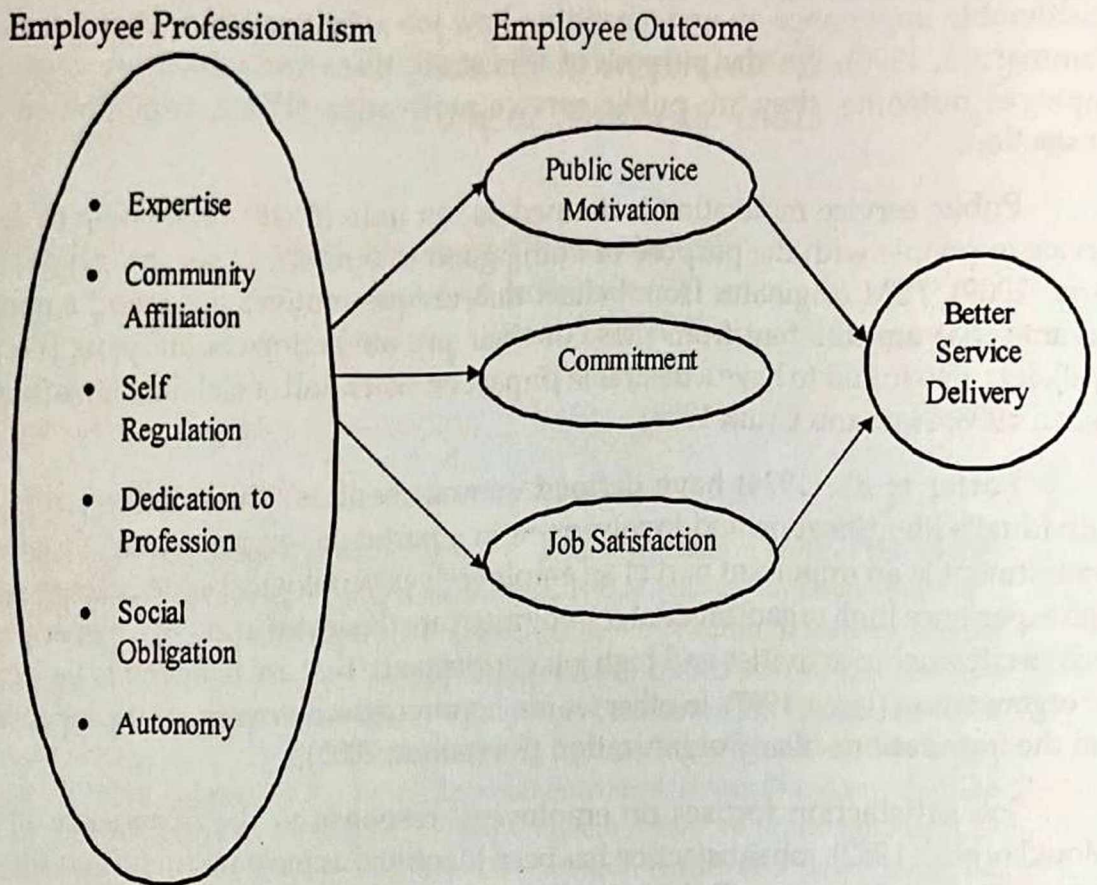


Figure 1 : Conceptual Framework

Figure 1 above presents the conceptual framework for this study. It provides an outline for the design of the study with regards to the relationship between various variables. Thus it can be seen from the figure that increase in Employee Professionalism would lead to increase in Public Service Motivation, Commitment and Job Satisfaction which will in turn lead to better service delivery by the employees.

The present research study is carried out in Arunachal Pradesh, which is called the land of rising sun and is a hilly tract situated on the north-eastern tip of India, comprising roughly of 83,743 sq. km. of area. It is the homeland of 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 West Kameng district, which was amongst the top performing districts and East Kameng district which was amongst the least performing district. It is also worth mentioning that these two districts were created out of the erstwhile Kameng district. This fact makes it an interesting comparison that a researcher would like to take up. The Kameng district was bifurcated between East Kameng and West Kameng on 1st June 1980. West Kameng district has an area of 7,422 sq km. and comprises of five major

tribes : Monpa, Miji (Sajolang), Sherdukpen, Aka (Hrusso), and Bugun (Khowa). East Kameng district with its Headquarter at Seppa has an area of 4134 sq km. The principal tribes of the district are Nyishi, Puroik (Sulung), Aka and Khowa.

Table 1
Comparison of the Two Districts of Arunachal Pradesh

Districts	Parameters of Comparison		
	Number of SSI Units	Total number of employment in the district	Total Investment (Rs in Lakhs).
West Kameng	55	70	105.00
East Kameng	06	30	12.50

Source : State Gazetteer of Arunachal Pradesh, 2010

Thus this study compares employee professionalism in the department of Rural Development of these two districts keeping in mind that they were once a part of the same district. From table 1 we can see the difference in the performance of the district may it be in terms of the number of SSI units, total number of employment in the district or total investment. It is clear that the picture of the West Kameng district is much better than that of East Kameng district. Therefore, it would be interesting to find out whether professionalism of the employees has any role to play in the performance of the district. Hence, this study will try to find out the level of employee professionalism for both the districts and also determine which employee outcome variables play an important role in determining professionalism.

Importance of the Study

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). Although there are abundant studies that have tested professionalism and employee outcome separately, only few have analyzed the relationship between these two phenomena. While the literature on professionalism and employee outcome on private sector is growing, research on public sector is a relatively less studied phenomenon and almost negligible in Arunachal Pradesh. The study will help to determine the level of professionalism and employee outcome of the selected districts which will help in understanding the specific variables that need to be given more importance for better performance of the department. The study also finds out the association between

professionalism and employee outcome which will contribute to enhancing the knowledge base regarding association between the two variables.

Objectives of the Study

- 1) To compare the level of professionalism and employee outcome of the employees in two districts of Arunachal Pradesh.
- 2) To find out the relationship between professionalism and employee outcome.

Methodology of the Study

This paper is descriptive in nature. In order to fulfill the objectives, primary data was collected using questionnaire and secondary data was collected through various sources like Government Official publications, websites, books and journals etc. First of all, on the basis of the performance report, 2012-2013 of the Department of Rural Development, Arunachal Pradesh, two districts were selected based on the performance i.e one being high performing and the other low performing. The two districts of Arunachal Pradesh that were considered for the study were West Kameng district as it was amongst the top performing districts and East Kameng 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. Officials represent the Group A and Group B categories of the employees working in the Department of Rural Development, Government of Arunachal Pradesh. The sample size of the respondents was 42 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). 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.

Employee Outcome in this study was determined by using three variables viz. (a) Motivation (b) Commitment and (c) Job Satisfaction. The first component of employee outcome for this study is Motivation. It is mainly concerned with Public service motivation (PSM) which was measured using a 14-item PSM scale which was developed by Kim, where PSM is measured in four dimensions which are (1) Attraction to Policy (2) Dedication to Public Interest (3) Compassion and (4) Self- Sacrifice. The next variable for employee outcome is Commitment which was measured using the three component model used by Lee et al. as it has cross-cultural implications. It comprises of 15-items scale based on three components, which are (1) Affective Commitment (2) Continuous Commitment and (3)

Normative Commitment. The third variable of the study which is Job Satisfaction was measured using the Job Descriptive Index developed by Smith, Kendal and Hustin (1969) which consist of six dimensions viz. (1) Work (2) Pay (3) Opportunity (4) Supervisor (5) Co-worker and (6) Job itself (Stanton et al., 2001). The statements in the questionnaire which were negative in nature were scored in reversed order accordingly i.e. 1 for strongly agree, 2 for agree, 3 for neither agree nor disagree, 4 for disagree and 5 stands for strongly disagree.

In order to determine the employee professionalism score and employee outcome score average mean for each respondent was calculated and then the overall mean for the entire sample was computed. The score interpretation for the same is provided below:

Table 2
Score Interpretation

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

Source : Kraetschmer et al. 2004

Findings and Discussion

Table 3 presents the demographic profile of the respondents.

Table 3
Demographic Profile

Variable	Sub- Variable	Frequency	Percent
Age	31-40 yrs	18	43
	41-50 yrs	22	52
	51-60 yrs	2	5
Qualification	Graduate	33	79
	Masters	2	5
	Professional Course	7	16
Group	Group A	23	55
	Group B	19	45
Tenure	Less than 5 years	6	14
	More than 5 years	36	86

Type of Appointment	Permanent	33	79
	Deputation	9	21

Source : Primary data

It can be seen from the demographic profile that most of the respondents belonged to the age group of 41-50 years of age (52%) followed by 31-40 years of age (43%) and 51-60 years of age (5%). In terms of qualification, significant percentage of the respondents were graduate (79%) followed by 16 percentage of the respondents who undertook some professional course and only 5 percentage of the respondents were post graduate. Majority of the respondents belonged to Group A category (55%) of the employment and 45 percentage of them belonged to Group B category. Maximum of the employees had tenure of more than 5 years in the department (86%) and only 14 percentages of them had worked for less than 5 years in the department. As far as type of appointment is concerned 79 percent of the respondents were permanent employees and 21 percent of them were on deputation.

Table 4
Demographic profile of the two districts

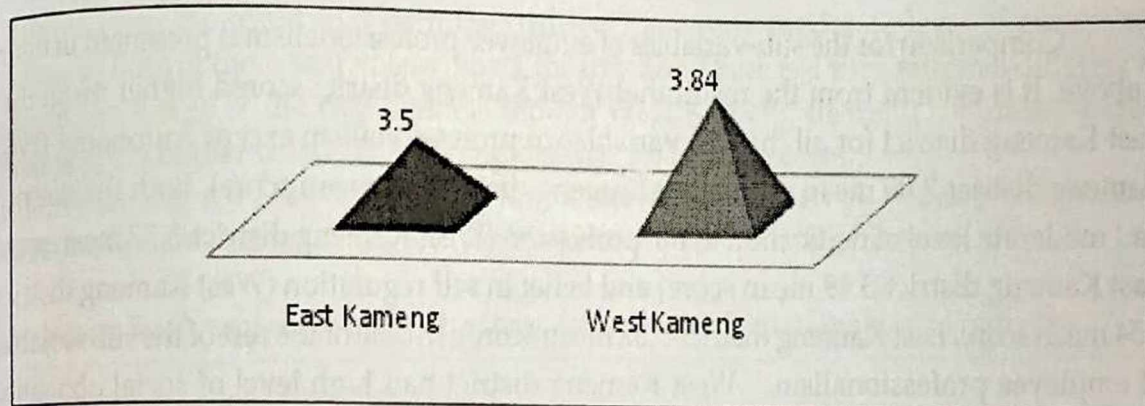
Variable	Sub-Variable	East Kameng District		West Kameng District	
		Frequency	Percent	Frequency	Percent
Age	31-40 yrs	12	52.2	6	31.6
	41-50 yrs	11	47.8	11	57.9
	51-60 yrs	-	-	2	10.5
Qualification	Graduate	19	82.6	14	73.7
	Masters	-	-	2	10.5
	Professional Course	4	17.4	3	15.8
Group	Group A	13	56.5	10	52.6
	Group B	10	43.5	9	47.4
Tenure	Less than 5 years	3	13.0	3	15.8
	More than 5 years	20	87.0	16	84.2
Type of Appointment	Permanent	13	78.3	15	78.9
	Deputation	5	21.7	4	21.1

Source : Primary Data

The above table presents the comparison of demographic variable of the two districts. It can be seen that majority of the employees of East Kameng district belonged to 31-40 years category (52%) whereas majority of the employees from West Kameng district belonged to 41-50 years of age category (58%). Majority of the employees from both the districts were graduate (East Kameng - 82%, West Kameng - 74%). In case of the Group of employees both East Kameng (Group A - 56 %, Group B - 43%) and West Kameng (Group A - 53%, Group B - 47%) district have almost equal division of percentages for employees. Majority of the employees of both the districts (East Kameng - 87%, West Kameng - 84%) had tenure of more than five years in the Department of Rural development, Arunachal Pradesh. As far as the type of appointment is concerned majority of the employees from both the districts (East Kameng - 78.3%, West Kameng - 78.9%) were permanent and rest of them were on deputation (East Kameng - 21.7%, West Kameng - 21.1%).

The first objective of this study which was to compare the level of employee professionalism and employee outcome of the two selected districts was fulfilled by finding out the professionalism as well as employee outcome score for both the districts.

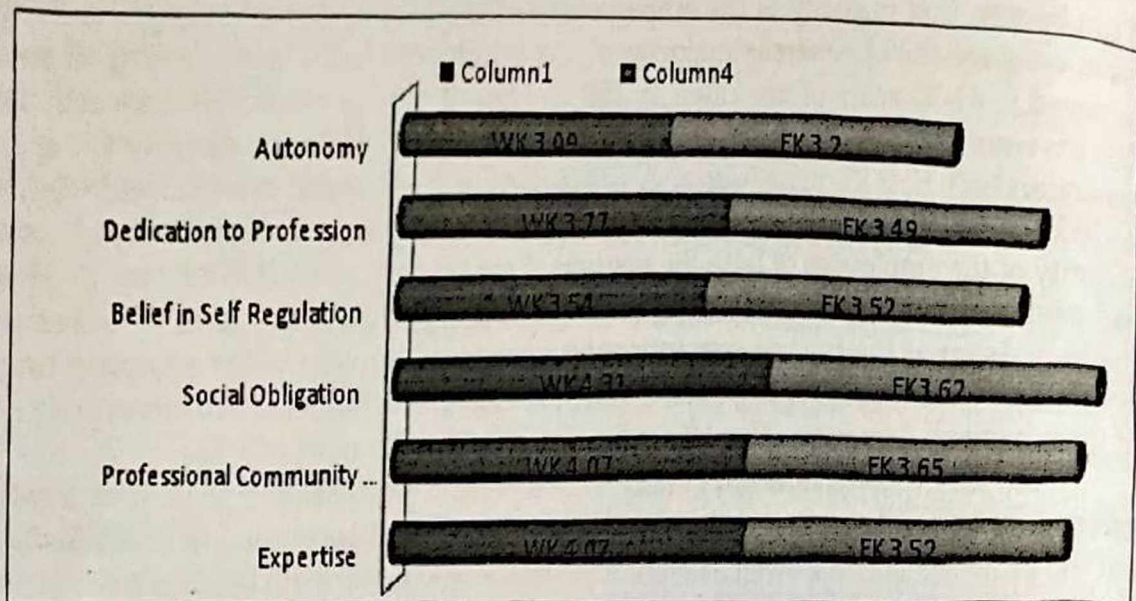
Figure 2 : Comparison of Employee Professionalism Score



Source : Primary data

Figure 2 above presents the employee professionalism score for both the districts. It is clear from the result that the better performing district which is West Kameng district scored higher (3.84 mean score) as compared to East Kameng district (3.5 mean score). It indicates that the employees of West Kameng district have higher level of employee professionalism as compared to East Kameng district. However both the districts have moderate level of professionalism since both of the districts scored less than 4 mean score. For further comparison of employee professionalism between the two districts, an effort was made to break down the sub variables of employee professionalism and find out the variations amongst the districts.

Figure 3 : Comparisons of Sub-Variables of Professionalism



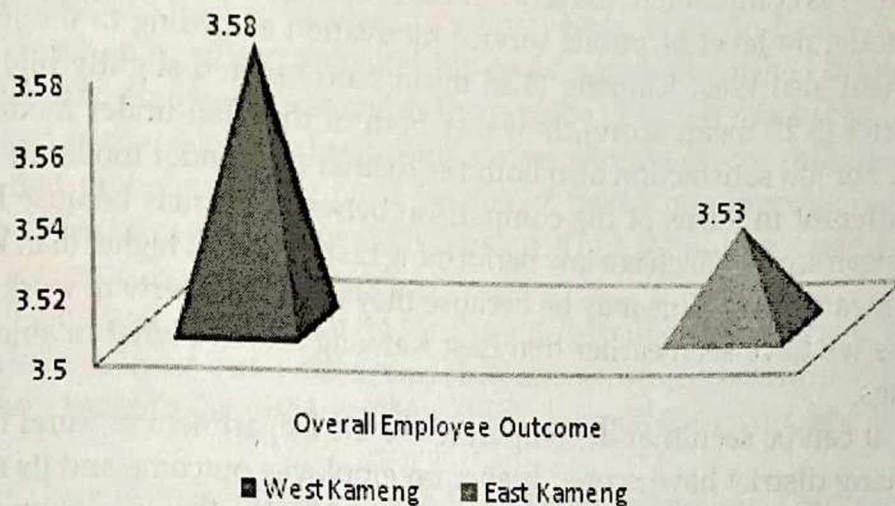
Source : Primary data

Comparison for the sub-variables of employee professionalism is presented in figure 3 above. It is evident from the result that West Kameng district scored higher mean than East Kameng district for all the sub-variables of professionalism except Autonomy (West Kameng district-3.09 mean score, East Kameng district-3.2 mean score). Both the districts had moderate level of dedication to the profession (West Kameng district-3.77 mean score, East Kameng district-3.49 mean score) and belief in self regulation (West Kameng district-3.54 mean score, East Kameng district-3.52 mean score). In case of the rest of the sub variables of employee professionalism, West Kameng district had high level of social obligation (4.31 mean score), professional community affiliation (4.07 mean score) and expertise (4.07 mean score) whereas East Kameng fall only in the moderate level of the score interpretation (social obligation - 3.62 mean score, professional community affiliation - 3.65 mean score, expertise - 3.52 mean score).

Thus in case of employee professionalism, the better performing district which is West Kameng district had brighter result than East Kameng district. Hence we can also conclude that higher level of employee professionalism leads to better performance of the district.

Comparison of the two districts was also carried out in terms of employee outcome which consists of public service motivation, commitment and job satisfaction.

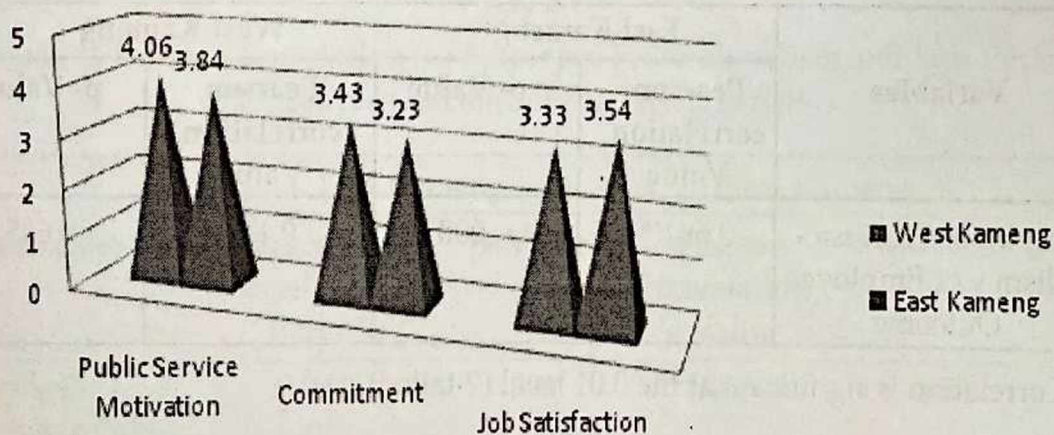
Figure 4 : Comparison of mean scores of Employee Outcome



Source: Primary data

Figure 4 presents the result for the overall employee outcome of the two districts. It is evident from the result that both the districts have only moderate level of employee outcome as both of them scored less than 4 mean score. There is a very minimal difference between the scores of the two districts though West Kameng district (3.58 mean score) scored slightly higher than East Kameng district (3.53 mean score). Further comparison was also carried out for the sub variables of employee outcome (public service motivation, commitment and job satisfaction) for both the districts.

Figure 5 : Comparison of mean scores for sub-variables of employee outcome



Source: Primary data

Comparison of the sub-variables of employee outcome between the two districts is presented in figure 5 above. West Kameng district scored high for public service motivation (4.06 mean score) as compared to the score of East Kameng district (3.84 mean score) which falls under moderate level of public service motivation according to the interpretation. For commitment also West Kameng (3.43 mean score) scored slightly higher than East Kameng district (3.23 mean score), however both of them fall under moderate level of commitment. For job satisfaction also both the district falls under moderate level but the scenario is different in terms of the comparison between districts because East Kameng district (3.54 mean score) which is a low performing district scored higher than West Kameng district (3.33 mean score). This may be because they have the liberty to work according to their desire as we have seen earlier that East Kameng scored higher in autonomy in the earlier findings.

Thus, it can be seen that the employees of the Department of Rural Development of West Kameng district have scored higher on employee outcome and its sub-variables except for job satisfaction where East Kameng scored higher than its counterpart district. Second objective of the study which was to find out the relationship between employee professionalism and employee outcome in the two districts was fulfilled by performing Pearson Correlation for employee professionalism and employee outcome. Thus null hypotheses for each district were formulated:

H_{1a} = There is no significant relationship between employee professionalism and employee outcome in East Kameng district.

H_{1b} = There is no significant relationship between employee professionalism and employee outcome in West Kameng district.

Table 5
Correlation for Employee Professionalism and Employee Outcome

Variables	East Kameng		West Kameng	
	Pearson correlation Value	p- Value	Pearson correlation Value	p- Value
Employee Professionalism v/s Employee Outcome	0.692**	.000	0.110	0.655

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

Table 5 presents the correlation result which was performed between employee professionalism and employee outcome for the two districts. It can be seen from the result

that correlation is significant at 0.01 p-value for East Kameng district and thus the null hypothesis for the same is rejected. It is also seen that there is a moderate positive correlation ($r = 0.692$) between the two variables. Thus it indicates that increase in employee professionalism would lead to increase in employee outcome in East Kameng district. Whereas for West Kameng district relationship could not be established between employee professionalism and employee outcome as the p-value (0.655) is more than the significant level of 0.05 and so the null hypothesis could not be rejected for the said district. Thus we can assume that professionalism might be one of the factors responsible for the poor performance of East Kameng district and thus an effort should be made to increase the employee professionalism of the district.

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. Thus six null hypotheses were also formulated for the same.

$H2_a$ = There is no significant relationship between employee professionalism and PSM in East Kameng district.

$H2_b$ = There is no significant relationship between employee professionalism and PSM in West Kameng district.

$H3_a$ = There is no significant relationship between employee professionalism and commitment in East Kameng district.

$H3_b$ = There is no significant relationship between employee professionalism and commitment in West Kameng district.

$H4_a$ = There is no significant relationship between employee professionalism and job satisfaction in East Kameng district.

$H4_b$ = There is no significant relationship between employee professionalism and job satisfaction in West Kameng district.

Table 6
Comparison of Pearson Correlation for Employee Professionalism and Sub Variables of Employee Outcome of the Two Districts

Variables	East Kameng		West Kameng	
	Pearson correlation Value	p- Value	Pearson correlation Value	p- Value
Employee Professionalism v/s Public Service Motivation	.904**	.000	.460*	.048

Employee Professionalism v/s Commitment	.575**	.004	.522*	.022
Employee Professionalism v/s Job Satisfaction	-.483*	.019	-.430	.066

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

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

From table 6 which presents the results of the Pearson correlations performed, it can be seen that all the null hypotheses except one are rejected as the correlations are significant at 0.01 and 0.05 level. For professionalism and public service motivation there is a positive correlation for both the districts and so both the hypothesis regarding employee professionalism and public service motivation are rejected. The result for East Kameng shows that there is a strong positive correlation between employee professionalism and public service motivation ($r = 0.904$, $p\text{-value} = 0.000$) which is also the highest amongst all the correlation test for the three sub-variables of employee outcome, as compared to the moderate positive correlation for West Kameng district ($r = .460$, $p\text{-value} = 0.048$). Hence it can be seen that employee professionalism can play a very important role for East Kameng district as it will encourage public service motivation which is a vital attribute for any government employee.

Next is professionalism and commitment which had a positive moderate correlation for both the districts (East Kameng $r = 0.575$, $p\text{-value} = 0.004$, West Kameng $r = 0.522$, $p\text{-value} = 0.022$) which supports the research of Norris (1984) and Seijaaka (2014) where it is reported that professionalism is positively associated with organizational commitment and thus the two null hypotheses regarding these two variables are rejected. Thus we can see that commitment of the employees in both the districts can be enhanced with the help of employee professionalism.

Lastly employee professionalism and job satisfaction had a negative moderate correlation for East Kameng district ($r = -0.483$, $p\text{-value} = 0.019$) which supports the study of Schroeder and Imdieke (1997) and Dali (2013) where they have found that professionalism and job satisfaction is related negatively. On the other hand no relationship could be established between these two variables for West Kameng district ($r = -0.430$, $p\text{-value} = 0.066$) which is in consistency with Kalbers and Fogarty (1995) who had found out that professionalism does not have significant effect on job satisfaction. Thus the null hypothesis for East Kameng district regarding employee professionalism and job satisfaction is rejected however the null hypothesis for West Kameng district could not be rejected.

Therefore it can be concluded that for the employees of the two selected districts of the Department of Rural Development, Arunachal Pradesh, professionalism can play a vital role in enhancing the level of public service motivation as well as commitment of the employees which can further help in improving the performance of both the districts. The analyses above were on the basis of the response of the employees of the two districts of the Department of Rural Development, Arunachal Pradesh. It mostly showed the positive side of the coin but it is also important to know the opinion of the stakeholders regarding professionalism of the employees that might give a hint to the ground reality. Thus a few common questions were asked to the officials, the people's representatives and the common people concerning employee professionalism.

Table 7
Descriptive Analysis for the Stakeholder's Responses of the Two Districts

		East Kameng					West Kameng				
		SD	D	NAD	A	SA	SD	D	NAD	A	SA
Regularity of visit to village	Officials	0	0	6	17	0	0	0	8	2	9
	People's Representatives	3	11	0	10	0	1	3	0	11	0
	Common People	106	69	0	0	5	92	38	0	6	0
Conduct regular monitoring of schemes	Officials	0	0	4	9	10	0	0	0	16	3
	People's Representatives	0	11	0	12	1	5	0	3	5	2
	Common People	20	77	5	71	7	13	51	7	59	6
Biasness in implementation of schemes	Officials	18	5	0	0	0	8	11	0	0	0
	People's Representatives	4	2	3	13	2	2	3	6	4	0
	Common People	13	30	22	95	20	0	43	13	70	10

Source : Primary Data, (SD = Strongly Disagree, D = Disagree, NAD = Neither Agree Nor Disagree, A = Agree, SA = Strongly Agree)

Table 7 presents us with the descriptive analysis for the responses of different stakeholders. Response to the regularity of visit of the officials to the village reveals that majority of the Officials from both the districts agree that they visit the village regularly which contrast with the response of the common people because majority of the common people do not agree that they visit the village regularly. In East Kameng district 97 percent of the respondents do not agree that the officials visit the village regularly and in West

Kameng district 95 percent of them do not agree to the same. Similarly in case of the conduct of regular monitoring of the scheme it can be seen that there is a variation in the opinion of the stakeholders for both the districts. Majority of the officials agree that they monitor the schemes regularly but in East Kameng district majority (54%) of them and 47 percent of the common people from West Kameng district do not agree with the same, however there is almost equal division of positive and negative responses in case of the people's representatives. Lastly in case of the biasness in the implementation of the schemes is concerned, it can be seen that all of the officials have disagreed to the query but majority of the common people (East Kameng - 64%, West Kameng - 59%) believe that there is some biasness in the implementation of the schemes. As far as the people's representatives are concerned in East Kameng 62 percent of them agreed that there is some biasness in the implementation of the scheme, however in West Kameng district there was equal division for agree and disagree regarding the issue.

To check whether there is any significant difference in the responses of the three categories of respondents' six more null hypotheses were formulated and ANOVA test was conducted for the same.

H5_a = There is no significant difference in the opinion of the respondents across three groups regarding visit of the officials to the village in East Kameng district.

H5_b = There is no significant difference in the opinion of the respondents across three groups regarding visit of the officials to the village in West Kameng district.

H6_a = There is no significant difference in the opinion of the respondents across three groups regarding conduct of regular monitoring of schemes in East Kameng district.

H6_b = There is no significant difference in the opinion of the respondents across three groups regarding conduct of regular monitoring of schemes in West Kameng district.

H7_a = There is no significant difference in the opinion of the respondents across three groups regarding biasness in the implementation schemes in East Kameng district.

H7_b = There is no significant difference in the opinion of the respondents across three groups regarding biasness in the implementation schemes in West Kameng district.

Table 8
Result of ANOVA for Comparison of Responses for Three Categories of Respondents Between the Two Districts

	Regularity of visit to village		Conduct regular monitoring of schemes		Biasness in implementation of schemes	
	EK	WK	EK	WK	EK	WK
Officials (Mean Score)	3.74	4.05	4.26	4.16	1.22	1.58
People Representatives (Mean Score)	2.71	3.40	3.12	2.93	3.29	2.80

Common People (Mean Score)	1.49	1.41	2.82	2.96	3.44	3.35
F-value	97.745	126.834	16.499	9.242	42.928	28.681
ANOVA p-value	.000	.000	.000	.000	.000	.000

Source : Primary data, (EK - East Kameng, WK - West Kameng)

Table 8 above presents us with the result of ANOVA test between three categories of respondents for two districts. It is evident from the result that all the null hypotheses formulated for ANOVA has been rejected as all the tests are significant at 0.01 level. Thus it is proved that there is a significant difference in the response of the three categories regarding various issues regarding professionalism.

Conclusion

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 (Yi-Armstrong, 2000). Therefore, we require employees who exhibit professionalism in their day-to-day activity. From the first part of the analysis it was found out that the employees of both the districts have moderate level of professionalism and they also secured good scores for the sub-variables of the employee outcome. But when we look at the second part of the analysis, it is visible that the common people of both the districts had a contrast opinion regarding professionalism issues of the employees of the Rural Development department. They had the opinion that the employees do not carry out their responsibilities satisfactorily. A positive association between employee professionalism and employee outcome is also revealed in this study. Hence, a need for enhancing professionalism of the employee to increase the employee outcome of the department has been immensely felt.

References

- Alagh, Y. K., (2013). Governance and Development. Yojana, 13-17. Retrieved Feb 4. 2014.
- Boyt, T. E., Lusch, R. F., & Naylor, G. (2001). The Role of Professionalism in Determining Job Satisfaction in Professional Services: A Study of Marketing Researchers. *Journal of Service Reserach*, 3(4), 321-330.
- Brewer, G. A., & Selden, S. C. (1998). Whistle Blowers in the Federal Civil Service: New Evidence of the Public Service Ethic. *Journal of Public Administration Research and Theory*, 8(3), 413-439.
- Caiden, G. (2000). The essence of public service professionalism. *Promoting ethics in the public service*, 21-31.

- Dali, N., Armanu, Setiawan, M., & Solimun. (2013). Professionalism and Locus of Control Influence On Job Satisfaction Moderated By Spirituality At Work And Its Impact On Performance Auditor. *International Journal of Business and Management Invention*, 1-11.
- Gebrekidan, A. A. (2011, March). Promoting and strengthening professionalism in the civil service: The Ethiopian case. In A paper presented at the capacity building workshop on "promoting professionalism in the private service: Strengthening the role of Human Resource Managers in The Public Sector" for the effective implementation of the charter for public service in Africa, Addis Ababa, Ethiopia (pp. 14-18).
- Hondeghem, A., & Perry, J.L. (2009). EGPA symposium on public service motivation and performance: Introduction. *International Review of Administrative Sciences*, 75, 5-9.
- Howell, J. P., & Dorfman, P. W. (1986). Leadership and substitutes for leadership among professional and nonprofessional workers. *The Journal of Applied Behavioral Science*, 22(1), 29-46.
- India, Government of Arunachal Pradesh. (2014). Annual Report 2013-2014. Department of Rural Development.
- Jaros, S. J. (1997). An Assessment Of Meyer And Allen's (1991) Three-Component Model Of Organizational Commitment And Turnover Intentions. *Journal Of Vocational Behavior*, 51, 319-337. Retrieved July 31, 2014.
- Kalbers, L. P., & Fogarty, T. J. (1995). Professionalism and its consequences: A study of internal auditors. *Journal of Practice and Theory*, 14(1), 64-86.
- Kassahun, T. (2005). Level of Organisational Commitment: Its Correlates and Predictors. *Indian Journal of Industrial Relations*, 41(1), 29-63. Retrieved July 31, 2014.
- Kolsaker, A. (2014). Relocating professionalism in an English university. *Journal of Higher Education Policy and Management*, 36(2), 129-142.
- Kri, S. (2010). State gazetteer of Arunachal Pradesh. Government of Arunachal Pradesh, Itanagar.
- Lasswell, J. L. (2010). An Assessment of Individual and Organizational Characteristics and Their Impact on Correctional Officers' Perceptions of Professionalism and Treatment Orientation (Doctoral dissertation, Indiana University of Pennsylvania).
- Mat, N., & Zabidi, Z. (2010). Professionalism in Practices: A Preliminary Study on Malaysian Public Universities. *IJBM International Journal of Business and Management*, 5(8), 138-145. Retrieved April 14, 2014.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism and Turnover*. New York: Academic Press.

Professionalism and Employee Outcome : A Study in a State of Northeast India

- Naff, K. C., & Crum, J. (1999). Working for America: Does Public Service Motivation Make a Difference? *Review of Public Personnel Administration*, 19(4), 5-16.
- Norris, D. R., & Niebuhr, R. E. (1984). Professionalism, organizational commitment and job satisfaction in an accounting organization. *Accounting, Organizations and Society*, 9(1), 49-59.
- Perry, J. L., Hondeghem, A., & Wise, L. R. (2010). Revisiting the motivational bases of public service: Twenty years of research and an agenda for the future. *Public administration review*, 70(5), 681-690. Retrieved July 21, 2015.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of applied psychology*, 59(5), 603.
- Schroeder, R. G., & Imdieke, L. F. (1977). Local-cosmopolitan and bureaucratic perceptions in public accounting firms. *Accounting, Organizations and Society*, 2(1), 39-45.
- Sejjaaka, K. S., & Kaawaase, K. T. (2014). Professionalism, rewards, job satisfaction and organizational commitment amongst accounting professionals in Uganda. *Journal of Accounting in Emerging Economies*, 4(2), 134-157.
- Shafer, W. E., Park, L. J., & Liao, W. M. (2002). Professionalism, organizational-professional conflict and work outcomes: A study of certified management accountants. *Accounting, Auditing & Accountability Journal*, 15(1), 46-68.
- Snizek, W. E. (1972). Hall's professionalism scale: An empirical reassessment. *American sociological review*, 109-114.
- Ssonko, D. K. (2010, April). Ethics, accountability, transparency, integrity and professionalism in the public service: the case of Uganda. In a conference on Enhancing Professionalism of Human Resource Management in the Public Service in Africa, Cotonou, Republic of Benin (Vol. 12).
- Yammarino, F. J., & Naughton, T. J. (1996). A multiple-level examination of job activities and employee outcomes. *Journal of Business and Psychology*, 11(2), 197-217. Retrieved April 05, 2016.
- Van Scotter, J. R. (2000). Relationships of task performance and contextual performance with turnover, job satisfaction, and affective commitment. *Human resource management review*, 10(1), 79-95.
- Yi-Armstrong, Elia. (2000, April 10-11). Promoting Professionalism and Ethics in the Public Service. Presented at 10th UN congress on the Prevention of crime & treatment of offenders'. Vienna