

Psychological Capital, Job Satisfaction and Job Performance of Anganwadi Workers of Odisha: A Correlational Study

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Abstract

Background: *The Integrated Child Development Scheme (ICDS) program is the most distinctive, all-inclusive, and multifaceted scheme towards early childhood development and care which is implemented in the Anganwadi Centre (AWC). The Anganwadi worker (AWW) is the one individual who links the government with the parents, adolescent girls, children under six, and the community. AWW continues to face persistent stress and anxiety due to high workload, low pay, and insufficient infrastructure, which may diminish her job satisfaction and, in turn, her performance. Given these challenges, her internal psychological resources may be the primary factor motivating her to remain dedicated to her work. This study aims to explore the relationship between Positive Psychological Capital (Hope, Self-efficacy, Resilience and Optimism), Job Satisfaction and Job Performance among AWWs in Odisha.*

Materials and methods: *A 24-item Psychological Capital Questionnaire (PCQ-24) developed by Luthans et al. (2007) was used to assess Psychological Capital. The Minnesota Satisfaction Questionnaire (MSQ) Short Form (20-item) was employed to measure job satisfaction, while a 360-degree performance evaluation based on input from multiple stakeholders was used to assess the work performance of 320 Anganwadi Workers (AWWs) from four regions of Odisha.*

Result: *A strong and significant positive correlation was found between Psychological Capital, Job Satisfaction and Job Performance at the 0.01 level. The significant relationship between psychological capital and job satisfaction highlights the importance of psychological resources in improving workers' job satisfaction and well-being.*

Conclusion: *Employees with higher psychological capital are more engaged, productive, and efficient, as shown by the strong link between psychological capital and job performance. Additionally, the positive correlation between job satisfaction and job performance highlights that satisfied workers are more motivated and productive. This study supports organizational behavior theories and suggests that organizations in Odisha can boost performance and effectiveness by fostering psychological capital, promoting a positive work environment, and implementing policies that enhance job satisfaction.*

Key words: *Anganwadi Worker (AWW), Psychological Capital, Job Satisfaction and Job Performance*

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I. Introduction:

The Integrated Child Development Scheme (ICDS) program is the most distinctive, all-inclusive, and multifaceted scheme towards early childhood development and care. It includes integrated services for the growth of children under six, nursing mothers, pregnant women, and teenage girls who reside in rural, urban, and tribal areas. By emphasizing the physical, social, and psychological well-being of children, ICDS's child-centered approach adopted a holistic perspective. The ICDS Program's front-line employee is the Anganwadi worker (AWW). Anganwadi workers are the ICDS scheme's operational agents. She works as a volunteer to encourage the progress of children. Through encouraging community-based support for improved care of young kids, she plays a crucial function in social change.

The ICDS program is actually implemented in the Anganwadi Centre (AWC). The Anganwadi worker is the one individual who links the government with the parents, adolescent girls, children under six, and the community. It's possible to assert that she is in charge of creating a society and a country that are both healthy and educated.

Anganwadi Workers (AWWs) are entrusted with a wide range of critical responsibilities, including overseeing the health, nutrition, and pre-school education of children, contacting expectant and nursing mothers, and conducting home visits. They offer nutrition counseling, assist with immunization campaigns, and play an essential role in conducting surveys and maintaining extensive data. Additionally, AWWs are involved in promoting the health and hygiene of teenage girls, providing education on menstrual health and other vital topics. Additionally, she is being burdened by the government's mobilization of her for specific duties. Since

there are fewer operational AWCs than are necessary for the effective execution of the Early Childhood Care and Education (ECCE) program, it follows that there exists a deficiency in human capital needed to carry out ICDS. While these tasks are vital to the well-being of communities, the sheer volume and variety of their duties can be overwhelming. This broad scope of work, combined with insufficient compensation, inadequate infrastructure, and the absence of recognition, contributes to low job satisfaction and diminished performance, making it challenging for AWWs to deliver the quality of care and service needed. These challenges make it difficult for AWWs to maintain motivation and provide quality service. AWWs have expressed their discontentment with their pay, excessive workload, unfavourable working conditions, etc. at various points in time in various states.

Job satisfaction refers to the sense of contentment and motivation individuals feel in their workplace, which is distinct from self-satisfaction, happiness, or overall contentment. It specifically reflects the satisfaction one experiences from their work and the tasks they perform. According to Ogaard et al. (2008), job satisfaction is the emotional response employees have toward their work, while Robbins (2003) describes it as a "subjective measure of worker attitudes." Additionally, Pan et al. (2015) defines it as a positive emotional state that emerges from evaluating one's job experiences. Job satisfaction is therefore shaped by an individual's emotional reaction to their work environment and experiences.

Job performance, on the other hand, is a measure of an individual's ability to effectively carry out their job responsibilities. Moorhead and Griffin (1999) describe job performance as the total set of work-related behaviors that organizations expect individuals to demonstrate. Similarly, Motowidlo, Borman, and Schmit (1997) define job performance as behaviors or activities directed toward achieving the organization's goals and objectives. Both definitions emphasize that job performance is closely tied to meeting organizational expectations and contributing to its success.

Psychological Capital (PsyCap), as defined by Luthanset al. (2007), refers to an individual's positive psychological state of development, encompassing the four key components known as HERO: Hope, Efficacy, Resilience, and Optimism. It has a significant impact on both Job Satisfaction and Job Performance. Employees with high PsyCap are better equipped to handle workplace challenges, maintain a positive outlook, and believe in their ability to succeed, which in turn increases their satisfaction with their work. Moreover, PsyCap influences Job Performance by helping individuals develop a stronger sense of efficacy, or confidence in their abilities, enabling them to perform tasks more effectively. Employees with high PsyCap are more resilient in the face of setbacks, and their optimism encourages them to persist in achieving goals, even under challenging conditions. In essence, PsyCap fosters a mindset that not only enhances Job Satisfaction by cultivating positive emotions about the work environment but also boosts Job Performance by enabling individuals to better handle challenges and achieve objectives.

II. Review Of Literature:

Research has shown that psychological factors, particularly psychological capital (PsyCap), play a significant role in influencing job satisfaction. For example, Elcicek (2022) conducted a study with 376 teachers in Turkey and found that the optimism component of PsyCap was significantly linked to higher job satisfaction. Similarly, Paliga et al. (2022) explored the relationship between PsyCap and job satisfaction in a study of 304 employees in Poland, discovering a positive connection between team members' PsyCap and both individual job satisfaction and job performance. Furthermore, Zhang et al. (2021) found a similar positive correlation between PsyCap and job satisfaction in a survey of 310 Chinese residents, with organizational identification and income level serving as moderating factors. These findings highlight the crucial role psychological capital plays in fostering job satisfaction across various professions and cultures.

Several studies have highlighted the challenges faced by Anganwadi Workers (AWWs) in different regions of India. Kaur et al. (2016) found that AWWs in North Indian cities are overwhelmed with workloads, which consume three times the recommended time, preventing them from adequately focusing on preschool education and home visits. They also pointed out issues like low honorarium, excessive paperwork, meetings beyond duty hours, low attendance of children and adolescent girls, and inadequate space in Anganwadi centres. Similarly, Asha (2014) identified factors such as infrastructure, educational status, supervision, and community participation as key determinants of the efficiency of Anganwadi centres in Kerala. Kular (2014) in Punjab also noted problems such as a lack of infrastructure and low honorarium for AWWs. Priyadarshini and Dash (2018) found that, apart from issues related to their salary/honorarium and heavy workload, Anganwadi workers involved in the ICDS project were generally satisfied with their job, the cooperation from their colleagues and authority, and their overall work experience. Tripathy et al. (2014) emphasized the heavy workload and suggested that adequate staffing, workspace, tools, and timely honorarium could improve the effectiveness of ICDS programs.

Other studies have focused on job satisfaction and the external factors affecting AWWs' performance. Arya and Chawla (2023) found that factors like promotions, work status, financial stability, and psychosocial

growth significantly impact job satisfaction. They recommended improvements in job security, recognition, and the freedom to perform tasks to enhance satisfaction. More and Mallah (2022) reported that over 80% of Anganwadi centres in Mumbai operate in cramped spaces with insufficient facilities, and AWWs face overburdening due to understaffing. They stressed the need to fill vacant positions, improve working conditions, and ensure the provision of basic facilities like drinking water and hygiene. They also suggested that regular training and addressing concerns like job progression, security, and pensions could boost job satisfaction and efficiency. Collectively, these studies underline the importance of improving the working environment, providing adequate resources, and addressing the socioeconomic challenges faced by AWWs to enhance their performance and job satisfaction.

Rationale of the study:

Considering AWWs' inadequate training and poor monthly income, their internal psychological resources may be the only things driving them to dedicate themselves to their employment.

In light of this, it is critical to enhance their psychological capital in terms of coping and resilience to support our country's health and education professionals at the local level.

AWW continues to experience ongoing stress and anxiety due to their high workload, low pay, and inadequate infrastructure. Her self-assurance, tenacity, drive, fortitude, and so on is essential in carrying out her responsibilities and ensuring her job satisfaction in such a scenario. Enhancing positive psychological resources could be more beneficial to the government in boosting the Anganwadi Centre's vitality when budgetary constraints prevent wage increases. According to some studies conducted in various work environments, positive psychological resources—namely, hope, self-efficacy, resilience, and optimism—improve job satisfaction and productivity. Furthermore, the value of good psychological capital in AWWs cannot be overstated for raising extremely young children, who are our country's future. More positivity leads to higher productivity and higher performance standards. There exists a research deficit in this area, and it is necessary to evaluate AWWs' psychological capital in relation to their performance and job satisfaction.

Objectives:

- To examine the relationship between Positive Psychological Capital (Hope, Self-efficacy, Resilience, and Optimism) and Job Satisfaction among Anganwadi Workers in four regions and the overall state of Odisha.
- To assess the relationship between Positive Psychological Capital (Hope, Self-efficacy, Resilience, and Optimism) and Job Performance of Anganwadi Workers in four regions and the overall state of Odisha.
- To find out the relationship between Job Satisfaction and Job Performance among Anganwadi Workers in four regions and the overall state of Odisha.

III. Method

Research design:

The present study adopted the correlational design as this study investigates the relationship between Psychological capital, Job performance and Job satisfaction of Anganwadi workers in four zones of Odisha.

Participants:

The participants include 320 AWWs from four zones of Odisha, namely North, South, East and Western regions who were contacted using purposive sampling techniques. Participants were asked to provide their agreement for the research and were given a thorough explanation of their rights and confidentiality. Participation was entirely voluntary. To the best of the researcher's knowledge, the study was conducted in accordance with ethical guidelines.

Measures:

The Psychological Capital Questionnaire (Luthans, Youssef, & Avolio, 2007): a 24-item Psychological Capital Questionnaire (PCQ-24) that includes six items for each of the four PsyCap dimensions: resilience, hope, optimism, and self-efficacy. Each item is rated by respondents using a six-point Likert scale, where 1 represents strongly disagree and 6 represents strongly agree. The wording of three items (13, 20, and 23) is negative. The PsyCap scores range from 24 to 144, with higher scores indicating greater psychological capital. The subscale reliabilities ranged from 0.64 to 0.90, with an overall Cronbach's alpha of 0.90.

Minnesota Job Satisfaction Questionnaire: We measured the job satisfaction of AWWs using the Minnesota Satisfaction Questionnaire (MSQ) Short Form. This 20-item Likert scale gauges intrinsic, extrinsic, and general satisfaction. The validity and reliability of the research are supported by median coefficients of .86, .80, and .90, respectively.

Using Brislin's (1970) back-translation technique, the MSQ and PsyCap questionnaires were translated into Odia to guarantee accuracy. After being translated into Odia by a multilingual specialist, they were subsequently translated back into English by another specialist. The final edition was evaluated and improved by five distinguished professors from the fields of psychology, sociology, anthropology, and English.

360 degree performance appraisal: A 360-degree performance evaluation was employed to evaluate AWWs' work performance based on input from multiple stakeholders. Their roles and responsibilities guided the development of the appraisal form. Supervisors, helpers, parents of children attending the AWC, pregnant women, nursing mothers, and teenage girls were among the respondents. They all gave the AWWs ratings on a 5-point scale, with higher ratings denoting better performance. The scores ranged from 10 to 50.

Procedure

Anganwadi Workers were contacted and after establishment of due rapport, they were given the consent form, the MSQ and the PsyCap questionnaire. Their performance was assessed by the stakeholders' ratings given to the specific AWW. The study adhered to ethical norms and protocols. The participants were informed of their rights, issues pertaining to the confidentiality of the information they were sharing, the necessity of providing their consent, their option to withdraw and the study's goals. For taking part in the study, none of the volunteers got any compensation or incentives. The participants were thanked for taking part in the study after completing the form.

IV. Result

Table-1: Correlation of PsyCap, Job Satisfaction & Job Performance of AWWs in South Odisha

A Pearson product-moment correlation coefficient was computed to assess the relationship between PsyCap, Job satisfaction and Job performance in South Odisha. There is a significant positive correlation between Psychological capital and Job satisfaction at 0.01 level. Also there is a significant and strong positive correlation between Job performance and Job satisfaction at 0.01 level. However, there is no significant correlation between Psychological capital and Job performance.

	PsyCap	Job Satisfaction	Job Performance
PsyCap	1	.372 **	.199
Job Satisfaction	.372**	1	.913 **
Job Performance	.199	.913 **	1

Table-2: Correlation of PsyCap, Job Satisfaction & Job Performance of AWWs in Coastal Odisha

Table 2 shows the relationship between Psychological capital, Job satisfaction and Job performance in Coastal Odisha. There is a significant positive correlation between PsyCap and Job performance at 0.05 level. Also there is a significant and strong positive correlation between Job performance and Job satisfaction at 0.01 level. However, there no significant correlation was found between PsyCap and Job satisfaction among these AWWs.

	PsyCap	Job Satisfaction	Job Performance
PsyCap	1	.142	.271*
Job Satisfaction	.142	1	.520**
Job Performance	.271*	.520**	1

Table-3: Correlation of PsyCap, Job Satisfaction & Job Performance of AWWs in Western Odisha

Table 3 shows Pearson product-moment correlation coefficient of PsyCap, Job satisfaction and Job performance of AWWs in Western Odisha. There is a significant and strong positive correlation between PsyCap and Job satisfaction at 0.01 level as well as there is a significant and strong positive correlation between Psychological capital and Job performance at 0.01 level. Also, there is a significant and strong positive correlation between Job performance and Job satisfaction at 0.01 level.

	PsyCap	Job Satisfaction	Job Performance
PsyCap	1	.648**	.524**

Job Satisfaction	.648**	1	.658**
Job Performance	.524**	.658**	1

Table-4: Correlation of PsyCap, Job Satisfaction & Job Performance of AWWs in Northern Odisha

Table 4 shows the correlation between Psychological capital, Job satisfaction and Job performance of AWWs in North Odisha. There is a significant and strong positive correlation between PsyCap and Job satisfaction at 0.01 level as well as there is a significant and strong positive correlation between PsyCap and Job performance at 0.01 level. Also, there is a significant and strong positive correlation between Job performance and Job satisfaction at 0.01 level.

	PsyCap	Job Satisfaction	Job Performance
PsyCap	1	.811**	.529**
Job Satisfaction	.811**	1	.698**
Job Performance	.529**	.698**	1

Table-5: Correlation of PsyCap, Job Satisfaction & Job Performance of AWWs in the state of Odisha

Table 5 shows the relationship between PsyCap, Job satisfaction and Job performance in Odisha. There is a significant positive correlation between PsyCap and Job satisfaction at 0.01 level as well as there is a significant positive correlation between PsyCap and Job performance at 0.01 level. Also, there is a significant and strong positive correlation between Job performance and Job satisfaction at 0.01 level.

	PsyCap	Job Satisfaction	Job Performance
PsyCap	1	.345**	.374**
Job Satisfaction	.345**	1	.723**
Job Performance	.374**	.723**	1

V. Discussion:

The findings across various regions of Odisha reveal significant relationships between Psychological Capital (PsyCap), Job Satisfaction, and Job Performance, though the dynamics differ slightly depending on the region.

In South Odisha, the findings suggest that PsyCap has a positive correlation with Job Satisfaction, indicating that employees with higher psychological resources like hope, efficacy, optimism, and resilience tend to be more satisfied with their work. However, no direct relationship was found between PsyCap and Job Performance, implying that while PsyCap boosts job satisfaction, other factors—such as job-specific skills or external support—may have a more direct impact on performance. Additionally, the strong positive correlation between Job Satisfaction and Job Performance suggests that satisfied employees tend to perform better, highlighting the importance of improving job satisfaction for enhanced productivity.

In Coastal Odisha, the study found a positive link between PsyCap and Job Performance, suggesting that employees with higher psychological traits are more likely to excel at their jobs. However, the absence of a meaningful relationship between PsyCap and Job Satisfaction indicates that satisfaction might be influenced more by external factors such as job roles, organizational culture, or work conditions than by psychological resources alone. Despite this, the positive connection between Job Satisfaction and Job Performance supports the notion that satisfied employees tend to be more productive and engaged.

In Western Odisha, a strong positive correlation between PsyCap, Job Satisfaction, and Job Performance was observed. The results align with the Job Demands-Resources (JD-R) model, which suggests that both personal and job-related resources contribute to improved work outcomes. This suggests that companies in the region can benefit from programs designed to enhance PsyCap, fostering a positive work environment that boosts both job satisfaction and performance.

Similarly, in North Odisha, the results indicate that PsyCap significantly influences both Job Satisfaction and Job Performance. The positive relationship between these variables suggests that employees with higher psychological resources are not only more satisfied with their jobs but also more effective in performing them. These findings highlight the importance of fostering PsyCap development in the workplace to improve overall organizational outcomes, including higher productivity and employee satisfaction.

Across Odisha, the findings consistently show that employees with higher levels of PsyCap tend to experience greater job satisfaction and perform better. This emphasizes the role of psychological resources in improving employees' well-being, engagement, and productivity. Organizations in Odisha are encouraged to implement programs that promote PsyCap, provide a positive work environment, and support employee satisfaction, which will ultimately enhance organizational effectiveness.

VI. Conclusion

The study shows there is a positive correlation between these three variables. To enhance the productivity, job satisfaction, job performance, and quality of life of AWWs, improving their PsyCap can be an effective approach. Their training module must include a paper on this.

Due to heavy work load, little wages and infrastructural deficit, AWW remains under constant stress and anxiety. In this scenario, her confidence, perseverance, motivation, and resilience play a crucial role in discharge of her duties and job satisfaction. Improving positive psychological resources can prove more useful for the Government in making the AWCs more vibrant when the financial restriction does not let the enhancement of their wages.

Despite repeated expression of dissatisfaction, strike, unrest, our administration is not able to take a solid stand to solve the problems of the AWWs as it will put a heavy financial load on government. Enhancing PsyCap is a better alternative given the unfavorable circumstances in which they perform the multiple tasks.

Moreover, for caring children workers need to have positivity in themselves. Greater the positivity more is the productivity and better is the quality of product/performance. Care should be taken to include the techniques to improve the positive psychological capital in their training programme.

Positive psychological resources, namely, hope, self-efficacy, optimism and resilience, as some research studies in different work settings indicate, enhance productivity and job satisfaction.

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