CHAPTER II
HISTORICAL RESUME
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Absenteeism is an industrial malady affecting optimum utilization of human resources, productivity, profits, investments and the absentee themselves. Its consequences are alarming, as a day lost is a resource lost deprived of being invested. As such, increasing rate of absence adds very considerably to the cost of industry and hampers industrial progress.

Before the second world war, the problem of absenteeism was little known. But due to national exigencies and the need for extra production, when unsuitable and unwilling people were employed in war industries, the problem of staying off from work became unavoidable and acute. Wells (1943) found that absenteeism was much more prevalent among women and that a higher age did not appear to affect absenteeism significantly.

Behrend (1951) conducted inquires on age and absence and concluded that men with no absence had double the length of service of men with regular absenteeism pattern, while the average age of the two groups was approximately the same. Behrend (1955) and Chakrapani (1964) found that skilled workers showed lower rate of absenteeism than unskilled workers.
Sivayya (1968) studied absenteeism of selected workers in the Vishakhapatnam port and found some relationship between absenteeism and nature of the job, absentees’ age, gender, etc. Bhatia and Valecha (1979) found that a large number of chronic absentees, belonged to older age and had longer service.

Bernardin (1977) found a inverse relationship between wage rate and absenteeism. Spencer and Steers (1980) found that women have high absenteeism rate in comparison to men and it was three times greater in women than men.

Markham and Steve et al (1982) reported that absenteeism rates are related to relative size of work group as they change over time and found 33% linear relationship and 43% curvilinear relationship between them. They also postulated on the basis of their research that there is a general trend toward less absenteeism in smaller organisation.

Keller (1983) and Martocchio (1989) found that younger workers are much more likely to have higher absenteeism rates than are older workers. The employees who were absent less frequently tended to be older, more tenured, married and higher in the organisational structure.

Many researches have been demonstrated an inverse relationship between absenteeism and satisfaction when satisfaction is high,
absenteeism tends to be low or when satisfaction is low, absenteeism tends to be high. Waters and Roach (1971-73) pointed out that people who hold higher level of jobs are more satisfied with their jobs and less likely to be absent than those who hold lower level position.

The connection between job satisfaction and absence is inconsistent. Farrell and Stamm (1988) found correlation of -.13 and -.10 between absence and global job satisfaction using two different measures of absence. Hackett and Guion (1989) found that absence correlated more strongly with some satisfaction facets than others. Satisfaction with the nature of work itself correlated most strongly with absence.

Absenteeism was more among Hindu scheduled caste, backward caste and schedule tribe employees than the Hindu forward caste and Muslims. High absentee group consists relatively more number of blue collar workers, those who have come from other district and those who do not have their own house. Nicholson and Johns (1985) have taken a different approach to the explanation of absence. They note that absence can be caused by the absence culture of a work group or organisations.
Mathieu and Kohler (1990) found that work group absence predicted individual level absence. Employees whose coworkers were absent frequently were absent more often than employers whose coworkers were seldom absent.

Harrison and Shaffer (1993) found that employee absence was significantly correlated with employee estimates of their work group level of acceptable absences.

Martocchio (1994) asked employees to indicate their perceived benefits and costs of being absent from work. He combined the data for each work group. Results revealed that a person was absent more if his or her coworkers believed that there were many benefits and few costs of being absent.

Markham and McKee (1995) found that supervisors who were more tolerant of absences and so created a climate that seemed to condone absenteeism, had more absences among their workers.

Heaney, Catherine and Jill (1996) investigated that the occupational stressors (OS) and employee perceptions of stress influence subsequent sickness and non sickness related employee absenteeism. Results show that occupational stress, specifically the perceived stress measure was more.
Maste Kassa et al (1998) found that women are generally absent from work more often than men. The gender difference in absenteeism is not primarily due to differences in work values. The differences in absenteeism is more likely to reflect general health or personality differences between men and women.

The studies reviewed from 1943 to 1998 revealed the significant effect of workers characteristics (age, sex, marital status, global satisfaction, caste and religion), nature of the work group (small or large, stress involved, skilled versus unskilled work), hierarchical position, work culture of an organisation, perceived benefits from the job, nature of the supervisors etc. on the absence behaviour.

Directly or indirectly, the factor of job satisfaction has been an important and popular issue for the scholars and researchers. As far as its historical background is concerned, Taylor (1911) may be taken as a big contribution in the field of Job satisfaction. He gave the importance of mental revolution for employees as well as employers, which is also the imperative for the job development and so to job satisfaction.
In India, research on job satisfaction started in 1958 with the work of Sinha, an eminent Indian psychologist. He attempted to compare the job satisfaction of office and manual workers. Sinha and Singh (1961) tried to establish a relationship between job satisfaction and absenteeism.

Kahn (1973) stated that job satisfaction is said at that time when there is reduction in absenteeism, increasing turnover and less accident rates.

Sharma and Singh (1980) found job satisfaction to be related to age, income, tenure, marital status, education and number of dependents. Results indicated that job satisfaction was greater during the first few years, decreased or increased with experience and marital status did not effect satisfaction and emphasised that rational and objective personal policies seem to have positive effect on employee attitude toward their jobs.

Bergmann (1981) found that managers at higher level tend to feel more satisfied. Upper level managers are often able to write their own job descriptions, thus shaping their work responsibilities and schedules according to their personal preferences.
Singh and Srivastava (1982) studied the potential effects of need for achievement on the relationship between employee's performance and job satisfaction and concluded that satisfaction level was significantly higher for high need for achievement group than their counterparts.

Schaffer (1983) and Vikas et al (1986) proposed that overall satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied in a job are actually satisfied, the stronger the need, the more closely will job satisfaction depend on its fulfilment. Job satisfaction score was significantly increased for each of hierarchical positions.

Rhodes (1983) found that older people, at least those upto the age of 69, evince greater job satisfaction. Motowidlo (1984) has suggested that individual who are satisfied with their jobs are more sensitive and kind toward their coworkers.

Pratap et al (1986) and Goff (1990) studied employees from various banks, matched for age, number of dependents and education were administered job satisfaction scales. Females were found to be more satisfied with their jobs than males. Further the females having primary responsibilities for child care predicted their absence with considerably higher correlation than that typically found with job satisfaction.
Porwal and Anupam (1989) did a comparative study of job satisfaction level of employees of nationalised and non-nationalised banks. It was asserted that, however, in the long run nationalisation may lead to higher level job satisfaction and an increase in efficiency.

Hackett (1989) reported that job satisfaction tends to be associated with less absenteeism, especially when frequency of absences rather than total time lost measures are used and when the analysis is restricted to absences over which an employee has some control. Hackett and Rick (1989) found the strong relationship between absence frequency and work satisfaction and absence duration and job satisfaction.

Markham and Mckee (1991) concluded that when coworkers are being laid off and jobs are scarce, fewer people are willing to risk the disciplinary action that might result from frequent absences.

Spector (1992) investigated the features of jobs and organisations that lead employees to be satisfied or dissatisfied and found that people with the same jobs and highly similar job conditions can vary considerably in their satisfaction.
Steel and Rentch (1995) conducted a longitudinal study on 419 US govt. civil services employees found that job satisfaction was a valid predictor of absenteeism. The higher the job satisfaction the lower the number of absences.

San and Hardeo (1995) found that job satisfaction was positively related to general adjustment and extraversion but negatively related to anxiety, insecurity and neuroticism.

Maisto et al (1998) found that job satisfaction was associated with scores of expression rather than suppression of the emotions of anger, anxiety and depression.

Finally, job satisfaction is determined by the degree of fulfilment of an employees needs on the job due to the presence or absence of certain job factors such as nature of job, income, age, tenure, sex, marital status, education, rank, hierarchy and further the need of achievement, employees performance, need satisfaction, availability of the job, features of the job and organisation, personality anxiety and emotional status etc.

The most striking aspect of the study of work motivation is the all encompassing nature of the topic itself. Lawler and Hackman (1969) experimentally introduced a bonus incentive plan to required group
attendance among a sample of part time blue collar employees. The bonus plan were found to have better attendance record than those not working under the plan.

Motivation and job satisfaction are highly correlated. An individual will be motivated toward his job if he gets satisfaction of various needs which are expected by him from his job. Job satisfaction motivates the worker to strive his goals. Vroom (1969) and Hackman and Oldham (1976) reported that person's higher order needs are important factor that influence job satisfaction.

Ilgen and Hollenback (1977) found that intrinsically motivated individuals would be less likely to have either excused or unexcused absences because of their positive internal feeling about work.

Yucelt and Ugur (1982) investigated the relationship of absenteeism and job satisfaction and fulfillment of AH Maslow's hierarchy of needs and pointed out that low pay, inefficient supervisors and dissatisfaction among coworker were attributes of high absenteeism among blue collar workers.

Perumel (1983) found that most of the incentives offered to worker are considered rights by them and rights have no incentive value for
motivation and job satisfaction. Blood (1984) suggested that the absenteeism is function of motivational processes extent in work and non work.

Michael (1987) suggested that staff attribution and worker motivation have contribution in hourly earning and attendance. Singh and Kumari (1988) also found high positive correlation between job satisfaction and overall work motivation.

Locke et al (1989) presented a data based theory of work motivation and job satisfaction that combines aspects of goal setting, expectancy, social cognitive, attribution, job characteristics, equity and turnover.

Carson and Gillard (1993) over a number of research studies reported that the higher a manager's motivation, the higher their work performance, status, salary, other things being equal.

Orpen and Christopher (1994) conducted a study that assessed personal control and work motivation in 135 employees of 3 medium sized Australian financial services companies. Results indicated that personal control moderated the effects of job satisfaction and performance and highly motivated subjects were more adversely affected by low personal control.
Orpen Christopher (1997) studied the interactive effects of communication quality and job involvement in managerial job satisfaction and work motivation.

Pool and Steven (1997) examined the predictive values of substitutes of leadership, leadership style and work motivation in relation to job satisfaction. Work motivation was the highest predictor of job satisfaction for executives, middle managers and assembly workers.

Anxieties and Frustration have become common experiences for the employees of modern industries and organisations. History of organisational psychology reveals that practically no research have been conducted in this area. Melbin (1961) and Sinha (1963) found that anxiety have positive significant relationship with acute absenteeism. Pocakacke et al (1972) have reported that workers with high manifest anxiety tended to be absent more often from their work situation.

Miles and Parrault (1976) found substantial evidences that role conflict is associated with job related tension and reduced job satisfaction.

Trivedi and Shrivastava (1981) pointed out that high job anxiety is positively related to greater absenteeism rate and low anxiety leads to low absenteeism.
Tucker and Larry (1987) surveyed male employees and found that both stressful life events and situation of perceived stress are related to absenteeism. Baba and Viswanath (1990) found that life stress were significant predictors of absence frequency.

Sharma, Sagar and Sharma (1989) examined the relationship of organisational climate with job satisfaction and job anxiety groups of 50 officers and 50 subordinates (clerks) working in different units of an institution of higher studies. Organisational climate was positively related to job satisfaction and negatively related to job anxiety.

Rahman and Mahbubur (1989) found that a significantly greater number of high stress subjects were dissatisfied with their work and reported poor mental health than the members of the low stress group.

Altchiler et al (1994) investigated the effects of aerobic, nonaerobic exercise on employee's state and trait anxiety levels, absenteeism, job satisfaction and resting heart rate with in a work site setting and found that aerobic exercise is superior to nonaerobic exercise for anxiety reduction.

Fletcher and Clive (1998) indicated that a high proportion of assessment centre (AC) candidates experience anxiety about the assessment process. A standard measures of state, trait and test anxiety
were utilised. Findings indicated that state anxiety was curvilinearly related to several AC performance. Test anxiety showed an adverse effect on performance in a numerical test. Trait anxiety was associated with better assessment ratings.

The studies reviewed in this chapter revealed that the absence behaviour and level of job satisfaction of a worker in an organization are influenced significantly by organizational climate, higher order needs, work motivation, staff attribution, job anxiety, intrinsic motivation, personal control, leadership, leadership style, role conflict, perceived stress and state & trait anxiety levels etc.

With this background we may now proceed further to chapter III dealing with problem and hypotheses.