

## Integrated Child Development Services: A Study of Job Performance of Supervisors working in Jaipur Division, Rajasthan

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### ABSTRACT

*Supervisors have a very important role in Integrated Child Development Services (ICDS), and their job performance is a crucial element for the successful implementation of the programme. A number of studies have highlighted the impact of ICDS Scheme, but very few studies have analyzed the performance of Supervisors. The Supervisor is the immediate senior official of the Anganwadi workers and subordinate to the Child Development Project Officer. Lady supervisors are the key person for implementation of this programme at ground level. This study was conducted to assess the job performance of Supervisors working in Jaipur Division. There are total of 62 projects and a sum of 368 posts of supervisor in Jaipur division. Three supervisors selected from each project (total 186 supervisors) were included in the sample. The finding shows that a maximum 43.55 percent supervisors have high level of the job performance followed by 29.57 percent and 26.88 percent respondents have their job performance medium and low level, respectively. Job performance had non significant relationship with job satisfaction Supervisors work with perfection due to competition with their co-workers Complaints mention by them were excess work load; don't focus their main work; affected their physical and mental health, so affected their job performance.*

**Key words:** Job performance; Supervisor; Integrated Child Development Service;

Integrated Child Development Service (ICDS) is India's response to the challenge of meeting the holistic needs of the child, launched Initially in 33 blocks (5<sup>th</sup> Five year plan), on October 2, 1975. It aims at enhancing survival and development of children from the vulnerable sections of the society. Being the world's largest outreach programme targeting infants and children below six years of age, expectant and nursing mothers, ICDS has generated interest worldwide amongst academicians, planners, policy makers, administrators and those responsible for implementation. The ICDS team is comprised of the Anganwadi Workers, Anganwadi Helpers, Supervisors, Child Development Project Officers (CDPOs) and District Programme Officers (DPOs) from grass root level to the district level. Besides these, people from health system form a team with the ICDS functionaries to achieve convergence of different services.

A good number of studies were conducted on AWWs who are the grass root level functionaries of

the programme, but only a few studies assessed the job performance and motivation of the Supervisors. ICDS Supervisor is a crucial functionary of the scheme because she is an important link between the administrators and actual 'doers' of the job. They not only play a pivotal role in general administration but *also* train AWWs, coordinate public efforts and manage the programme. Indirectly, she is an incumbent responsible for the success or failure of the programme. Therefore, it is imperative to understand the various factors affecting and underlying the performance of the Supervisors. Further, the lacunae if any identified in the job performance of the ICDS Supervisors, the need to be corrected for successful achievements of the targets of the programme. Supervisors are directly monitoring the work of the Anganwadi worker on the spot when she is actually conducting the activities. Then assess the strengths and weaknesses of the worker. Supervisors can then build on the strengths of the worker and suggest concrete ways in which she can improve her

performance in the areas where she needs guidance. Lack of adequate supervision in terms of monitoring and evaluation is having an adverse effect on the quality of services provided at the AWC. Keeping the above facts in mind the present study was carried out with the following objectives;

- i. To assess the job performance of Supervisors working in Jaipur Division (Rajasthan).
- ii. To explore the relationship between job performance and job satisfaction among supervisors.

## METHODOLOGY

The present study was carried out in Jaipur division of Rajasthan. Jaipur division has five districts namely Alwar, Dausa, Jaipur, Jhunjhunu and Sikar. Purposive sampling technique was used for sample selection. Sample for present research includes ICDS supervisors working in all the districts of Jaipur region. There are total 62 projects and a sum of 368 posts of supervisors in all. In order to cover maximum demographic area and to get variety of responses three supervisors from each project (total 186 supervisors) were included in the sample. After taking permission from appropriate authority, data were collected from supervisors. Information was collected from supervisors with questionnaire which includes basic information (Age, Education, Working Experience etc.) and the Performance also includes information about job performance. Job performance was operationalised as the extended up to which supervisors fulfill their work. To measure, performance and satisfaction of ICDS supervisors the scale developed by *Barbouletos (2011)* (for job performance) and *Durham, Judge, Kluger and Locke (1998)* (for job satisfaction) was used after converting it in Hindi with slight modifications. The scale comprised of 08 items with the possible score ranged from 08 to 40. The responses were obtained on a five point continuum viz unsatisfactory, below average, average, above average and outstanding with score weightage of 1,2,3,4 and 5. The score range on a scale of 08 to 40 where the minimum score 08 and maximum score is 40 of job performance (According to 5 point Linkart scale). The score range on a scale of 05 to 35 where the minimum score 05 and maximum score is 35 of job satisfaction (According to 7 point Linkart scale). Ranges were obtained by dividing the score to get low, moderate

and high level job performance (low 08-26, medium 27-31 and high 32-40) and job satisfaction (low 05-25, medium 26-30 and high 31-35).

The data analysis involved frequencies, percentages, means, mean percent score and to explore the relationships between the various variables tested in the current study. The data was then presented in form of Tables.

## RESULTS AND DISCUSSION

This section deals with finding of the present investigation, which have been arrived after subjecting the data to statistical analysis and interpretation.

Distribution of respondents (Table 1) according to their personal attributes that is age, education and working experience shows that majority of respondents belong to 46 to 55 year age (43.01%), Post Graduation in education (51.61%) followed by 26 to 35 year of age (29.57%) and Graduate in degree (26.34%) looking to their working experience maximum respondents to 6 to 15 year (32.80%) and 16 to 25 year (31.18%).

Table 2 shows statements and their respective score regarding job performance. The statements were both positive and negative nature. The score allotted were Unsatisfactory (1), Below Average (2), Average (3), Above Average (4) and Outstanding (5) for positive statements vice-versa for negative statements. It was revealed from table that maximum respondent's views about self work performance (80.75%), Punctuality of time and attendance (79.68%), Self assessment of performance (78.92%), Progress towards goals (78.28%), Planning before work (77.74%) and Knowledge of primary job functions (77.10%). MPS score of negative statements viz don't need supervision or remind were 57.31%, which shows their strong disagreement towards these statements which ultimately depicts their performance and achievement towards their goals.

Some supervisors told that there is no proper training in regular intervals. Additional charge of Pracheta, Supervisors and ACDPO; Mandatory Panchayati Raj work; long travelled distance place of their stay; Regularly report submission after every visit which were the responsible reasons for excess work load that don't allow them to focus their main work that affect their physical and mental health which ultimately affects their job performance. These findings are

**Table 1. Distribution of respondents according to their age, education and working experience (N= 186)**

Age		Education		Working experience	
Category	No. (%)	Category	No. (%)	Category	No. (%)
<=25	1 (0.54)	Senior Secondary	35 (18.82)	<=5	37 (19.89)
26-35	55 (29.57)	Graduate	49 (26.34)	6-15	61 (32.80)
36-45	34 (18.28)	Post Graduate	96 (51.61)	16-25	58 (31.18)
46-55	80 (43.01)	M.Phill./ Ph.D.	6 (3.23)	26-35	30 (16.13)
>55	16 (8.60)				
Total	186 (100.00)	Total	186 (100)	Total	186 (100)

**Table 2. Overall distribution of respondents according to Job Performance (N= 186)**

Statement	Job performance					Total	Mean	MPS
	1	2	3	4	5			
Knowledge of primary job functions	2	8	62	57	57	717	3.85	77.10
Progress towards goals	2	5	59	61	59	728	3.91	78.28
Planning before work	2	13	49	62	60	723	3.89	77.74
Being working with Organization	2	16	42	48	78	742	3.99	79.78
Self work Performance	3	5	49	54	75	751	4.04	80.75
Don't need Supervision or reminder	43	29	49	40	25	533	2.87	57.31
Punctuality of time and attendance	-	-	62	65	59	741	3.98	79.68
Self assessment of Performance	1	3	64	55	63	734	3.95	78.92
Total Job Performance	55	79	436	442	476	5669	30.48	76.20

consistent with previous research such as (*Gangur, S.G., 2007*). This study found that 45 per cent of the Supervisors had to supervise more than 26 centers in the distance range of 5-20 km and more. The distance travelled by urban Supervisors was less compared to the distance travelled by Supervisors of tribal and rural areas. Prior to undertaking visits, many Supervisors had travelled up to 30 km from the place of their stay in tribal and rural blocks.

**Table 3. District wise category of respondents according to Job Performance (N= 186)**

Districts	Distribution of respondents		
	High No. (%)	Medium No. (%)	Low No. (%)
Alwar	21 (46.67)	10 (22.22)	14 (31.11)
Dausa	5 (23.81)	4 (19.05)	12 (57.14)
Jaipur	16 (26.67)	21 (35.00)	23 (38.33)
Jhunjhunu	5 (18.52)	10 (37.04)	12 (44.44)
Sikar	3 (9.09)	10 (30.30)	20 (60.61)
All	50 (26.88)	55 (29.57)	81 (43.55)

On the basis total obtained score (maximum score 40) respondents were categories into 3 categories that is low (8-26), medium (27-31) & high (32-40) according to Linkart Scale. Which was further presented into districts which are shown in Table 3 which depicts

majority of respondents had low level of performance ranging from 31.11% to 60.61% in all the districts. Maximum (60.61%) respondents in Sikar were job performance category whereas least respondent were found in Alwar (31.11%). Distribution in depth shows minimum respondents (9.09%) in Sikar was found in high level performance and Alwar (46.67%) maximum respondents belongs to high level performance followed by Jaipur (26.67%), Dausa (23.81%) and Jhunjhunu (18.52%). Jhunjhunu is having maximum (37.04%) respondents medium performance category and lowest (19.05%) from Dausa were medium Performance.

**Table 4. Categorization of score obtained by respondents according in job performance and Job satisfaction (N= 186)**

Aspects	Distribution of Respondents		
	Low No. (%)	Medium No. (%)	High No. (%)
Job Performance	81 (43.55)	55 (29.57)	50 (26.88)
Job Satisfaction	18 (9.68)	101 (54.30)	67 (36.02)

On the basis of least and maximum score Job performance (08 and 40) and job satisfaction (05 and 35) respondents were categories into 3 categories that is low (8-26), medium (27-31) & high (32-40) for job performance and low (05-25), medium (26-30) & high

(31-35) for job satisfaction according to Linkart Scale. It was interesting to observe the Table 4 that most of the respondents performance category belong to either low or medium category where as in case of satisfaction very few number were in low category, almost 56% and 91% respondents were categorized into medium and high job performance and job satisfaction category.

**Table 5. Correlation of Job Satisfaction with Job Performance**

Aspects	R Value	T value
Total Job Performance	0.082	1.114 (NS)

NS= Non Significant

The data was analyzed to see the relationship between job satisfaction and job performance in Table 5. It was observed that job performance had non significant relationship with job satisfaction. The result agree with *Ahmad, et al. (2010)* reported that the study examined the relationship between job satisfaction and performance on 310 workers and managers employed in 15 advertising agencies of Islamabad (Pakistan). Result shows a very weak relation between job satisfaction and performance. It indicates that there is no significant relation between job satisfaction and

performance. The results are in contrary to results of study conducted by *Cheristen, et.al. (2006)*. The objective of this study is to clarify ambiguities in literature regarding the relationship among three key constructs of work relationships between effort, job performance and job satisfaction. The effect of job performance on the manager's job satisfaction is positive and highly significant.

## CONCLUSION

Finally the study may be concluded that the 43% respondents from all the districts belongs to 46 to 55 year age group, almost 50% respondents were Post Graduate and all districts had 6-15 and 16-25 year of working experience population in maximum. Perceived role of supervisors about their job performance under ICDS was considered important. Majority of the supervisor's performance was good. The supervisors were positively affected by toward higher performance with the provision of job security, salary fixation, reward for good work, recognition etc. It is suggested that in order to motivate supervisors, the manager must understand the nature of supervisors behavior and how best to motivate them so that they work willingly and effectively.

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