

A study on motivation, job performance and job satisfaction of CDPOs and integrated child development service (ICDS) supervisors in Udaipur Division

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ABSTRACT

Integrated Child Development Services (ICDS) Scheme was launched on 2nd October 1975. Today, ICDS Scheme represents one of the world's largest and most unique programs for early childhood development. ICDS is the foremost symbol of India's commitment to her children. India's response to the challenge of providing pre-school education on one hand and breaking the vicious cycle of malnutrition, morbidity, reduced learning capacity and mortality.

Objectives :

1. To study the background profile with special reference to their professional qualification, training and length of service of CDPOs and ICDS supervisors in Udaipur Division.
2. To list out the factors affecting motivation of the CDPOs and ICDS supervisors in Udaipur Division.
3. To explore the relationship of all selected variables with motivation, job performance and job satisfaction of CDPOs and ICDS supervisors in Udaipur Division.

Methodology : The investigator selected Udaipur division for the study on ICDS Supervisors and CDPOs. In Udaipur division there are 6 districts. With an intension to represent the entire 6 districts 51 administrative blocks differing in socio-economic factors and urban, rural and tribal projects in operation were randomly selected for the study. 26 CDPOs and 124 ICDS supervisors in Udaipur division were targeted for sampling. From each district 50% CDPOs and from each block 50% ICDS supervisors were enrolled in this study. Stratified and purposive sampling technique was used for the selection of subjects. Statistical analysis frequency, means, standard deviation and Karl Pearson's Co-efficient of Correlation were used.

Findings : It revealed that positive significant relationship between awareness and perception; perception and performance; perception and satisfaction of CDPOs in Udaipur Division. It was found that non- significant relationship between awareness and motivation; awareness and job performance; awareness and job satisfaction; perception and motivation; motivation and job performance; motivation and satisfaction; job performance and job satisfaction of CDPOs in Udaipur Division. It was revealed by the study that the highly positive significant relationship between awareness and perception; awareness and motivation; perception and motivation; perception and performance; perception and satisfaction; motivation and performance; motivation and satisfaction of ICDS Supervisors. It was

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found that non- significant relationship between awareness and performance; awareness and satisfaction; performance and satisfaction of ICDS Supervisors.

Key Words : Job performance, Job satisfaction, CDPOs, ICDS, Supervisors

INTRODUCTION

Integrated Child Development Services (ICDS) Scheme was launched on 2nd October, 1975. Today, ICDS Scheme represents one of the world's largest and most unique programs for early childhood development. ICDS is the foremost symbol of India's commitment to her children. India's response to the challenge of providing pre-school education on one hand and breaking the vicious cycle of malnutrition, morbidity, reduced learning capacity and mortality.

The objectives of ICDS are as follows :

1. To improve the nutritional and health status of children in the age group of 0 to 6 years.
2. To lay the foundation for proper psychological, physical and social development of children.
3. To reduce the incidence of mortality, morbidity malnutrition and school drop outs.
4. To enhance the ability of mothers to provide proper care of their children, especially their health and nutritional needs.
5. To achieve effective co-ordination among various departments providing developmental services to children.

ICDS team and their role :

- CDPO is an overall in charge of an ICDS Project and is responsible for planning and implementation of the project.
- A CDPO is supported by a team of 4-5 Supervisors who guide and supervise AWWs and he is in-charge of ICDS projects, if there are more than 150 AWCs in a project then an ACDPO is appointed in that project.
- Supervisors have the responsibility of supervising 20, 25 and 17 Anganwadi Workers in rural, urban and tribal Projects, respectively. Supervisor guides an AWW in planning and organizing ICDS services at AWC and also gives on the spot guidance and training when required.
- AWW is a community based frontline voluntary worker, who are selected from the local community. The selection is made by a committee at the Project level. AWW is mainly responsible for effective delivery of ICDS Services to children and women in the community. AWW and helper is honorary worker who get monthly honorarium.
- At each AWC, a helper is appointed to assist an AWW.
- Health Services in ICDS Scheme are given by a team of Health Functionaries comprising of Medical Officer, Lady Health Officer, ANM and Female Health Worker from Primary Health Centre and Sub-Centre in the project. At the community level ASHA will be the first port of call for any health related demands of deprived sections of the population, especially women and children.

Dependent variables of the study :

Motivation :

Motivation is the desire that fuels a person to do certain things based on the wants and needs of a person. If a person wishes to meet these wants and needs, then it necessitates him to motivate himself so that he can make certain moves.

Job performance :

Job performance is the way employees perform their work. An employee's performance is determined during job performance reviews, with an employer taking into account factors such as leadership skills, time management, organizational skills and productivity to analyze each employee on an individual basis.

Job satisfaction :

The most widely accepted explanation of job satisfaction was presented by Locke (1976), who defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences"

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METHODOLOGY

Locale of the study :

The investigator selected Udaipur division for the study on ICDS Supervisors and CDPOs. In Udaipur division there are 6 districts. With an intension to represent the entire 6 districts 51 administrative blocks differing in socio-economic factors and urban, rural and tribal projects in operation were randomly selected for the study.

Sample size :

26 CDPOs and 124 ICDS supervisors in Udaipur division were targeted for sampling. From each district 50% CDPOs and from each block 50% ICDS supervisors were enrolled in this study.

Selection criteria :

Two categories of ICDS functionary constituted as the respondents for the study. They were Child Development Project Officers and Supervisors

Sampling technique :

Stratified and purposive sampling technique was used for the selection of subjects.

Description of tool :

A structured, pre-coded interview schedule was developed by the investigator to obtain the desired information regarding general profile, education, training status and job duration of the subjects. Two factors of this study were motivation and job satisfaction tool developed by investigator. The authorized job performance tool developed by Anuradha (1985) with slight modification for better understanding was used, respectively. In job performance five point rating scales were used most efficient, more efficient, efficient, less efficient and least efficient. Two sections used

(Motivation and Job Satisfaction) the five point rating scales that were SA (Strongly Agree), A (Agree), N (Neutral), SD (Strongly Disagree) and DA (Disagree).

Data collection :

Data was collected by interview schedule of the subjects and information was collected on the following aspects, Background Information, Motivation, job Performance and Job Satisfaction.

Statistical analysis of data :

Data was tabulated, compiled and statistical analysis was done to find the motivation, job performance and job satisfaction level and relationship between all variables. Statistical analysis frequency, means, standard deviation and Karl Pearson’s Coefficient of Correlation were used.

RESULTS AND DISCUSSION

A perusal of the data of the Table 1 indicates general profile of the subjects. In the present study, 150 subjects completed (26 subjects were CDPOs and 124 were ICDS Supervisors). In this study three types of ICDS projects that is Urban, Rural and Tribal were taken. Most of the CDPOs (34.6%) were 30-40 and 50-60 years of age group. Majority of CDPOs were female (80%). Majority of ICDS Supervisors (34.7%) age were 50-60 years of age group. 100% Supervisors were female because WCD (Women and Child Development) Department recruit only female of this post.

Table 1 : General profile of the subjects

Variables	Post	
	CDPO (n=26)	ICDS Supervisor (n=124)
Age	20-30 Year	1 (3.8)
	30-40 Years	9 (34.6)
	40-50 Years	7 (26.9)
	50-60 Years	9 (34.6)
Sex	Male	5 (19.2)
	Female	21 (80.8)

Anuradha (1985) conducted a study on the assessment of non-formal pre-school education

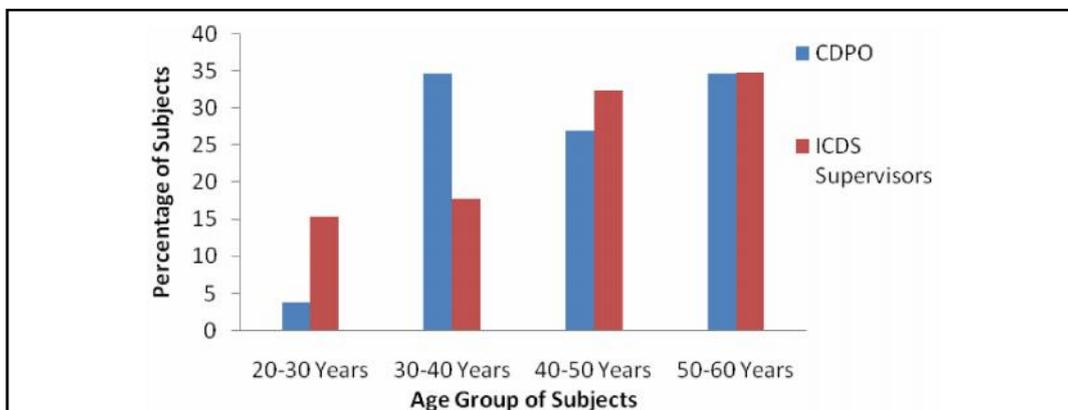


Fig. 1 : Age group of the subjects

component of the ICDS Scheme operating in Hyderabad”, reported that 60% of the AWWs were in the age group of 15-24 years and the remaining (40%) were in the age group of 25-34 years. 80% of the AWWs were found to be undergraduates, 16% were graduates and 4% were postgraduates. 92% of the AWWs were trained and 8% were untrained (Fig. 1).

As seen in Table 2 majority of the CDPOs 84.6% were educated up to Post Graduate. Most of ICDS Supervisors were also educated up to Post Graduate (52.4%) and college level graduates (25%). The fact is that the ICDS recruit that employs were qualified and able for the posts, whenever supervisors’ qualification were only college graduates. There are some supervisors who qualified only till 10th (6.5%) and 12th (16.1%) standards who have been promoted for this post hence achieved this opportunity. This is represented in Fig. 2.

Variables	Post	
	CDPO (n= 26)	ICDS Supervisor (n=124)
Secondary	0 (0.0)	8 (6.5)
Sr. Secondary	2 (7.7)	20 (16.1)
Graduation	2 (7.7)	31 (25.0)
Post Graduation	22 (84.6)	65 (52.4)
Others	0 (0.0)	0 (0.0)

*Figure in parentheses denote percentage

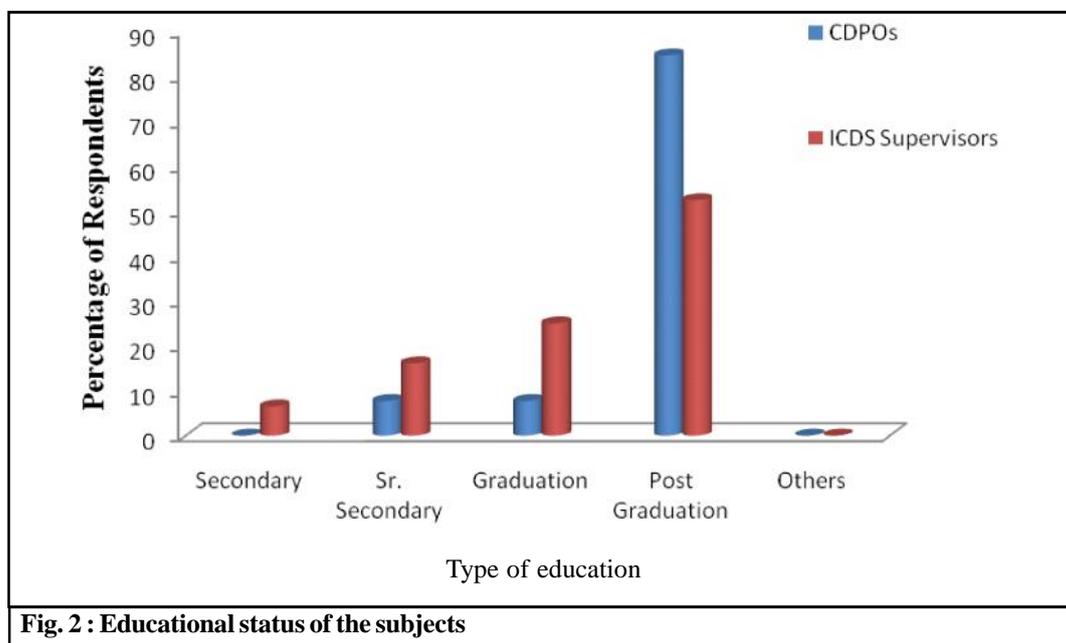


Fig. 2 : Educational status of the subjects

Table 3 indicates that 96.2% CDPOs were trained. This table also indicates that 77.4% of ICDS Supervisors were trained. The supervisors were untrained because they were newly recruited and their training time table was not prepared. During the interactions with subjects it was revealed that majority of subjects were not satisfied with their trainings. Majority of them complained for irregularity and unorganized approach of conduct of the trainings at training institutes.

Variables	Post	
	CDPO (n=26)	ICDS Supervisor (n=124)
Trained	25 (96.2)	96 (77.4)
Untrained	1 (3.8)	28 (22.6)

*Figure in parentheses denote percentage

Rathore *et al.* (2016) conducted a study on evaluation of Integrated Child Development Service Program in Rajasthan, India. It revealed that all the AWWs have received job training, 83.3% AWWs have received refresher training, 38.8% AWWs have received orientation training, 37% have received skill training in World health organization growth standard and 18.5% AWWs have received skill training in mother and child health (Fig. 3).

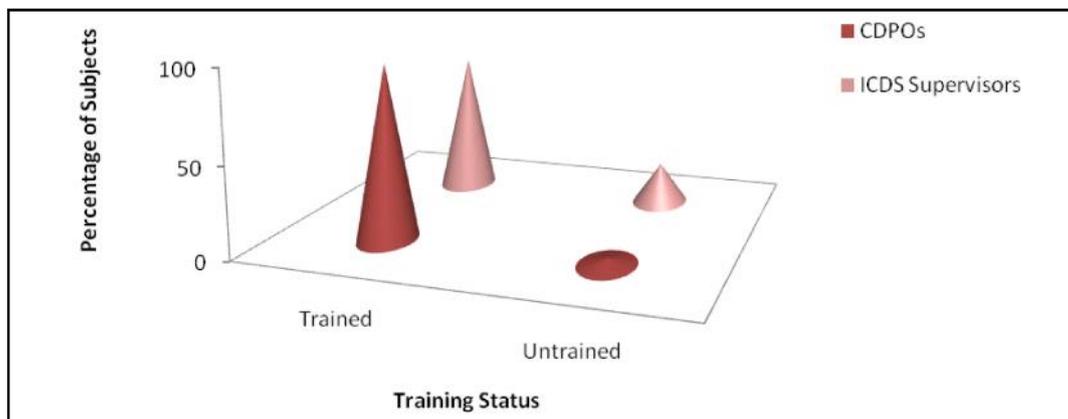


Fig. 3 : Training status of the subjects

Table 4 indicates that 46.2% of CDPOs job duration was 10-20 years which was maximum, 34.6% of CDPOs job duration was 1-10 years. 38.7% of supervisor's job duration was 10-20 years. 26.6% Supervisor's job duration was 20-30 years. The same is represented in Fig. 4.

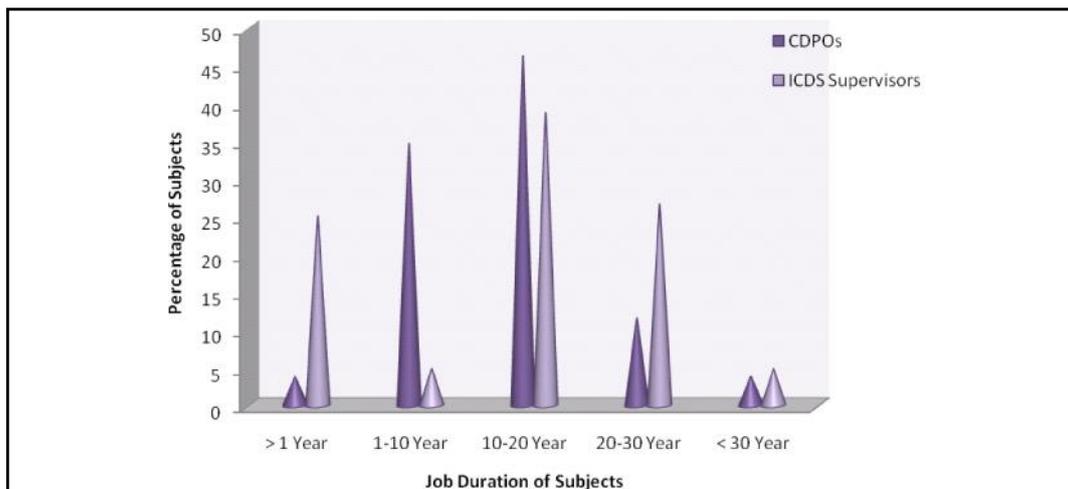


Fig. 4 : Job duration of the subjects

Variables	Post	
	CDPO (n=26)	ICDS Supervisor (n=124)
>1 Year	1 (3.8)	31 (25.0)
1-10 Years	9 (34.6)	6 (4.8)
10-20 Years	12 (46.2)	48 (38.7)
20-30 Years	3 (11.5)	33 (26.6)
<30 Years	1 (3.8)	6 (4.8)

*Figure in parentheses denote percentage

It was seen from the Table 5 that majority of CDPOs (43.4%) agreed all motivational statements and motivated to do their work. On the other hand 51.7% Supervisors were also motivated to their work. 20.6% CDPOs and 16.4% Supervisors strongly agreed with all motivational statements and they were more motivated then others. Only 13.7% CDPOs and 12.9% Supervisors disagreed with motivational statements and they don't motivate their work, incentives, promotion polices head of department and team work.

Response	Post	
	CDPOs (26*14=364)	ICDS Supervisors (124*14=1736)
Strongly disagree	15 (4.1)	86 (4.9)
Disagree	50 (13.7)	224 (12.9)
Neutral	66 (18.1)	242 (13.9)
Agree	158 (43.4)	898 (51.7)
Strongly agree	75 (20.6)	286 (16.4)

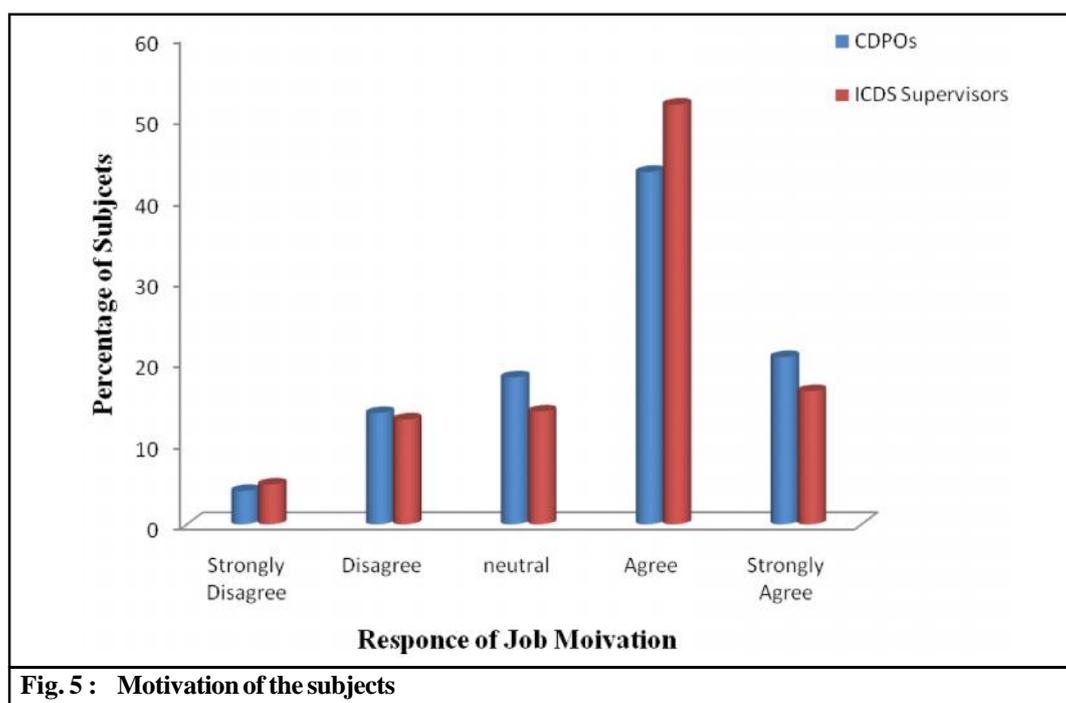


Fig. 5 : Motivation of the subjects

Table 6 depicts the overall job performance of CDPOs in Planning, Training and Education, Supply and Services, Supervision, Co-ordination and evaluation. 43.1% CDPOs were less efficient in planning. 44.2% CDPOs were also less efficient in training and education. 25.8% CDPOs were efficient for supply materials and services and 8.7% CDPOs were more efficient to supply and services. 38.2% CDPOs were less efficient for supervision. 29.4% CDPOs coordination were efficient and also least efficient and 33.3% CDPOs were less efficient in co-ordination. 39.2% CDPOs were less efficient in evaluation of ICDS activities and 29.6% CDPOs were efficient in evaluation activities. Job performance score of CDPOs Mean ± SD was 278.54 ± 22.82

Table 6 : Job Performance of CDPOs

Sr. No.	Statement	I am				
		Most efficient	More efficient	Efficient	Less efficient	Least efficient
1.	Planning	7 (2.9)	40 (17.0)	34 (14.5)	101 (43.1)	52 (22.2)
2.	Training and education	9 (2.1)	32 (7.6)	81 (19.4)	184 (44.2)	110 (26.4)
3.	Supply and services	1 (0.3)	25 (8.7)	74 (25.8)	112 (39.1)	74 (25.8)
4.	Supervision	-	26 (6.6)	100 (25.6)	149 (38.2)	115 (29.4)
5.	Co-ordination	3 (0.9)	21 (6.7)	92 (29.4)	104 (33.3)	92 (29.4)
6.	Evaluation	1 (0.4)	29 (11.6)	77 (29.6)	102 (39.2)	51 (19.6)

*Figure in parentheses denote percentage

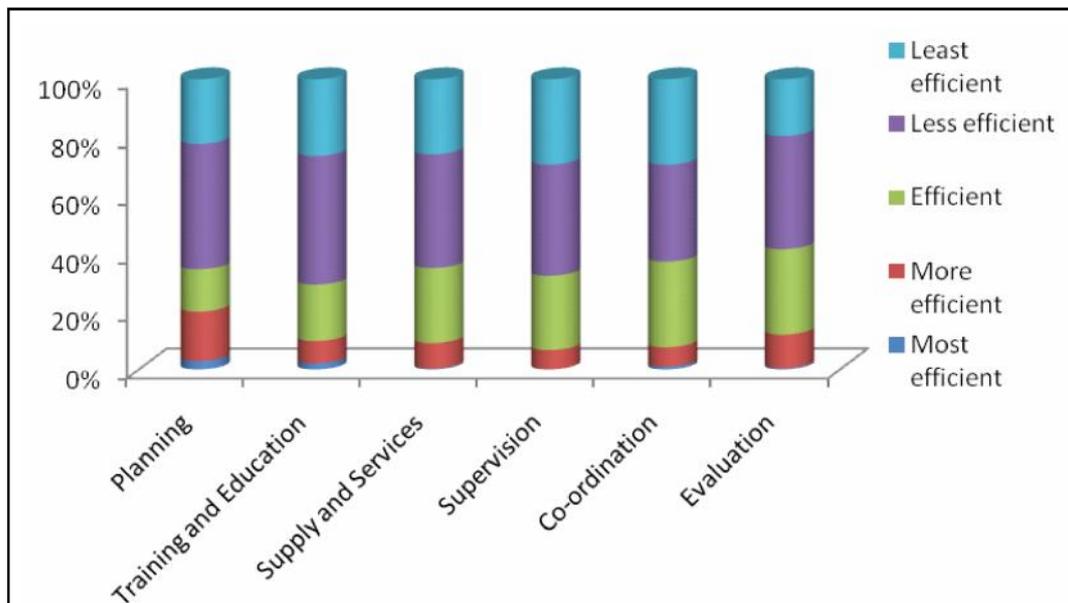


Fig. 6 : Job performance of CDPOs

Table 7 depicts the overall job performance of Supervisors in Planning, Training and Education, Supply and Services, Supervision, Co-ordination and evaluation. 55.2% Supervisors were less efficient in planning. 48.2% Supervisors were also less efficient in training and education. 36% Supervisors were efficient for supply materials and services and 11.9% Supervisors were more efficient to supply and services. 41.3% Supervisors were less efficient for supervision. 44.8% Supervisors

coordination were efficient and 30% Supervisors were less efficient in co-ordination. 35.6% Supervisors were efficient in evaluation of ICDS activities and 32.5% Supervisors were less efficient in evaluation activities.

Table 7 : Job performance of supervisors		I am				
Sr. No.	Statement	Most efficient	More efficient	Efficient	Less efficient	Least efficient
1.	Planning	74 (6.6)	174 (15.5)	122 (10.9)	616 (55.2)	130 (11.6)
2.	Training and education	26 (1.3)	184 (9.2)	357 (17.9)	956 (48.2)	461 (23.2)
3.	Supply and Services	17 (1.2)	163 (11.9)	478 (36.0)	474 (34.7)	232 (17.0)
4.	Supervision	11 (0.6)	195 (10.4)	607 (32.6)	768 (41.3)	279 (15)
5.	Co-ordination	3 (0.2)	140 (9.4)	666 (44.8)	453 (30.4)	226 (15.2)
6.	Evaluation	6 (0.4)	157 (12.6)	441 (35.6)	403 (32.5)	233 (18.8)

*Figure in parentheses denote percentage

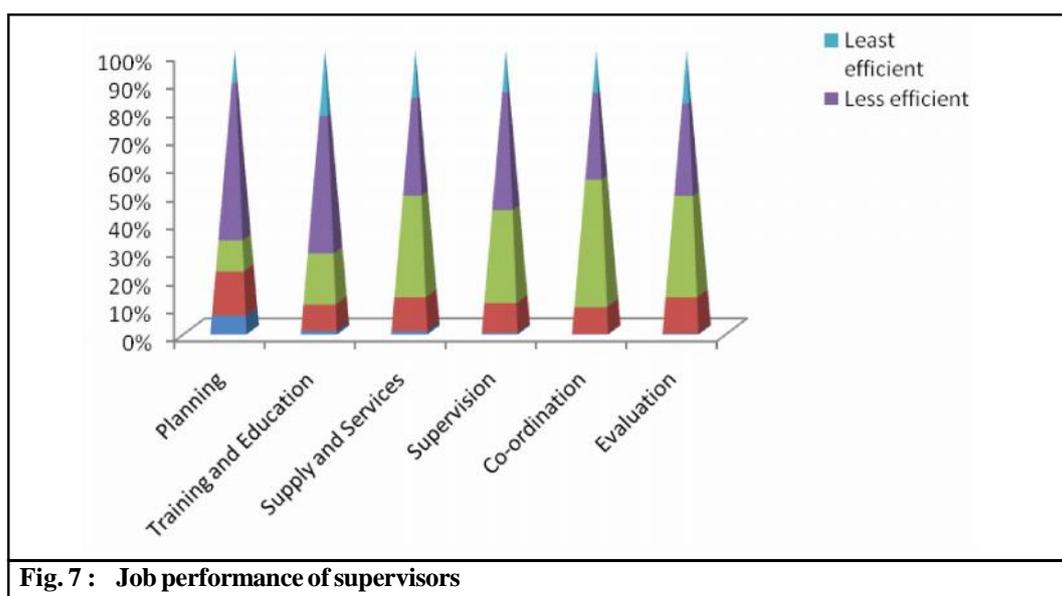


Fig. 7 : Job performance of supervisors

Table 8 depicts the overall job satisfaction level of CDPOs. Mostly CDPOs (68.3%) agreed with general working condition and 17.3% CDPOs strongly agreed with general working condition of job satisfaction. 27.1% CDPOs agreed that the pay and promotion potential of job satisfaction in ICDS scheme. 11.4% CDPOs strongly disagreed that ICDS scheme's pay and promotion potential

Table 8 : Job satisfaction of CDPOs		S D	D	N	A	S A
1.	General working conditions	11 (10.6)	2 (1.9)	2 (1.9)	71 (68.3)	18 (17.3)
2.	Pay and promotion potential	16 (11.4)	18 (12.9)	20 (14.3)	38 (27.1)	12 (8.6)
3.	Work relationships	-	4 (3.8)	4 (3.8)	56 (53.8)	40 (38.5)
4.	Use of skills and abilities	-	1 (0.9)	6 (5.8)	52 (50.0)	45 (43.3)
5.	Work activities	6 (4.6)	15 (11.5)	3 (2.3)	74 (56.9)	32 (24.6)
Total		33 (6.0)	40 (7.3)	35 (6.4)	291 (53.3)	147 (26.9)

*Figure in parentheses denote percentage

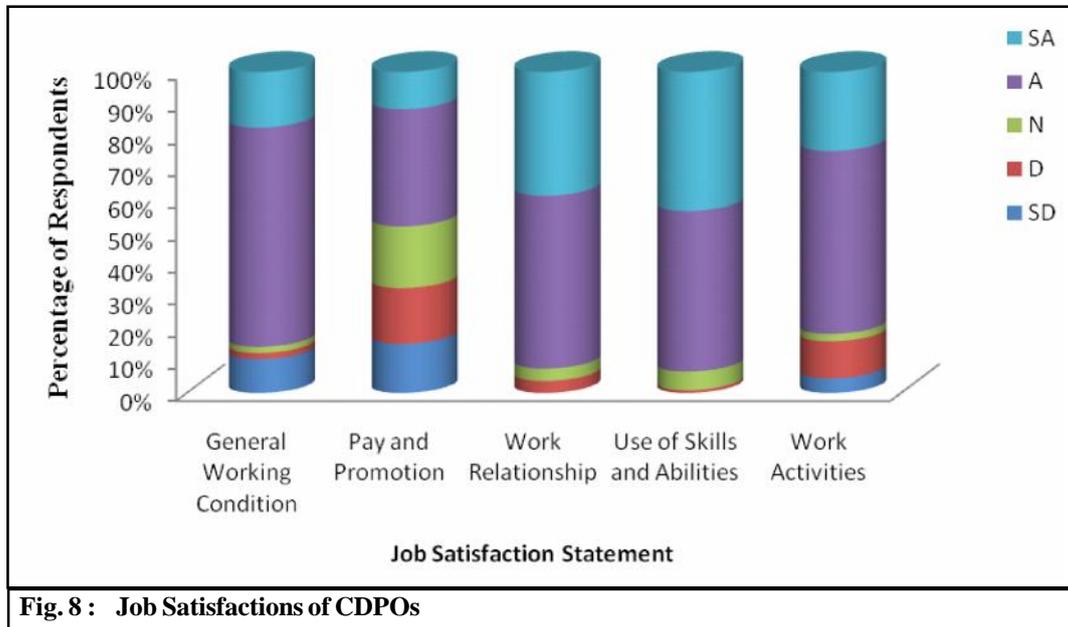


Fig. 8 : Job Satisfaction of CDPOs

because they worked as a CDPO for long time but they didn't get promoted so these CDPOs were not satisfied with promotion potential. 53.8% CDPOs agreed with work relationship of ICDS functionaries and satisfied with relationship of colleagues. 38.5% CDPOs strongly agreed with work relationship. 50% CDPOs agreed and 43.3% CDPOs strongly agreed that use of skills and ability of CDPOs and other ICDS functionaries. 56.9% CDPOs agreed and 24.6% CDPOs strongly agreed with work activity of job satisfaction.

Table 9 depicts the overall job satisfaction level of Supervisors. Mostly Supervisors (67.1%) agreed with general working condition and 9.3% Supervisors strongly agreed with general working condition of job satisfaction. 44.6% Supervisors agreed that the pay and promotion potential of job satisfaction in ICDS scheme. 19.6% Supervisors strongly disagreed that ICDS scheme's pay and promotion potential because they worked as a Supervisor for long time but they don't promote to the post so these Supervisors were not satisfied with promotion potential. 63.9% Supervisors agreed with work relationship of ICDS functionaries and satisfied with relationship of colleagues. 28.2% Supervisors strongly agreed with work relationship. 53% Supervisors agreed and 37.1% Supervisors strongly agreed that use of skills and ability of Supervisors and other ICDS functionaries. 52.4% Supervisors agreed and 18.6% Supervisors strongly agreed with work activity of job satisfaction.

Table 9 : Job satisfaction of ICDS Supervisors						
Sr. No.	Statement	SD	D	N	A	SA
1.	General working conditions	22 (4.4)	52 (10.5)	43 (8.7)	333 (67.1)	46 (9.3)
2.	Pay and promotion potential	98 (19.6)	87 (17.5)	56 (11.3)	221 (44.6)	34 (6.9)
3.	Work relationships	-	23(4.6)	16(3.2)	317 (63.9)	140 (28.2)
4.	Use of skills and abilities	4 (0.8)	25 (5.0)	20 (4.0)	263 (53.0)	184 (37.1)
5.	Work activities	56 (9.0)	85 (13.7)	42 (6.8)	325 (52.4)	112 (18.6)
	Total	180 (6.9)	272 (10.4)	177 (6.8)	1459 (56.0)	516 (19.8)

*Figure in parentheses denote percentage

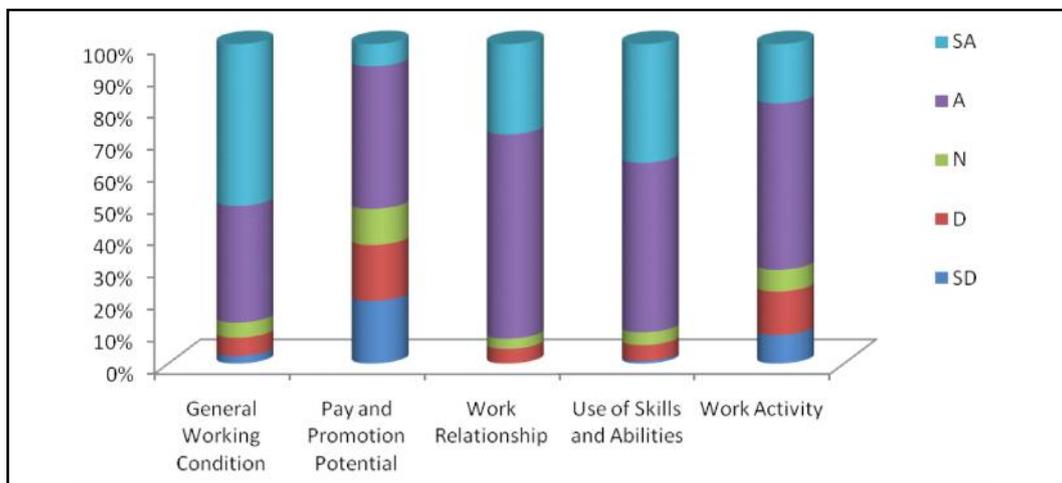


Fig. 9 : Job satisfaction of supervisors

Correlation between dependent variables :

Table 10 depicts the correlation between dependent variables of Supervisors.

Significant relationship between motivation and job performance is 0.259 which is weak linear relationship, it means when ICDS functionaries is motivated than their motivation effect level of job performance is very low and correlation between motivation and job satisfaction is 0.503 which means the variables have a strong positive correlation and highly motivated. CDPOs and Supervisors job satisfaction level is also high.

Table 10 : Correlation between dependent variables of ICDS Supervisors	
Variables	Pearson's Correlation coefficient (p-value)
Motivation and Job Performance	0.259 (0.004)**
Motivation and Job Satisfaction	0.503 (0.000)**
Job Performance and Job satisfaction	0.152 (0.092) NS

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

*NS – Non Significant

H₁ is partially accepted because the significant relationship between motivation and job performance and motivation and job satisfaction is positive correlate.

In a study Nasreen and Hazel (1985) observed Anganwadi Workers in Urban areas profile of the Anganwadi workers, their preparedness for the job and their motivation. The performance was affected by low motivation which was a result of dissatisfaction with job. A positive relationship was found between performance and motivation. They had been effective in their work because they had completed their tasks adequately, liked their job, were able to achieve the goals of ICDS and were getting a good response from the community.

Non - Significant relationship between job performance and job satisfaction is 0.152.

H₁ is contradictory significant relationship between job performance and job satisfaction.

Study conducted by Waris (1991) and found majority of the anganwadi workers were average their role performance and no significance difference was observed in respect of role performance. Majority of AW had average satisfaction with their present job.

Non - Significant relationship between motivation and job performance is 0.121; motivation

and job satisfaction is 0.312 and also non - significant relationship between job performance and job satisfaction is 0.200 of CDPOs.

H₂ is contradictory significant relationship between motivations and job performance, motivation and job satisfaction and job performance and job satisfaction of CDPOs.

Study conducted by Waris (1991) and found to average to high achievement motivation with average high satisfaction with the facility available, guidance, supervision, cooperation and coordination.

Conclusion :

The results will help the subjects to clarify the aspects of a job that most directly contribute to subject's career satisfaction. Subjects could also use this to predict how they might respond to potential occupations and the degree of satisfaction that potential job is likely to provide. This study concluded that ICDS Supervisors motivation level, job performance level and job satisfaction level was high and all variables significantly correlate with each other. On the other hand CDPOs motivational level and job satisfaction level was high and all three variables are non- significant correlate with each other. Future studies may include many other independent variables, which are normally operative in a life situation, to enhance validity of the findings.

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