

Job Satisfaction of Anganwadi Workers: A Study in Sivasagar District of Assam

Himanta Borgohain.¹, Jyoti Prasad Saikia²

Research Scholar, Department of Sociology, Dibrugarh University, Assam, India.¹

Professor, Department of Sociology, Dibrugarh University, Assam., India ²

ABSTRACT: This paper is an attempt to assess the job satisfaction of Anganwadi Workers of ICDS project under social welfare department in Assam. The sample of 380 Anganwadi workers of ICDS project were selected from different Anganwadi centers located in Sivasagar district of Assam. Purposive sampling technique has been adopted for sample selection and exploratory research design has been adopted to assess the job satisfaction of these workers. The main tool for collection of data was questionnaire, interview schedule and observation methods. A modified model has applied for measuring the job satisfaction of the Anganwadi workers. The study revealed that the Anganwadi workers were having dissatisfied with component of salary and over workload but they are satisfied with other aspects of the job.

KEYWORDS: Job satisfaction, Anganwadi worker (AWW), Anganwadi Helpers (AWH), ICDS (Integrated Child Development Services) project).

I. INTRODUCTION

Job satisfaction refers to an employee's feeling of satisfaction on the job, which acts as motivating factors to work. It refers to a happy and pleased feeling because of something that happened to a person. "Job satisfaction is an attitude that is simply how content an individual is with his or her job; whether he or she likes the job or not." "It is assessed at both the global level (whether or not the individual is satisfied with the overall) or at the facet level (whether or not the individual is satisfied with the different aspects of the job.)" From the operational point of view, job is not only an activity which one might have. Job satisfaction is concerned with favorable or unfavorable with employees view towards their work. But if an employee or individual is not satisfied with their work and work environment then, he or she cannot make a perfect human relationship with others which may lead to social disordered or disconformities. According to Robbins (2000), "job satisfaction refers to an individual's general attitude towards his/her job" (p.142). An individual who has a high position in the hierarchy of the organization or the departments has positive attitudes toward the organization or the department and he or she is very satisfied with the performance on the job. Generally, job satisfaction can be more accurately interpreted in terms of general emotional tone of employees, so, it is considered as a matter of psychological discourse but satisfaction or dissatisfaction of workers in context of their job is also connected with sociological enquire.

For this study, the key word 'Anganwadi workers' encompasses the Anganwadi Workers,(AWW), Anganwadi Helpers (AWH) who are engaged for running the Anganwadi centers, and Supervisor, who provides the job guidance to the workers as well as all the employee of the ICDS project. Therefore, this study is strictly connected with social aspects of Anganwadi workers which are directly or indirectly related to their job satisfaction. So, an enquiry about the plight of Anganwadi workers in ICDS project under Social Welfare Department of Assam is also concerned, whether the job satisfaction of them is connected with any kind of gender discrimination at their workplace or not. Considering a gendered perspective has been developed to look at the objective of this paper and which is considered as most essential from sociological point of view.

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II. CONCEPTUAL FRAME WORK OF JOB SATISFACTION

Job satisfaction is dynamic, as it can go as quickly as it comes. It is a positive emotional state that occurs when a person's job seems to fulfill important values, provided these values are compatible with one's needs. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experience. Many work motivation theories have represented the implied role of job satisfaction. These theories have tried to explain job satisfaction and its influence, such as: Abraham H. Maslow's (1943) Hierarchy of Needs, Frederic Herzberg's (1968) Two-Factor (Motivator-Hygiene) Theory, Stacy Adam's Adam's (1965) Equity Theory, Porter and Lawler's (1968) modified version of Vroom's (1964) Model, Locke's (1969) Discrepancy Theory, Hackman and Oldham's (1976) Job Characteristics Model, Locke's (1976) Range of Affect Theory, Bandura's (1977) Social Learning Theory, and Landy's (1978) Opponent Process Theory etc. These theories of job satisfaction emphasize the need to identify and study its constituent factors for they may not be universally true to every job situation.

III. REVIEW OF LITERATURES

There are a number of factors that can affect employees' job satisfaction such as satisfaction with: supervision at work, work itself, pay and working conditions, promotion practices and cooperation of co-workers (Hackman, Oldham 1980). There are many heuristic models explaining differences in job satisfaction, and these include a variety of variables. In the first place, some studies include individual characteristics of the workers, such as race, gender, age, and educational qualifications. Although these variables seem to have some effect on job satisfaction, they often fail to explain much of the variance (Reiner, Zhao 1999; Ting 1997). John Stacey Adams (1963) put forward his Equity Theory on job motivation. He mentioned that various factors affect each individual's assessment and perception of their relationship with their work, and their employer. In this model he mentioned the influence of colleagues and friends and the Individual seek a fair balance between what they put into their job and what get out of it. Adams calls these inputs and outputs (Gunnigle, Heraty and Morley, 1997). Adams argues that people are motivated by "inequity". This means that a person looks at others who are doing the same or similar jobs to them and compares how much effort that they put into the job and how much they are rewarded for their work. Psychologist Frederick Herzberg (1964) investigated the factors of job satisfaction. In his studies, he identified the factors, which, when present, lead to extreme satisfaction (motivators) and those, when not present, leading to extreme dissatisfaction (hygiene). His studies reveals that factors leading to satisfaction such as achievement, recognition, responsibility, the work itself, advancement and growth are called intrinsic factors, whereas those leading to dissatisfaction, when not present, such as company policy and administration, supervision, interpersonal relations, working conditions and salary are called extrinsic factors. Herzberg (1959) introduces the Motivator -Hygiene theory of job satisfaction. The theory is known as two-factor theory.

The existing literature has a good stock of empirical study on job satisfaction. Johnson and Johnson (2000) have found that older employees have the tendency to experience higher levels of job satisfaction, compared to their younger counterparts. Jamal and Baba (1992) also found a significant relationship between job satisfaction and marital status. Baruch and Ben (2002) explain that family support was more closely associated with burnout. Locke's (1976) description of job satisfaction is as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Jex 2002 p.116). The appraisal involves various elements related to the job such as salary, working conditions, colleagues and boss, career prospects and, of course, the intrinsic aspects of the job itself (Arnold et al 1998 p. 204). Many studies have shown that job satisfaction can be influenced by a wide variety of factors such as competitive pay, adequate staffing, a pleasant working environment, opportunities for personal and professional growth, a reasonable workload, supervision, recognition, noticeable progress of patients, positive relationships with co-workers, autonomy on the job, job security, career advancement and contingent rewards (Pillay R. 2009, Freeborn DK, Hooker RS-1995, Eker L, Tuzun EH, Dasakapan A, Surenkok O, 2004) - - These study also provide a much more detailed study on how family support is essential for managing stress, thereby having an impact on job satisfaction. Ghazi (2007) explains some of the factors of job satisfaction as Compensation, Working Conditions, Social Status, and School System Policies, Practices, Advancement, Social Service, Creativity, Recognition, Supervision Human Relations, Security, Independence, Colleagues, Supervision Technical, Authority, Responsibility, Achievement, Ability Utilization, and Variety.

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IV.METHODOLOGY

The propose study is 'Job satisfaction of Anganwadi Workers: A study in Sivasagar District of Assam. The domain of this study is concerned with the Anganwadi works of ICDS programmes under Social Welfare Department of Assam. There are 10 ICDS (Projects) blocks in Sivasagar district. Out of these 380 respondents were selected by purposive sampling techniques for the present study. An exploratory research design has adopted for the study. The information regarding the study was collected from two sources Primary source and Secondary Source.

V.LIMITATION OF THE STUDY

The study has some limitations. First, it depends totally on purposive sampling, which emphasizes differences in demographic, geographical and socio economic characteristics of the provinces. So there is some difficulty in generalizing the results. Second, the study covered only with relatively small sample sizes. Thus, it may not be representative of all Anganwadi workers of Assam. However, a larger sample size and better sampling methods might result in a more conclusive comparison of job satisfaction in the future.

VI.MODEL OF JOB SATISFACTION

Various researchers investigated the issues and they identified multiple factors of job satisfaction. Here to find out the the causes and level of job satisfaction, a model has adopted on the basis of Frederick Herzberg's Motivator -Hygiene theory of job satisfaction through which basic grounds of job satisfaction is formulated to know the hidden reality. This theory state that satisfaction is driven by motivation and dissatisfaction is driven by hygiene factors. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hoskinson, Porter, & Wrench, p. 133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions. Herzberg stated that certain job factors primarily dissatisfy employees when the conditions are absent. However, their presence generally brings employees to a satisfied or neutral state. These potent dissatisfiers are called hygiene factors or maintenance factors, because they are necessary to maintain a reasonable level of satisfaction in employees. The hygiene factors are related to work environment in which people perform their tasks, therefore, they are also referred to as context factors. This model is adopted modifying the Herzberg's two factory theory. He had applied this model on company workers but for the domain of this study is related to public service works. Hence, this model is modified in some extent because reliability of the situation of the domain of study and some factors were denied and some are added. This position is consistent with Vroom's idea (1960) that there has been a general reluctance to deal with personality and environmental variables simultaneously in studies on job satisfaction. Job satisfaction is caused by multiple factors. Needs are closely related to the nature of the work and depends upon aspects of the job itself for satisfaction. Personal statement is an essential part of one's achievements for selecting a job. Job satisfaction is correlated with life satisfaction. Life satisfaction has been measured in relation to economic, education, residence, experience, as well as many other topics. Hence, from the above criteria following model of job satisfaction has formulated to observe whether have any relation between these variables. In this study it is considered that four sets of variables are thought to influence job satisfaction: personal data, reasons for joining the public service, need fulfillment, and aspects of work environment.

The model exemplified in figure 1:1, and suggests that job satisfaction is influenced by personal data, reasons for joining the public service, need fulfillment and aspects of work environment.

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VARIABLES AND JOB SATISFACTION

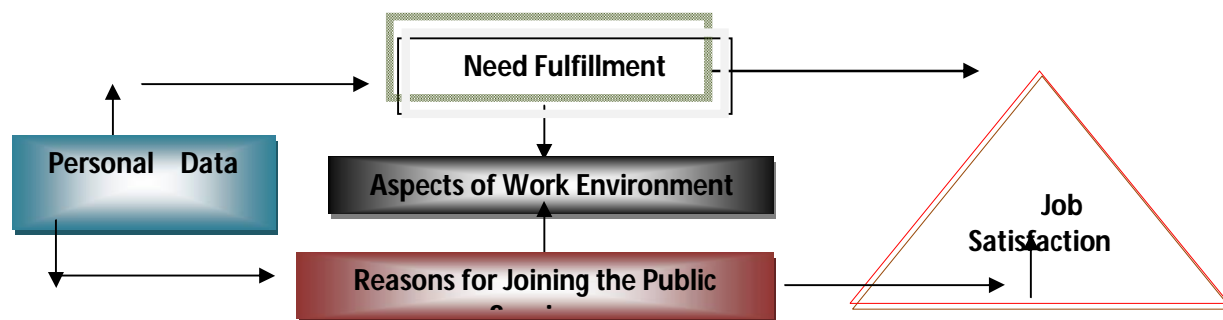


FIGURE 1:1

This Model is shown below as elaborated model of Job satisfaction (Figure: 1.2). Convergence the different theories and models of job satisfaction, an elaborate model of job satisfaction is developed with four sets of variables. These were taken as influencing factor for job satisfaction (Figure: 1.2). These variables are 'personal data', 'reasons for joining the service,' 'need fulfillment' and 'aspects from the work environment'. Different factors were taken in each set of variables for measuring the job satisfaction of Anganwadi workers of ICDS projects under Social welfare Departments in Sivasagar District of Assam. In the variable of 'personal data', five (5) factors were taken. These are age, level of education, marital status, economic status and working experience of the respondents. In the variables of 'Reasons for joining in the service', six (6) factors were taken such as the reputation of the service, the opportunity to make a carrier, the economic livelihood, the security of work, the work schedule, and the physical condition of the work environment. In the variable of 'aspects of work environment' includes fourteen (14) factors. The factors were taken as Salary, job Security, Status/ recognition in public, relationship with colleagues, relationship with authority, cooperation from community, supervision, opportunity for achievement in job, work schedule, likelihood of promotion, sufficient time for family, company policies and administration, working condition and Freedom to decide how to perform job. In the variable of 'need fulfillment,' five (5) factors were taken such as Security needs, Social needs, Esteem needs, Autonomy needs and Self-actualization needs. Present study is made on the basis of Herzberg modified model to measure the job satisfaction of the Anganwadi workers and to find out the factors of satisfaction and dissatisfaction of the respondents.

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MODEL OF JOB SATISFACTION OF THE RESPONDENTS:

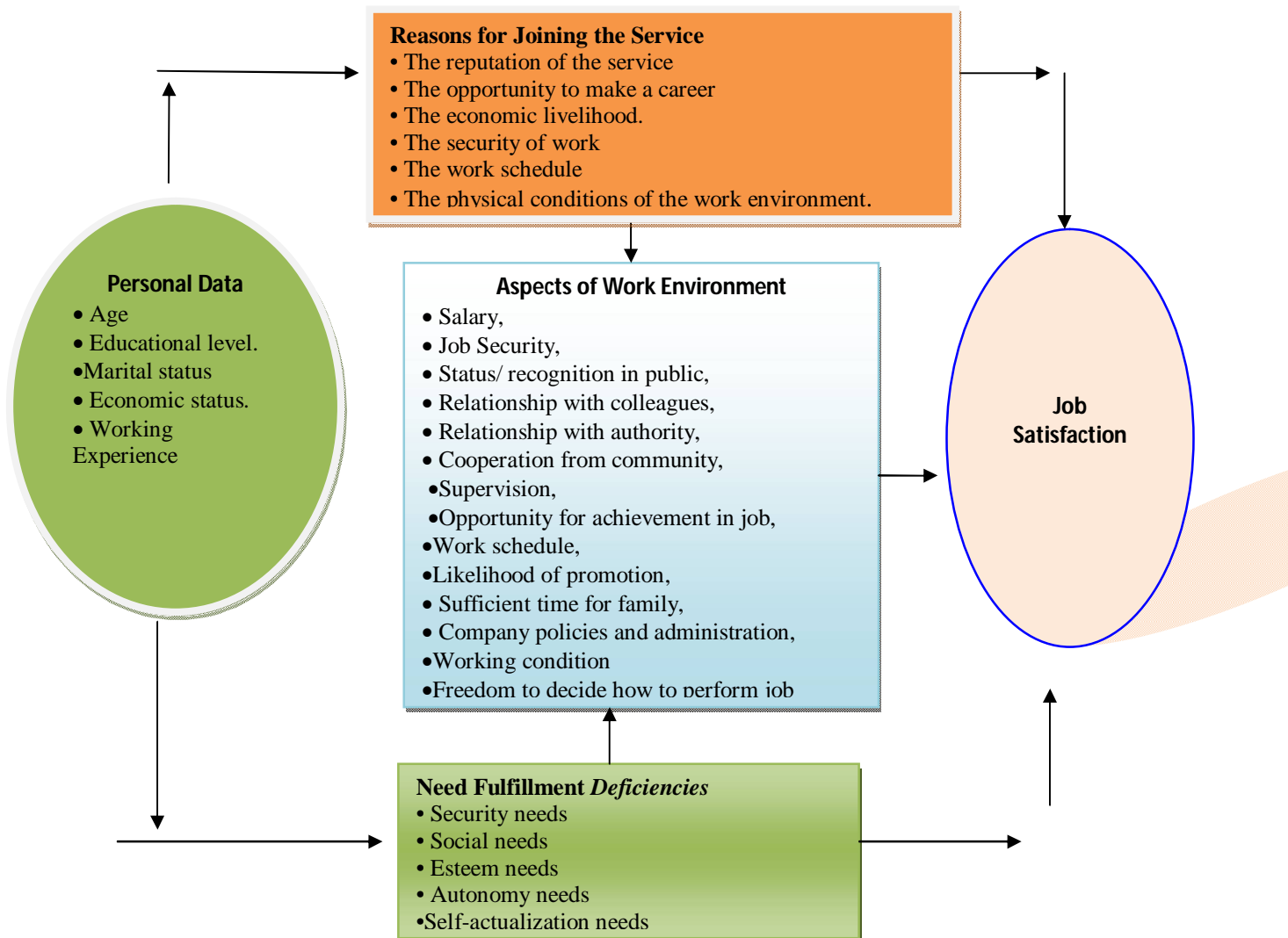


FIGURE: 1.2

MODEL OF HERZBERG'S JOB SATISFACTION THEORY.

To understand the level of overall job satisfaction, from the aspects of work environment the above fourteen (14) factors have identified as indicators related to job aspects based on the existing theoretical and empirical literature. The level of satisfaction of the respondents in this particular job aspect has been measured using three discrete levels – *not satisfied*, *moderately satisfied* and *fully satisfied* – with respective weightage of 0, 0.5 and 1. The maximum level of job satisfaction of a respondent in the particular job aspect can be 1 (one) and minimum of 0 (zero). The weights have been adopted following the usual practices of using Likert scale. Therefore, the overall level of job satisfaction of the i^{th} respondent is –

$$S_i = \sum L_j$$

Where, L_j = Level of satisfaction of the respondent in the j^{th} indexed job aspect

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$i = 1, 2, 3, \dots, 380$ (Nos. of respondents)
 $j = 1, 2, 3, \dots, 14$ (Factors of Job aspects)
Hence, $s_1 = L_1 + L_2 + L_3 + \dots + L_{14}$,
 $s_2 = L_1 + L_2 + L_3 + \dots + L_{14}$,
 \dots
 $s_{380} = L_1 + L_2 + L_3 + \dots + L_{14}$,

Since, there are 14(fourteen) items of job aspects with minimum 0(zero) and maximum value 1(one). The score of the i^{th} respondents for overall job satisfaction from aspects of work environment, will be between 0(Zero) and 14(fourteen). To normalize the index value of a respondent between 0(zero) and 1(one), the individual respondents score, divided by the maximum possible score. i.e.

$$\text{Satisfaction index of a respondent} = \frac{\text{Individual respondents' score (S1)}}{\text{Maximum possible score (14)}}$$

Based on this measurement the magnitude of a person's job satisfaction is classified as under

Level of satisfaction	Index value
Low	0 – 0.25
Moderate	0.26 - 0.50
Moderately high	0.51 - 0.75
High	Above 0.75

The study reveals that AWH's average satisfaction score and satisfaction index value is 57.6 and 0.33 respectively. Hence, AWH have enjoyed moderate level of satisfaction in the aspects of work environment. Other category of Anganwadi workers enjoyed their satisfaction in aspects of work environment as AWW moderate level (index value of satisfaction is 0.43), Supervisors moderately high (with level of index value 0.66) and CDPO have enjoyed high level of satisfaction with level of index value 0.81. The Level of satisfaction of the respondents is shown below in pie diagram Fig 1:3.

LEVEL OF JOB SATISFACTION OF RESPONDENTS.

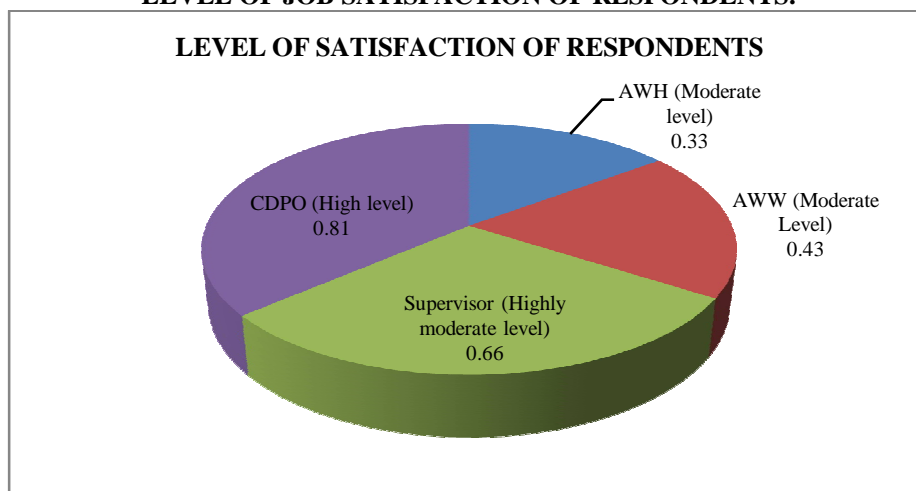


FIG 1:3

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IV. PERSONAL BACKGROUND OF ANGANWADI WORKERS AND JOB SATISFACTION

Personal background of the respondents is important for their job satisfaction. Job satisfaction is varied according to the varied variables such as age, marital status, educational qualification, economic status and work experience etc. Hence, it was observed in the present study based on age, marital status, monthly income, marital status, nature of family, etc.

The analysis shows that majority of the respondents 132 (34.7%) age group were (31 - 40). In the age group (41-50) were 76 (20%) and in the age group (21-30) were 102(26.8%), 42(11.1%) respondents' age between (51-60) years. Only 28(7.4%) respondents belong from the age group below 20 years. In the observation, it has found that Job satisfaction starts out reasonably high in below 20 years, (60.7%), then takes comes down in the twenties and thirties, (39.1%) – with the age of 36 as the lowest point (in average) -, then it rises back up again through the forties and further in the fifties and sixties, this finding similar to those in many previous studies. Arnold, J and et. al. (1998) mentioned such findings in his book '*Work Psychology: Understanding Human Behaviour in the Workplace*'. (p. 208).¹ Robbins (2005) also argues that young people are more unsatisfied than old ones.² The following line diagram (fig-1:4) focuses the level of satisfaction with the age structure of the respondents.

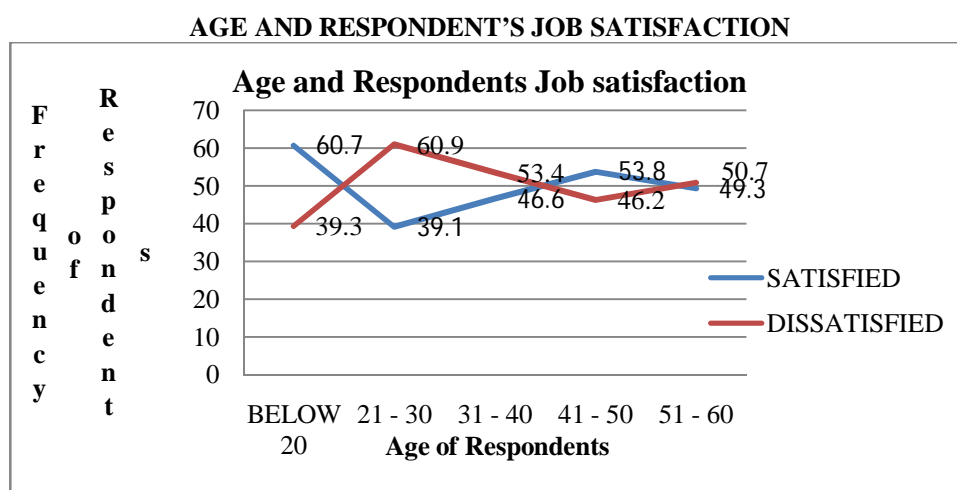


FIG – 1:4

The study has shown that the majority of the respondents were married 357(93.9%), 23(6.1%) respondents were unmarried, 31(8.2%) were widowed and only 5(0.01%) respondents were separated. Widowed and unmarried with over aged respondents were satisfied with their job comparing to the married respondents.

Educational qualification of the majority respondent i.e. 132(37.4%) was HSLC passed and 89(23.4%) respondents were (10+2) passed. 57(15.0%) respondents completed Degree and below HSLC were 74(19.5%) respondents but 18(4.7%) post graduate respondents were rendering in this service. The study reveals that highly qualified respondents were searching for alternative jobs. It is also observed that satisfaction of job is depend upon the minimum requisite qualification of the respondent.

Majority of the respondent, 330 (89.2%) resides in nuclear family. Only 34 (9.2%) respondents live in Joint family and 6 (1.6%) respondents live alone. Out of 330 respondents who belongs from nuclear family, 198 (60.0%) respondents were dissatisfied with the job due to their nature of work i.e. over work load and getting less time for their family and 132(40.0%) respondents were satisfied. They reported that they have been getting the assistance of household works either from their spouse or the housekeepers and are being free to take the job responsibility, ready for perform their

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role, duty and obligation of the job. The study reveals that out of the 34 joint family respondents, 16(47.1%) respondents were satisfied and 18(52.9%) were dissatisfied with the nature of job. As a whole, out of 380 respondents, 255(68.9%) respondents were dissatisfied due to excessive workload upon them. Those respondents who were satisfied in joint family reported that the majority of the family members assist and inspired her for performing the duties and responsibilities of the work freely without giving much family burden, household works. They also reported that they have been given an especial status in the family. But those who were dissatisfied, much of them reported that they have not being able to receive assistance and support for the job as a working women from sister-in law, fathers in law and mothers in law and even sometimes from her spouse in the family.

The economic status of the family members of respondent had relation with job satisfaction. Out of 380 respondents, 111(29.2%) respondents were living with below Rs. 3,000/- income from all sources. Thus lowering their standard of living and increasing their debt but 24(6.3%) respondents monthly income from all sources have above Rs. 40,000/-. It was observed in the present study that majority of the respondents' i.e. 218 (57.4%) were the main income earner in the family and whole family depends upon the earnings of the respondents. Only 159 (41.8%) respondents were dependent upon the earnings of other members. The main source of income of the family was the salary of the respondent. Majority of the respondents were drawing honourarium of Rs. 3,000/- per month. Only a few respondents' families had other sources of income and it is formed only a small portion of the total income. The study reveals that lower economic status family respondents have satisfied with the job relatively than the higher economic status family respondents because; job is the only source of livelihood among the lower economic status family.

V. ANGANWADI WORKERS AND JOB SATISFACTION

All the respondents knew about their job responsibilities and most of them took up this job because of financial difficulties and poor economic background. The respondents were asked to give the main reason of selecting this particular job. It was observed that 111(29.2%) respondents selected this job due to economic necessity; 86 (22.6%) respondents selected the job for the affection for children, 48(12.6%) respondents interest on social work and welfare of the society and only 62(16.3%) respondents selecting this job for no other means to engage in any other. On the other hand, relief from domestic chore, limited working hour and any other matter 31(8.2%), 28 (7.4%) and 14(3.7%) respondents selected this job respectively.

The respondents were asked whether they were satisfied or not with this job and if not what were the cause of dissatisfaction. The study depicts that 231(60.8%) respondents were being unsatisfied with the job because of low salary and heavy work load. Only 132(34.7%) respondents were being satisfied and 17(4.5%) respondents had no comment. The study reveals that 180(47.4%) respondents would be leaved their job if any alternative job would be able to manage for them. Almost all AWWs were not satisfied with the working conditions like working hours, salary, job responsibilities and other facilities. AWWs were highly satisfied with the location of their centers, supply of food, attendance of children in AWCs and interpersonal relationship with the village people and ICDS Functionaries. But, those respondents comes from a far distance is not satisfied with the job. They feel tired in this regards.

The study has shown that respondents were moderately satisfied with privacy at AWCs; space and equipment; their involvement in programme planning and decision making; their ability and interest in carrying out various activities. But they were least satisfied with the sense of achievement in their job, work load assigned to them, and the facilities available at AWCs for their children. Majority of the respondents 327(86.1%) receive cooperation from colleagues, community leaders and governmental authority. while as 311(81.8%) respondents receive cooperation from Anganwadi neighbors and 54(14.2%) do not receive cooperation from them. All the respondents stated that they receive respectful treatment from Anganwadi visitors and Government officials. As Herzberg mentioned, recognition of the respondent's work is another important variables for job satisfaction. In the study it has depicted that 147(38.7 %) respondent thinks that their job doesn't give them better social status while as 127(33.4%) strongly agreed, 23(6.1%) were undecided. 331(87.1%) respondents disagreed for their job because have not given them financial independence as they were getting a very meager salary. Most of them do not get appropriate rewards for their work i.e; 299(78.7%) while as 141(37.1%) were agreed with it.

The study reveals that majority of respondents were highly satisfied with the working conditions of the Anganwadi centre. 243(63.9%) of the respondents were happy with their job where as majority of the respondents were not happy. All the respondents were strongly agreed with the statement that being women Anganwadi works are the morale work

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place and as morale at workplace is always high. 229(60.3%) of the respondents were highly satisfied with the facilities provided by the Anganwadi centre, 124 (32.6 %) were disagreed with it.

Security has to do with establishing stability and consistency in a complicated world. When people are worried about losing their job, they find that they face other problems such as psychological and sociological ones. Job satisfaction is related to job security. 201 (52.9%) respondents felt their Job security whereas 192(50.5%) of the respondents were satisfied with their designation and only 327(86.1%) were satisfied with the organizational behavior. The study reveals that 112(31.8%) of the respondents were not able to keep balance between their work and family. Majority of the respondents 219(59.2%) were not able to spend sufficient time with their family members and only few of them i.e; 161(41.8%) were able to spend sufficient time with their family members.

There are several source of job dissatisfaction. 255(68.9%) of the Anganwadi workers' source of job dissatisfaction is work load whereas 179(47.1%) respondents think that source of job dissatisfaction is job insecurity and 331(87.1%) respondents were for low wages. Majority of the workers face problems in Anganwadi centres like work overload, 131(34.5%) face problems due to inadequate infrastructure facilities and face problems due to frequent stressful situations. The respondents were being engaged different works like panchayat, caste and socio economic census, and other departmental works.

The results depicts that 80% of the respondents are able to concentrate on what they are doing, 299(78.7%) felt that they are playing a useful part in things. 229(60.3%) respondents were happy regarding their work place and they are able to enjoy their normal day to day activities. 243 (63.9%) of the respondents are reasonably happy while as, very few of them were unhappy. Only a few of the respondents 54(14.2%) were not able to receive cooperation from colleagues and community or the centers nearby neighbours. Majority of the respondents do not face sleep disturbances after joining the job, very few of them feel constantly under strain. 163(42.9%) respondents have very low stress, 126 (33.2%) have moderate stress and 91 (23.9%) have very high stress regarding their duty and responsibilities of jobs. 192(50.5%) respondents have not loose confidence in themselves and don't think themselves as a worthless person.

VI. CONCLUSION

The study suggests that there are relationships with Anganwadi workers job satisfaction with extrinsic and intrinsic factors of the employees. Anganwadi workers have the greatest opportunity to influence job satisfaction among the Anganwadi worker's professionals.

Demographic variables were used to locate the differences in overall job satisfaction. The study found that Anganwadi workers, who put in longer hours and become seniors, were more satisfied than their younger staffs. That may be because they adapted to their work and realized their work at the organization was important to beneficiaries. That is, the research showing that professionals mature with age and accumulate more experience, which tends to foster a better adjustment to the work environment. Anganwadi workers were also found to result in higher job satisfaction. The reason is that the workers working with the children in public service will earn respectability from society. Similar the workers have reported that holding this service as women (especially gendered related work) tends to produce a high level of job satisfaction compared to those who work in other department and this service is the best service for women employees. In conclusion, except for their salary/ honourarium and over work load, Anganwadi workers of ICDS project under Social Welfare Department of Assam were generally satisfied with their job. From the findings, we concluded that the main factors that correlated with their overall job satisfaction were conflict resolution at work, relationships with co-workers, and organizational structure. Respondent's background and reasons for joining the service, the deficiencies of needs fulfillment and the aspects of work environment have a correlation for job satisfaction of Anganwadi workers of ICDS project in Sivasagar district of Assam.

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