

Role expectation and role performance of lady supervisors under ICDS

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ABSTRACT : The present research enterprises were carryout Samastipur district of north Bihar region to assessment of role expectation and role performance of lady supervisor under the ICDS. The research aims at assessing the role performance against their expected role of lady 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. The findings shows that majority of the respondents (68.97%) had reported their role expectation high level followed by 29.31 per cent and only 1.72 per cent respondent had reported their role expectation medium and low level, respectively. Further findings reveals that a maximum 62.07 per cent of the lady supervisors have high level of the role performance followed by 36.21 per cent and 1.72 per cent lady supervisors have their role performance medium and low level, respectively. Percentage intensity of the gap in the roles expectation and role performed by lady supervisors the maximum gap was observed in the area of reporting followed by liaison and linkages and evaluation.

KEY WORDS : Role expectation, Role performance, Lady supervisor, ICDS

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INTRODUCTION

India has not only the second highest population in the world but it has also the second highest child population. About two-fifth of its population are children upto age 14 and 17 per cent under six years of age. Keeping this in view, India is concentrating now seriously upon the welfare of children.

Keeping this situation in view, the National policy for children was adopted by the Government of India in 1974. The policy recognized the children to be "Supremely important assets" of the nation and hence, the nation should have to look to their "nurture and solicitude". This policy produces that the states Government have to provide adequate services for children both at the pre-natal and post-natal stage to

ensure all-round development in all aspects.

Supervisors have a very important role in ICDS, and their role expectation 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. This study was conducted to evaluate the perceived role of lady supervisors about their role expectation and role performance under ICDS.

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.

METHODOLOGY

The study was carried out in 20 blocks of Samastipur district of North Bihar. In each block of Samastipur district there is one CDPO and number of lady supervisors working under ICDS. Altogether in twenty blocks there are 116 lady supervisors working under the ICDS. Out of which 50 per cent of total population of lady supervisors *i.e.* 58 were constituted the sample size of the study following the simple random technique.

The role expectation and role performance of the lady supervisors was measured by the five response categories against each of the 34 role components. The five response categories against each of the 34 role items were “always”, “frequently”, “occasionally”, “rarely”,

“never” carrying score of 5, 4, 3, 2 and 1, respectively. The data will be collected through structured scheduled in face to face situation. Appropriate statistical methods and test will be used for analysis the data.

OBSERVATION AND ASSESSMENT

The results obtained from the present investigation are summarized below :

Role expectation of supervisors :

Role expectation has been defined in terms of prescription and proscription held by the members of the counter positions of the role set. It is the expected behavior of the role incumbent (Sanghi, 2011). Role expectations are comprised of the rights and privileges, the duties and obligations, of any occupant of a social position in relation to persons occupying other positions in the social structure.

It is evident from the Table 1 that the level of role expectation by lady supervisors had reported their role expectation in high level (68.97%) and 29.31 per cent of the respondent reported their role expectation in medium level. Only 1.72 per cent of the respondents had reported their role expectation in low level because role is a set of connected behavior, rights, obligations, beliefs and norms as conceptualized by actors in a social situation. For improving the role performance, organizations have to concentrate on the elements of role, whereas high role performance will lead to high perception and expectation too. Gangur (2007) also reported similar results in his study.

Role performance of supervisors :

Levinson (1959) explained role performance in

Category	Frequency	%	Mean	Range
Low (Upto 33.33)	1	1.72		
Medium (33.33 to 66.66)	17	29.31	71.318	34-170
High (above 66.66)	40	68.97		
Total	58	100.00		

Category	Frequency	%	Mean	Range
Low (Upto 33.33)	01	1.72		
Medium (33.33 to 66.66)	21	36.21	68.854	34-170
High (above 66.66)	36	62.07		
Total	58	100.00		

Table 3 : Differential gap between role expectation and role performance of lady supervisors					(n=58)
Components	Mean role expectation score	Mean role performance score	Gap	Gap %	t' value
Planning and administration	74.414	73.517	0.897	1.21	0.640 ^{NS}
Training and continuing education	71.648	69.808	1.840	2.57	1.409 ^{NS}
Liaison and linkages	70.647	67.198	3.449	4.88	1.886 ^{NS}
Evaluation	70.862	68.276	2.586	3.65	1.277 ^{NS}
Record keeping	72.529	70.460	2.069	2.85	1.110 ^{NS}
Reporting	68.345	64.621	3.724	5.45	1.927 ^{NS}
Overall	71.318	68.854	2.465	3.46	2.253*

*indicate significance of values at P=0.05

NS=Non-significant

terms of overt behaviour of an individual. It is more or less a characteristic way in which the individual acts as occupant of a position. The supervisors occupy a key position in the organization hierarchy of ICDS and acts as the most important catalyst for successful implementation of different components of the ICDS programme.

The Table 2 reveals that 62.07 per cent of lady supervisors have high level of role performance and this was followed by 36.21 per cent of the lady supervisors as medium level and only 1.72 per cent of the respondent categories as low level of performance.

Such trend might be due to their own background that are not less than graduate and might be expecting a higher level of performance for the other sub-ordinate workers under the ICDS programme.

This study found similar results with the findings of Kumari (1998) where result revealed that majority of anganwadi workers belong to high performance.

Differential gap between role expectation and role performance :

Differential gaps between role expectation and role performance of the lady supervisors have been presented in Table 3.

Data presented in Table 3 clearly indicated that mean performance score of all role items were comparatively lower than the mean role expectation score. It indicates that none of the role areas are significant and hence, the performance of lady supervisors was upto the extent of their expectation.

Percentage gaps between role expectation and role performance ranged 1.21 to 5.45. Further table indicates that percentage intensity of the gap in the roles expectation and role performed by lady supervisors the maximum gap was observed in the area of reporting followed by liaison and linkages and evaluation. In the other areas the gap observed are given in order of their

importance. The minimum gap found in respect of role expectation and role performance in the area of planning and administration.

The findings were supported by Singh (1988) who found that differential gap between role expectation and role performance in rank perceived in various components of role performance.

Conclusion :

Finally the study may be concluded that the perceived role of lady supervisors about their role expectation and role performance under ICDS was considered important. Majority of the lady supervisors were aware about their role and responsibilities. The maximum gap in the role expectation and role performance by lady supervisors was observed in the area of reporting, liaison and linkage and evaluation. The perceived role of lady supervisors about their role expectation and role performance under ICDS was also considered important and should be taken into consideration while planning the action plan for effective implementation of ICDS.

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