

## JOB STRESS IN RELATION TO JOB PERFORMANCE AND JOB SATISFACTION AMONG ICDS SUPERVISORS

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### ABSTRACT

**Introduction:** Children are a principle asset for any country. Their development is as important as the development of any material resource. Keeping this in mind, Government of India launched an ICDS Scheme (1975) as the most comprehensive scheme for the early childhood care and development. Two important pillars of ICDS team are supervisors and Anganwadi Workers. ICDS supervisors have a very important role in the implementation of it, as well as their job expectations are also crucial for the implementation of the programme. Supervisors directly monitor the work of the Anganwadi workers on the spot when she actually is conducting the activities.

**Objectives:** The objectives of the study were to assess the job stress of Supervisors working in Jaipur division and to explore the relationship between job stress with job performance and job satisfaction among supervisors.

**Methodology:** The present study was carried out in Jaipur division of Rajasthan. Alwar, Dausa, Jaipur, Jhunjhunu and Sikar districts were covered in Jaipur division, thus there were a total of 62 projects and a sum of 368 posts of supervisors in Jaipur division. Three supervisors were selected from each project and a total 186 supervisors were taken as participants for the present study.

**Results:** The findings showed that overall 47.74% supervisors belonged to low level category of job stress, whereas a comparison among all the districts of Jaipur division depicted that maximum (81.48%) respondents in Jhunjhunu were stressed due to their jobs and minimum number of stressed supervisors were from Jaipur (58.33%) followed by Alwar (73.33%), Dausa and Sikar (66.67% each).

**Conclusion:** Job Stress requires to be managed at the place of work. It will affect worker's performance, behavior and job satisfaction.

**Key words:** Job Stress, Supervisor, Integrated Child Development Services, ICDS.

## INTRODUCTION

The Government of India has started a scheme for children in 1975 called Integrated Child Development Services (ICDS) scheme which looked after child health, hunger, school dropouts and malnutrition. It aims towards women and child development as per the community based system. The ICDS consists of the District Programme Officers (DPOs), Child Development Project Officers (CDPOs), Supervisors, Workers and Anganwadi Helpers according to its hierarchy. Besides these, people from health system form a team with the ICDS to bring about the co-ordination of different services. ICDS Supervisors are the crucial functionaries of the scheme because they act as an important link between the administrators and executors 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. The supervisors are responsible for pros and cons of the programme. She handles 20 to 25 AWCs according to the nature of the project. She guides and supervises the AWWs and provides job training also. She is also responsible to record home visits and to maintain all the activities. She arranges meetings in the community and also trains adolescent girls. In short, supervisors are handling multi level responsibilities, which sometimes may cause stress to them. Stress is a common phenomenon in this era. It is a response which brings about change in human physiology. It is of two types good or bad, which is called as 'eustress' and 'distress' respectively. Eustress consists of motivation or positive energy and distress consists of harmful effects. It has been pointed out by the researches that a little amount of eustress is required for better performance. Now a days stress is common and is a serious problem in the field of organizational behavior. People usually take it in a negative way. Stress is also inevitable in many jobs. Now, stress is also called as a feeling of physical and emotional tension which cannot be managed with anxiety and discomfort (Vijayashree and Mund, 2011). It can occur due to personal or professional (occupational) reasons. It is found that it is an emerging problem of a developed society. A specific level of stress is found in each profession. Researchers suggest that there is no occupation left where members do not suffer from occupational

stress. Occupational stress can be described as a negative reaction (Health and Safety Executive, 2005).

The objectives of the study were as follows:

1. to assess the job stress of supervisors working in Jaipur Division and
2. to explore the relationship between job stress with job performance and job satisfaction among supervisors.

Hypotheses (Ho) formulated for the study were as given below:

**Ho 1-** There will be no significant relationship of job stress with job performance of Supervisors.

**Ho 2-** There will be no significant relationship of job stress with job satisfaction of 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 research had included ICDS supervisors who were working in all the districts of Jaipur region. There are a total of 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 ICDS Directorate, data were collected. Information was collected from supervisors with the help of a questionnaire which included basic information (age, education, working experience etc.). The proforma also included questions which helped to assess job stress, job performance and job satisfaction. Job stress was operationalised as the problems and challenges faced by the supervisors in their field. To measure stress, performance and satisfaction of ICDS supervisors the scale developed by Bretz et al. (1994) (for job stress), Barbouletos (2011) (for job performance) and Durham et al. (1998) (for job satisfaction) was used after converting it in Hindi with slight modifications. Interpretation of the scores is given in Table 1.

**Table 1: Interpretation of scores according to number of items, score range and their categorization**

Sr. No.	Aspect	No. of items	Score range (minimum- maximum)	Score categories
1	Job stress	17	17-85	Low (17-56) Medium (57-67)

				High (68-85)
2	Job performance	08	08-40	Low (08-26)
				Medium (27-31)
				High (32-40)
3	Job satisfaction	05	05-35	Low (05-25)
				Medium (26-30)
				High (31-35)

Finally the data were computed and analyzed with frequencies, percentages, means and mean percent scores.

## RESULTS AND DISCUSSION

This section deals with the findings of the present investigation, which has been concluded after subjecting the data to statistical analysis and interpretation.

### Background information of the respondents

#### Age

Distribution of respondents according to their age showed that 43.01 % of respondents from all the districts belonged to 46 to 55 years age group followed by 26 to 35 year age group (29.57%), 36 to 45 year age group (18.28%) and less than 55 year of age (8.60%). Almost negligible candidates were there in less than 25 year age category (Fig.1). This showed that the employment generation process in public sector is very slow and conducted at long durations, which may create frustration in young aspirants.

**Fig. 1: Distribution of respondents according to their age (n= 186)**

#### Education

Distribution of respondents according to their education showed that 51.61% of respondents from all the districts were post graduates followed by 26.34% graduates, 18.82% senior secondary and 3.23% were M. Phil/ Ph.D. (Fig. 2).

**Fig. 2: Distribution of respondents according to their education (n= 186)**

#### Working experience

Distribution of respondents of ICDS by working experience showed that 32.80% of respondents from all the districts had 6-15 years of working experience followed by 31.18 % respondents who were having 16 to 25 years of working experience (Fig.3).

**Fig.3: Distribution of respondents according to their working experience (n=186)**

**Job stress, job performance and job satisfaction**

**Job stress:** Job stress is defined when the work demand and pressure do not match to the knowledge and abilities of the ICDS supervisors and ultimately challenges their ability to cope.

**Job performance:** Job performance is operationalised as the extent to which supervisors execute their work.

**Job satisfaction:** Job satisfaction in the present research is the degree to which supervisors feel positive and negative about their job.

**Table 2: Overall distribution of respondents according to job stress with respect to work at office (n= 186)**

S. No.	Dimensions	Allotted scores					Total	Mean	Mean percent scores
		1	2	3	4	5			
1	Number of projects	47	3 7	4 8	30	24	505	2.72	54.30
2	Meeting	55	2 8	3 6	30	37	524	2.82	56.34
3	Phone calls	25	2 4	4 6	32	59	634	3.41	68.17
4	Office visits	56	4 5	3 9	22	24	471	2.53	50.65
5	Amount of travelling	23	3 4	3 3	34	62	636	3.42	68.39

Table 2 showed statements and their respective scores regarding job stress with respect to work at office. The scores allotted were no stress (1), little stress (2), some stress (3), quite a bit of stress (4) and great deal of stress (5). It was revealed from Table 2 that respondents were ranked according to their percentage of stress. Maximum stress

was stress of job caused by travelling (68.39%), phone calls (68.17%), meetings (56.34%), number of projects (54.30%) and office visits (50.65%), respectively.

Possible reason behind the stress dimension could be that the nature of the job demands a lot of travelling (village and district head quarters), as a result they can be called up at any time for reporting or enquires or meetings with village level workers as well as seniors.

**Table 3: Overall distribution of respondents according to job stress with respect to time management (n= 186)**

S. No.	Statement	Allotted scores					Total	Mean	Mean percent scores
		1	2	3	4	5			
1	Working hours	49	37	45	29	26	504	2.71	54.19
2	Volume of work in the allotted time	41	36	41	29	39	547	2.94	58.82
3	Administrative pressure	41	45	34	26	40	537	2.89	57.74
4	Time bound pressure	26	54	36	38	32	554	2.98	59.57

Table 3 revealed that maximum respondents were stressed by time bound pressure (59.57%) followed by volume of work to be submitted (allotted time) (58.82%), administrative pressure (57.74%) and working hours (54.19%) respectively, which showed their stress in job.

They were also bound to provide poshahar report, monthly progress reports etc., along with duties in Pulse Polio abhiyan, panchayat related work, night chowpal in the shortest possible time etc. The results of the present study agreed with Manzoor et al. (2011) that work stress among teachers was most likely due to excessive workload.

**Table 4: Overall distribution of respondents job stress with respect to job security (n=186)**

S. No.	Statement	Allotted scores	Total	Mean	Mean percent scores
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		1	2	3	4	5			
1	Political approach	44	39	40	30	33	527	2.83	56.67
2	Difficulties understand of new projects	72	48	37	20	9	404	2.17	43.44
3	Conflicting position	43	61	28	18	36	501	2.69	53.87
4	Job insecurity	78	38	21	15	34	447	2.40	48.06

Table 4 revealed that maximum respondents were stressed by political approach (56.67%) followed by conflicting positions (53.87%), job insecurity (48.06%) and difficulties to understand new projects (43.44%), respectively.

The supervisors were based in rural areas. In such cases Anganwadi workers, Aasha sahyogini or assistants approached supervisors through panch or sarpanch for prioritizing or their relatives work. Apart from this, supervisors faced conflicting positions due to which they had to work daily over time in field hence they are unable to give proper time to their families. Rahman (2013) reported that the variables such as long working hours, workload, family sympathy, management pressure, mental depression, and job insecurity were perceived as stress givers in their study on banking sector employees.

**Table 5: Overall distribution of respondents according to handling of responsibilities with respect to job stress (n=186)**

S. No.	Dimensions	Allotted scores					Total	Mean	Mean percent scores
		1	2	3	4	5			
1	Number of responsibilities	37	46	38	19	46	549	2.95	59.03
2	Type of responsibilities	40	43	41	20	42	539	2.90	57.96
3	Degree of responsibilities	38	40	46	28	34	538	2.89	57.85
4	Career development	59	43	21	16	47	507	2.73	54.52

Table 5 revealed that maximum respondents were stressed by number of responsibilities (59.03%) followed by type of responsibilities (57.96%), degree of

responsibilities (57.85%) and career development (54.52%). According to statistical research from the American Psychological Association (APA), two thirds of Americans accepted that job is the main source of stress (APA, 2007). According to APA, stress factors for people in the workplace are lack of opportunity for growth and advancement (43%), low salaries (43%), heavy workloads (43%), unrealistic job expectations (40%) and job insecurity (34%), which is in line with the present research.

**Table 6: Categorization of respondents on the basis of job stress (n= 186)**

S. No.	Districts	Distribution of respondents		
		Low	Medium	High
1	Alwar	33 (73.33)	11 (24.44)	1 (2.22)
2	Dausa	14 (66.67)	7 (33.33)	0 (0.00)
3	Jaipur	35 (58.33)	12 (20.00)	13(21.67)
4	Jhunjhunu	22 (81.48)	4 (14.81)	1(3.70)
5	Sikar	22 (66.67)	6 (18.18)	5 (15.15)
	Total	126 (67.74)	40 (21.51)	20 (10.75)

Figures in parenthesis denote percentages.

On the basis of total obtained scores (maximum score 85), respondents were categorized into 3 categories, that is low (17-55), medium (56-68) and high (69-85) according to Likert Scale (Ghasemi, 2007). This was further presented on the basis of districts. Majority of respondents belonged to low category which ranged from 58.33% to 81.48% among all the districts (Table 6). Maximum respondents in Jhunjhunu (81.48%) had fallen in low category regarding stress. It meant that they were less stressed towards their job and minimum respondents from Jaipur (58.33%) were in low category of stress. Distribution of subjects showed that nobody in Dausa was in high level stress category whereas least number (2.22%) of respondents from Alwar belonged to high category of stress and maximum (21.67%) respondents from Jaipur district were in high category of



stress. Dausa had maximum (33.33%) respondents from medium category of stress and minimum (14.81%) respondents from Jhunjhunu were in medium stress category.

Overall picture showed that the majority of highly stressed respondents were in Jaipur district. The possible reason for high job stress in Jaipur district is that it is the capital of the state, it has large geographical area and much work load on the supervisors.

**Table 7: Categorization of score obtained by respondents according to job stress, job performance and job satisfaction (n= 186)**

S. No.	Aspects	Distribution of respondents		
		Low	Medium	High
1.	Job stress	126 (67.74)	40 (21.51)	20 (10.75)
2.	Job performance	81 (43.55)	55 (29.57)	50 (26.88)
3.	Job satisfaction	18 (9.68)	101 (54.30)	67 (36.02)

Figures in parenthesis denote percentages.

On the basis of least and maximum scores of job stress (17 and 85), job performance (08 and 40) and job satisfaction (05 and 35), respondents were categorized into 3 categories that is low, medium and high level (low 17-56, medium 57-67 and high 68-85 for job stress, low 8-26, medium 27-31 and high 32-40 for job performance and low 05-25, medium 26-30 and high 31-35 for job satisfaction) according to Likert Scale (Ghasemi, 2007). It was interesting to know from Table 7 that, most of the respondents belonged to either low or medium category of job stress and job performance. In case of satisfaction, very few numbers were in low category, almost 68% of respondents were categorized into low category of job stress and almost 56% and 91% respondents were categorized into medium and high job performance and job satisfaction categories, which showed that if more respondents were in low stress category then job performance and job satisfaction will be high.

As per the discussion with the supervisors it was found that they were having high work pressure (due to some additional charges of pracheta, supervisors, ACDPO; mandatory panchayati raj work and regular report submission after every visit), which affected their physical and mental health which caused stress. Further, they were not provided proper training on regular interval that might affect job performance, and poor job performance could hinder job satisfaction.

### **Relationship of job stress with job performance and job satisfaction**

While analyzing the relationship of job stress with job performance and job satisfaction, it was evident from Table 8 that job performance and job satisfaction were significantly correlated at 0.01 level of significance, which proved that Ho1, “there will be no significant relationship of job stress with job performance of supervisors” and Ho2, “there will be no significant relationship of job stress with job satisfaction” are rejected. So it can be concluded that there was relationship between job performance and job satisfaction with job stress.

**Table 8: Relationship of job stress with job performance and job satisfaction**

S. No.	Aspects	Value	
		r	t
1.	Job Performance	-0.202	-2.792**
2.	Job Satisfaction	-0.195	-2.695**

\*\*Significant at 0.01 level of significance.

The data was analyzed to see the relationship of job stress with job performance and job satisfaction. The correlation analysis showed that total job performance was significantly and negatively correlated at 0.01 level of significance (Table 8). Hence, the null hypothesis (Ho1) i.e., “there will be no significant relationship of job stress with job performance of Supervisors”, was rejected so it was proved that there was relationship of job stress with job performance.

The correlation analysis showed that the job satisfaction was significantly and negatively correlated at 0.01 level of significance. Also the null hypothesis (Ho2) i.e., “there will be no significant relationship of job stress with job satisfaction of Supervisors”, was rejected so it was proved that there was a relationship of job stress and job satisfaction.

The results are in line with Ahmed and Ramzan (2013) who reported that job stress and job performance were negatively correlated at significant level of 0.01. The results also agreed with Rahman (2013) who stated that job stress of the employees was having positively significant relationship with job performance at significant level of 0.05. The results were supported by Manzoor et al. (2011) that job stress was having significant relationship with job satisfaction ( $p < 0.001$ ).

## IMPLICATIONS

The administrators in the Department can make use of these scales in stress, performance and satisfaction appraisal.

The study would help the administrators to identify the different levels of stress and satisfaction of the supervisors whose role is very important to ICDS scheme and their 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 stress, performance and satisfaction to conduct short intervention training programmes which can fill the gaps in their job stress, job performance and job satisfaction.

## **CONCLUSIONS**

On the basis of empirical finding it was concluded that job stress is a real challenge for supervisors who are working in ICDS. It is very important that working environment should be continuously monitored for stress related factors. Further, healthy environment should be created in which supervisors can work in an efficient way to achieve the ICDS targets. The present study revealed that supervisors of ICDS were stressful due to factors like time pressure, political approach, amount of responsibility, long working hours, amount of travelling, workload, phone calls etc. It was also statistically proved that higher job stress reduced job performance of supervisors. The results indicated that stress related negative factors had negative effect on job performance and job satisfaction.

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