Summary and Conclusions
CHAPTER - V

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The genesis of the present study on "job competence and job performance ICDS of Supervisors of Andhra Pradesh" arose out of number of considerations.

The ICDS programme was launched on October 2, 1975, the 106th birth anniversary of Mahatma Gandhi, the Father of the nation. This signifies commitment to the Gandhian vision of addressing Socio-economic inequities - by reaching out to the most disadvantaged, under served - and the most vulnerable. As Gandhiji saw India's development in the empowerment of its people, So does ICDS seek to empower communities for the care and development of their children and women, to shape the country's present and future.

The ICDS Scheme is a centrally sponsored programme being implemented through the State Government with 100 percent financial assistance from the Central Government. At central level, Ministry of Human Resource Development is responsible for the programme and works through Department of women welfare. Director/project officer is incharge of ICDS at state level. At district level project Director will look after the activities of ICDS. Child Development project officer (CDPO) and Mandal Development Officer (MDO) render their services for the implementation of the programme at Mandal/Primary health centre level. Mukhya Sevika (Supervisor) acts as a bridge between the higher officials and the grass root level worker i.e. AWW. Anganwadi worker is the key person at the village level. The heart of ICDS is the Anganwadi -- Literally the Courtyard - for delivery of package of Services to mothers and children.

The supervisor assumes a pivotal role in the ICDS scheme due to her crucial link between AWWs and CDPO and officials of allied departments in the implementation of the programme. She is the person who guides the
AWWs right from the selection of beneficiaries to the provision of services meant for them. She is responsible for supervising the work of 17-25 AWWs on an average. Hence, Supervisors can be viewed as intensive supervisory inputs to strengthen the working at the grass root i.e., AWWs level. In the capacity of a supervisor, one is destined to perform several activities in the pursuit of women and child Development. This invariably asks for a great deal of job competence.

Job competence is one of the behavioural dimensions of a supervisor which stems from her personal and situational factors apart from her official position - job competence is a covert phenomenon and acts as a harbinger of job performance which is overt. The job competence and the resultant job performance are to be viewed as the two inseparables like the observe and reverse sides of a coin. Considering the importance of these two aspects in relation to the functioning of Supervisors, the present investigation was intended with the prime purpose of studying the job competence and job performance of ICDS Supervisors of Andhra Pradesh.

Objectives of the Study

General Objective

To study and analyse the factors that are determining job competence and job performance of supervisors working in Integrated Child Development Services (ICDS) scheme of Andhra Pradesh.

Specific objectives of the Study:

The following were the specific objectives of the present study:

To develop and apply sales to measure the job competence and job performance of ICDS Supervisors of Andhra Pradesh.
* To describe the status of ICDS Supervisors with respect to their competencies and performance levels.

* To examine the influence of the selected personal, Socio-psychological and organisational characteristics of ICDS Supervisors on their job competence and job performance.

To study the relative importance of various dimensions of competency in discriminating 'low' and 'high' performing groups of Supervisors.

* To study the relative importance of various dimensions of performance in discriminating 'low' and 'high' competency groups of Supervisors.

* To study the differential contribution of the selected characteristics in predicting the job competence and job performance of ICDS Supervisors.

* To identify the problems encountered by the ICDS Supervisors in discharging their responsibilities.

Hypotheses

Based on the aforesaid objectives, the following major hypotheses were formulated.

There will be no significant influence of personal, Socio-psychological and organisational factors on job competence of ICDS Supervisors.

* There will be no significant variance in the amount of contribution made by the personal, Socio-psychological and organisational variables in predicting the job competence of ICDS Supervisors.
There exists no agreement among the three kinds of rates in establishing the correlation between each competency dimension with total competence.

None of the competence dimensions could discriminate significantly the low and high performing groups of Supervisors.

The discriminant ability of different dimensions of competence as perceived by the three groups of raters would not differ significantly.

There will be no significant influence of personal, Socio-psychological and organisational factors on job performance of ICDS Supervisors.

There will be no significant variance in the amount of contribution made by the personal, Socio-psychological and organisational variables in predicting the job performance of ICDS Supervisors.

There will be no significant variance in the amount of contribution made by the competency dimensions in predicting the job performance of ICDS Supervisors.

There will be no significant variance in the amount of contribution made by the personal, Socio-psychological and organisational variables and competency dimensions in predicting the job performance of ICDS Supervisors.

There exists no agreement among the three kinds of raters in exhibiting the correlation between each performance dimension with total performance.
None of the dimensions of Job performance could discriminate significantly the 'low' and 'high' competency groups of Supervisors.

There exists no agreement among the three kinds of raters in establishing the discrimination of each performance dimension between 'low' and 'high' competent groups Supervisors.

Review of literature

The relevant literature pertaining to the present study was reviewed and personal, Socio-psychological and organisational factors were selected with the help of reviewed literature, experts in the field of extension education and in consultation with the officials and trainers of ICDS Scheme.

Methodology

Research Design

Ex-post-Facto research design was utilised for the present study.

Locale of the Study

The State of Andhra Pradesh, having 23 districts, comprises three distinct geographical regions namely coastal Andhra (9 Districts), Telangana (10 Districts) and Rayalaseema (4 Districts) was purposively selected. The study was carried out in eight randomly Selected districts of the State namely Chittoor and Cuddapah districts from Rayalaseema Region, Krishna, Guntur and Nellore Districts from Coastal Andhra Region and Hyderabad, Ranga Reddy and Khammam Districts from Telangana Region.
Selection of Projects

An equal number of ICDS projects i.e., Six each from Chittoor and Cuddapah districts of Rayalaseema region and five each from the districts of Guntur and Nellore and six from Krishna District of Coastal Andhra were randomly selected. Whereas in Telangana region, five projects from Hyderabad, six from Ranga Reddy and six from Khammam districts were randomly selected. Thus, a total of 45 ICDS projects constituted as the sample for the present investigation.

Selection of respondents

Three categories of ICDS functionaries viz., supervisors, CDPOs and AWWs constituted the respondents for the study. The total respondents selected were 705 which include 220 supervisors, 45 CDPOs and 440 AWWs.

Variables and their measurement

Two dependent variables, namely job competence and job performance of ICDS Supervisors were included in the Study. They were measured with the indices developed. These two dependent variables were studied with the help of job competence index and job performance indices developed for the study. The twenty one independent variables selected for the study include family size, job experience, training received, rural background, job satisfaction, job perception, Achievement motivation, organisational commitment, interpersonal contact, Morale, Attitude towards ICDS Scheme, perceived workload, personal importance, Self-reliance, conveyance, organisational climate, Guidance and Supervision, Facilities and resources, communication, Region and Type of the ICDS project. Scales and indices developed and those used by others, as detailed in chapter "Methodology" were utilised to measure these independent variables.
Devices for Collection of data

Questionnaires, pre-tested from the actual respondents, but outside the sample area was used for collection of data. The questionnaires were administered personally to all the 705 respondents and the responses of the respondents were scored for the purpose of analysis.

Statistical tests and Procedures followed

- Arithmatic Mean
- Standard Deviation (SD)
- 't' test
- Intercorrelation matrix
- Analysis of variance ('F' test)
- Multiple regression analysis.
- Discriminant function analysis
- Kendall's coefficient of concordance (W), had been deployed for an empirical validation with the computer assistance. The Salient findings are succicently presented below.

SALIENT FINDINGS OF THE STUDY

1. Majority of the supervisors possessed high job competence followed by medium job competence as per their self perceptions whereas superiors (CDPOS) and subordinates (AWWs) perceived that majority of the supervisors possessed medium job competence followed by high Job competence.

2. Out of 21 independent variables, 12 variables namely, Achievement Motivation, Job satisfaction, Morale, Interpersonal contact, Job perception, Guidance and Supervision, Facilities and resources,
communication, organisational climate, personal importance, self-reliance and organisational commitment had significantly influenced the job competence of ICDS supervisors, according to supervisors self ratings.

3. As per the superior (CDPOs) ratings, among 21 personal, socio-psychological and organisational variables only four variables viz., Region, training Received, communication and organisational climate influenced significantly the job competence of ICDS supervisors.

4. With regard to subordinate (AWWs) ratings, the variables namely conveyance, Region, project and organisational commitment had significantly influenced the job competence of ICDS Supervisors.

5. The multiple correlation between job competence and six significant personal, socio-psychological and organisational variables, namely Achievement Motivation, personal contact, self-reliance, organisational commitment, Job perception and personal importance of ICDS Supervisors put together was 0.553. They could explain only 30.6 percent of the variance in job competence. Out of this, 10.7 percent of the variance was accounted for by Achievement Motivation, 5.6 percent by interpersonal contacts, 4.8 percent by self-reliance, 2.5 percent by organisational commitment, 4.3 percent by Job perception and 2.7% by personal importance. It means that there was differential contribution by these variables to the prediction of job competence among ICDS supervisors (self rating). The remaining 15 variables did not significantly contribute to the prediction of job competence of Supervisors.

6. According to Superior ratings, out of 21 independent variables only 5 variables contributed significantly to the prediction of job competence of
ICDS supervisors and they were job satisfaction, Region, Job perception, conveyance and Experience. The Multiple correlation between job competence and five independent variables was 0.377. They could explain only 14.2% of variance in job competence.

With regard to subordinate ratings the four variables viz., project, conveyance, organisational commitment, and Attitude towards ICDS scheme turned out to be significant predictors of Job competence of ICDS supervisors. The multiple correlation between Job competence and the said four variables put together was 0.330. The total variance explained by the four variables put together would be 10.9 percent. The other variables could not enter into the analysis as their contribution to the dependent variable was not significant. It means that there was differential contribution by these variables to the prediction of job competence of supervisors.

The coefficients of variation according to the three ratings i.e. self, superior and Subordinate ratings were found to be relatively low for all the dimensions indicating very good consistency in the distribution of dimensions' scores in measuring total job competency of ICDS supervisors.

The intercorrelations among the dimensions of job competence as perceived by Supervisors, Superiors and Subordinates indicated that all the dimensions were significantly intercorrelated with each other but there exists very highly significant correlation among some variables.

There were significant differences in the mean scores of all the dimensions of job competence of the two performing groups viz., 'low' and 'High' (self, superior and subordinate ratings).

Mental agility was the dimension which discriminated between the two groups of ICDS Supervisors to the maximum followed by creativity,
Judgement, Adaptability, Technical knowledge, Ability to Train Subordinates, Evaluation of work done, Ability to solve problems, Guidance, Initiative, Empathy and Communicative ability in the descending order of their importance (self rating).

12. As per the perceptions of superiors, Judgement explained maximum amount of variation between 'low' and 'high' performing groups but Ability to solve problems explained minimum amount of variation between the two groups when compared to the rest of the dimensions.

13. Subordinate perceptions revealed that out of 12 competency dimensions, 'Mental agility' explained maximum amount of variation and 'Ability to solve problems' explained minimum amount of variance between 'low' and 'High' performing groups.

14. There was significant agreement among the three groups of raters viz., self, Superior and Subordinates in perceiving the discriminant ability of different dimensions of job competence.

Job Performance

15. Supervisor's self ratings revealed that majority of supervisors possessed 'high' job performance followed by 'medium' and 'low' job performance. But as per the Superior and Subordinate ratings the Job performance of majority of the Supervisors was 'high' followed by 'medium' and 'low' job performance.

16. Out of 21 independent variables, 11 variables namely Job experience, Achievement Motivation, Job Satisfaction, Morale, Interpersonal contact, Job perception, Guidance and Supervision, Facilities and resources, communication, organisational climate and self-reliance had significantly influenced the Job performance of ICDS Supervisors as per the Supervisors' self ratings.
17. As per the Superior (CDPOS) ratings among 21 personal, socio-psychological and organisational variables only two variables viz., Training received and organisational climate influenced significantly the job performance of ICDS Supervisors.

18. With regard to Subordinate (AWWs) ratings the variables viz. organisational climate, Region and project had significantly influenced the job performance of ICDS Supervisors.

19. The multiple correlation between Job performance and six significant personal, socio-psychological and organisational variables viz. Achievement Motivation, communication, self-reliance, Job perception, Inter-personal contact and organisational commitment of ICDS Supervisors put together was 0.612. They could explain only 36.3 percent of the variance in job performance. Out of this 9.7 percent of the variance was accounted for by Achievement Motivation, 9.7 percent by communication, 5.9 percent by self-reliance, 6.6 percent by Job perception and 4.5 percent by Interpersonal contact. It means that there was differential contribution by these variables to the prediction of Job performance among ICDS Supervisors (self rating). The remaining 15 variables did not significantly contribute to the prediction of Job performance of Supervisors.

20. According to Superior ratings, out of 21 independent variables only 3 variables contributed significantly to the prediction of Job performance of ICDS Supervisors and they were 'Training Received', Job perception and 'Job Satisfaction'. The multiple correlation between Job performance and three independent variables was 0.327. They could explain only 10.7 percent of variance in Job performance of ICDS Supervisors.

21. The Multiple correlation between Job performance and four significant dimensions of job competence viz., creativity, Evaluation of workplace, Mental agility and ability to solve problems of ICDS Supervisors put
together was 0.635. They could explain only 40.3 percent of the variance in Job performance. The remaining 17 variables did not significantly contribute to the prediction of job performance of ICDS Supervisors.

22. According to Superior ratings, out of 12 competency dimensions only four dimensions contributed significantly to the prediction of Job performance of ICDS Supervisors and they were 'Guidance', 'Evaluation of Work done', 'Creativity' and 'Ability to train Subordinates'. The multiple correlation between Job performance and four competency dimensions was 0.850. They could explain only 72.3 percent of variance in Job performance.

23. With regard to Subordinate ratings, the three variables viz., 'Mental agility', 'Evaluation of work done' and 'Judgement' turned out to be significant predictors of Job performance of ICDS Supervisors. The multiple correlation between Job performance and the said three variables put together was 0.727. The total variance explained by the three variables put together would be 52.9 percent. The other variables could not enter into the analysis as their contribution to the dependent variable was not significant.

24. The Multiple correlation between Job performance and eight significant personal, socio-psychological and organisational variables and Job competency dimensions viz., 'Creativity', 'Communication', 'Evaluation of Work done', 'Achievement Motivation', 'Organisational Commitment', 'Self-reliance', 'Ability to solve problems' and 'job perception' of ICDS Supervisors put together was 0.722. They could explain only 52.2 percent of the variance in job performance.

25. According to Superior ratings, out of 21 independent variables and 12 competency dimensions, only 6 variables contributed significantly to the prediction of Job performance of ICDS Supervisors and they were 'Guidance', 'Evaluation of Work done', 'Creativity', 'Ability to train
Subordinates', 'Empathy' and 'Training Received'. The multiple correlation between Job performance and six significant variables was 0.857. They could explain only 73.5 percent of variance in Job performance of ICDS Supervisors.

26. With regard to subordinate ratings, the four variables viz., 'Mental agility', 'Evaluation of work done', organisational climate' and Judgement turned out to be significant predictors of job performance of ICDS Supervisors. The multiple correlation between job performance and the said four variables put together was 0.736. The total variance explained by the four variables put together would be 54.2 percent.

27. The co-efficients of variation according to the three ratings i.e. self, Superiors and Subordinate were found to be relatively low for all the dimensions indicating very good consistency in the distribution of dimensions' scores in measuring total job performance of ICDS Supervisors.

28. The inter correlations among the dimensions of job performance as perceived by Supervisors, Superiors and Subordinates indicated that all the dimensions were significantly intercorrelated with each other but there exists very highly significant correlation among some variables.

29. The three kinds of raters viz., self, Superior and Subordinates exhibited different importance of different dimensions of job performance while measuring total job performance of ICDS Supervisors.

30. There were significant differences in the mean scores of all dimensions of job performance of the two competency groups viz., 'Low' and 'High' (Self, Superior and Subordinate ratings).

31. 'Supervision' was the dimension which discriminated between the two competency groups of ICDS Supervisors to the maximum followed by 'Evaluation', 'Co-ordination', 'Education', 'Planning' and 'Supply and Service' in the descending order of their importance (Self rating).
32. As per the perceptions of Superiors, 'Evaluation' explained maximum amount of variance between 'low' and 'high' competency groups but 'Education' explained minimum amount of variation between the two groups when compared to the rest of the dimensions.

33. Subordinates perceptions revealed that out of six performance dimensions 'Supervision' explained maximum amount to variation and 'co-ordination' explained minimum amount of variation between 'low' and 'high' competency groups.

34. The three kinds of raters viz., self, Superior and Subordinates exhibited different importance of performance dimensions while discriminating between 'low' and 'High' competent groups of ICDS Supervisors.

35. The problems encountered by Supervisors were lack of qualified AWWs, involvement of Supervisors in unrelated activities, insufficient amount of the house rent now being paid for AWCs in urban slums, was inadequate, inability of AWWs in filling up records and registers, many vacancies in the posts of supervisors, many Supervisors were observed to Supervise about 30 AWWs or even more, no transport facility to interior areas and political interference.

Implications of the Study

The construction and standardisation of measurement devices designed for quantifying job competence and job performance in this investigation might serve as a rational and feasible tool to the fiendish research fraternity in case of similar probe elsewhere. The administrators in the Department can make use of these scales in competence and performance appraisals.

The study would help the administrators to identify the different levels of competencies of the Supervisors whose role is very important to ICDS scheme and their job performance is also a crucial element for the successful implementation of the programme.
The study also helps the administrators to trace the gaps in their levels of competencies and performance to conduct short intervention training programmes which can fill the gaps in their job competence and job and develop the capabilities of the functionaries for enhancing participation.

"To be assured of Success in the market place, an industry must hire new people with the right competencies, train them in the specific competencies of their job and provide sound performance appraisals and continued self-development. Specific competencies must provide the framework for developing more knowledge, sharper skills and better attitude than ever before."

The administrators in the ICDS scheme may take cue from these suggestions and act accordingly.

More succinctly, the outcomes of this study on the subtle aspects of job competence and job performance of Supervisors in the ICDS scheme of Andhra Pradesh, would provide food for thought to those at the helm of affairs in the ICDS scheme on how to enhance these dual aspects through developmental endeavours. One may foresee that this investigation may be criticised as only a 'blink' but the investigator feels that a blink is often the sign of 'awakening.'

Suggestions for future research

The current study was confined to 8 districts out of 23 districts of Andhra Pradesh State. For the purpose of generalising the conclusions, it is desirable to conduct the study in at least 50 per cent of the districts covering 50 per cent of each of urban, rural and tribal projects in operation. As the ICDS scheme is a Nation-wide programme, the inclusion of 2 or 3 nearby states in the study verifies the findings under different set of conditions and the conclusions could be generalised for the scheme as a whole.
The depths of the tools of assessment of independent variables studied here permit us to state that the results reported can be extrapolated with conviction to the entire population. To arrive at conclusive evidences on the obscure aspect of job competence and the resultant job performance, studies covering other functionaries over a wide area seems imperative. This would help in making generalisations regarding the job competence and job performance of the Supervisors and Overall job competence and job performance of extension personnel in ICDS scheme.

Selected independent variables were studied in relation to the two dependent variables job competence and job performance of Supervisors. Future studies may include many other independent variables, Which are normally operative in a life situation, to enhance validity and veracity of the findings.

Studies on job performance may also be conducted in future for the ICDS functionaries like AWWs, ACDPOs and CDPOs.

Some case studies to assess the job competence and job performance of ICDS Supervisors by observation may be taken up.

The role of voluntary organisations in rural development, agriculture and health is well known. Over 150 ICDS projects are being implemented in India through the Non-Governmental Voluntary organisations with the Cooperation of NIPCCD. The Study could be extended to these ICDS projects also to assess the job competence and job performance of the functionaries working in the projects.

More in-depth studies on the groups of contributory variables are needed to further authenticate or revise what little has been found and brought out in this report.