CHAPTER-II

REVIEW OF LITERATURE

This chapter is meant to describe the research studies conducted in the past specially undertaking the variable which have been taken in the present study on the problem entitled “A study of work satisfaction and absenteeism in relation to perceived fairness, work culture and locus of control”. It is evident from the topic of research that work satisfaction and absenteeism are dependent variables, whereas, the remaining three variables viz. perceived fairness, work culture and locus of control are the independent variables. Hence, firstly work satisfaction and absenteeism related studies will be discussed and there after, independent variables in the same sequence as given in the problem will be discussed. The main objective of this chapter is to present the survey of literature to ascertain whether studies similar to our problem have ever been conducted, if not, then what type of researches have been conducted in the past. On the basis of the survey of literature the significance of the present study will be ascertained and their significance as well as implication will be emphasized.
WORK SATISFACTION AND ITS RELATED STUDIES:

From the very beginning work/job/work satisfaction was studied by many psychologists. Firstly Hoppock conducted the study on skilled workers in 1935 and at the same (1935b) he also conducted a survey on teachers using work satisfaction blank. After Hoppock’s initiative the studies on work satisfaction were conducted by many psychologists which attracted the attention of managers, supervisors and psychologist and the phenomenon of work satisfaction occupied relevance for employees and employer both at work place.

In the mid-1950’s the studies of job/work satisfaction were at increase. Morsweiss (1955) and Veroff at. al. (1960) studied satisfaction in relation to hierarchical levels. Rosen (1961a), (1962b) observed that managers and middle level managers do not differ their satisfaction at work. Porter (1961) reported that management personnel differ in their need satisfaction and on the basis of the results he also reported that need satisfaction differ with each of the change in hierarchical levels of management.

Lawler and Porter (1967) found significant correlation between satisfaction and performance.
Following Maslowian and poter’s model, scores of studies were conducted but the findings of Herzberg et. al. (1959) broke new ground in studying job motivation and satisfaction. Herzberg et. al. (1959) had given the two factors viz. satisfiers and dissatisfiers, satisfiers are those which are responsible for satisfaction and dissatisfiers are those which give rise to dissatisfaction. Therefore Herzberg’s theory is called two-factor theory. Vrooms (1964) conducted a study in which he criticized Herzberg on the ground of respondent ego defensive reactions to the question. King (1970) supported Herzberg’s study and he also criticised him on the following three grounds:

(1) That the study is technique bound and its results can be confirmed only if identical method of investigation i.e. (CIT is used)

(2) That the results reflect a defensive reaction of the subjects to the questions, and

(3) It is simply biased.

The Job/work satisfaction aspect is very popular and important. There are lots of studies related with work satisfaction. Here for the sake of convenience, we will discuss the studies which appeared only since 1990’s. In
1990, Singh & Pestonjee studied job/work satisfaction, job/work involvement and participation amongst different categories of Bank Employees. Sample consisted of 50 employees of nationalized banks. The result indicated that occupational level has influenced the two categories of Bank employees scores on job social relations and on the job areas of S.D. employee’s inventory.

Knoop (1994) worked on the relationship between importance and achievement of work values with job/work satisfaction and found that both importance and achievement of work values were significantly related to satisfaction. Total variance explained by the work values included 63% for satisfaction with the work itself; 9% for satisfaction with pay; 43% for satisfaction with promotions; 16% for satisfaction with supervision; 29% for satisfaction with co-workers; and 35% for overall job/work satisfaction.

Kornuka et. al. (1995) used a partly longitudinal design to examine the effects of work with new technologies (NTs) on psychosomatic complaints and job/work satisfaction. Attention was focused on the influence of the work situation (job contents employee participation), attitudes and individual differences and
it was found that NTs increased psychosomatic complaints and changed job/work satisfaction with the degree of change depending on job contents, level of employee participation and gender. Job/work satisfaction increased if the work with NTs were diversified and called for high qualifications but tended to decrease for persons with low qualifications doing mental monotonous work at visual display units. Effects of work with NTs were also inter-related with attitudes and individual differences.

Quarles et al. (1994) conducted an examination of promotion opportunities and evaluation criteria as mechanism for effecting internal auditor commitment, job satisfaction and turnover. Ss were 64 internal audit supervisors and 62 non-supervisory professional staff level auditors with a mean age of 29.8 and 28.5 years. Results suggest that both satisfaction with promotion opportunities (SWPO) and satisfaction with promotion and reward evaluation criteria (SWPREC) used in the promotion and reward system, should be considered in developing a model of internal audit for job/work satisfaction and turnover intention (TI).

In 1995 Organ and Lingl hypothesized that personality dimensions viz. agreeableness and
conscientious account for commonly shared variance between job/work satisfaction and organizational citizenship behavior (OCB). Findings also indicated that these two dimensions do, indeed, account for substantial variance in satisfaction and that conscientiousness also account on unique variance in one dimension of OCB. Satisfaction accounts for unique variance for OCB was not explained by either of these personality dimensions. No evidence was found for differences in main or moderated effects in the UK and US samples.

Rahman et. al. (1995) examined job facets and job/work satisfaction of bank employees in Bangladesh on the sample of 56 male Bank officers from public and private sector banks. Results show that the public sector employees had higher job/work satisfaction than private sector employees and that the job/work satisfaction of the public employees was positively correlated with their age and experience. For private sector employees, experience was negatively correlated with job/work satisfaction.

Schnake et. al. (1995) examined the relationship among the variables like satisfaction leadership behavior, perceived equity, organizational citizenship.
10 supervisors completed organizational citizenship scale developed to rate the frequency in which their employees were engaged in the various citizenship behaviour. Job/work satisfaction and leadership behaviour was also measured. Leader behaviour contributed to the organisational citizenship behaviour (OCB). Leader behaviour also contributed to predict the power of leadership variables on all OCB dimensions. Only intrinsic job/work satisfaction contributed to OCB. Perceived equity did not exhibit an incremental effect beyond the effects of job/work satisfaction and leadership on four dimensions of OCB.

Burke (1995) examined the correlation between measures of management practices, employees' satisfaction and perception of service quality and found that employees describing management practices more favourably and those reporting more positive effective responses perceived the firms as providing higher quality service and products to client. Such employees also reported deriving greater value from performance counselling sessions, and training support afforded by the professional services firm. They had greater job/work
satisfaction, overall satisfaction with the higher office morale and fewer intentions of quitting.

Singh et. al. (1995) examined the on-the-job and off-the-job areas of job/work satisfaction in relation to job involvement and participations. Data were collected from 145 officers and 135 clerical personnel of a large banking organization. Results indicated that high involvement / high participation subjects (Ss) were more satisfied in the on-the-job area of satisfaction than low involvement / low participation subjects (Ss). Participation was found moderately correlated with on-the-job factors.

Jones, Oswald (1996) identifies the factors which determine the human resource reputation of firms involved in research and development, in context of the role of climate and job/work satisfaction. Sample of 402 subjects was drawn from 10 science based firms. The analysis confirms that a human resource reputation exists as a distinct concept. Inventory climate and job/work satisfaction are identified as the main determinants of reputation among R&D scientists.

Gunter and Furnham (1996) examined six biographical and 14 climate perception correlates 1,041 employees to
job/work satisfaction and pride in the organization in four public sector organizations. Correlation analysis yielded correlation ranging from .12 to .51 between climate factors and job/work satisfaction correlation, between climate and pride in the organizations were nearly all positive but generally lower, which were ranging from $r=.80$ to $r=.53$. A stepwise regression analysis was performed separately for each organization, on each of the dependent variables. In a nutshell, climate factors emerged as more significant than biographical factors as predictors of job/work satisfaction and pride. Noticeable difference among the organization in the overall significance of the climate and in the type of climate variables were also noticed.

Singh and Priya (1997) studied the sample of Bank employees and explored that the employees who were satisfied with their job were found to differ in certain aspects of personalities than those who were not satisfied. Butler and Cantrel (1997) investigated the effect of perceived leadership behaviour on job/work satisfaction and productivity. Participants were 467 graduate and undergraduate organizational behaviour students who formed 101 groups. In this study, leaders
behaviour (consideration and initiating structure) and measured productivity in terms of units produced by each group were manipulated. Analysis indicated strong effects of leaders initiating structure and considerations of both job/work satisfaction and productivity of group members.

Spreitzer et al. (1997) examined a dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction and strain using a sample of 393 managers (mean age 45.9 years) from diverse units manufacturing organization and then replicated on an independent sample of 128 lower level employees (mean age 40 years) in a service organization. Results largely consistent across the 2 samples suggest that different dimensions are related to different outcomes and that no single dimension predicts all 3 outcomes. Results indicate that employees need to experience each of the empowerment dimensions in order to achieve all the hoped outcomes of empowerment.

Bettencourt and Brown (1997) studied the relationship between contact employee fairness perceptions, their pro-social service behaviour (customer service behaviour and co-operation with fellow employees)
and job/work satisfaction. Tellers completed the questionnaires to measure their job/work satisfaction, perception of work place fairness and various demographic variables. The affective matched sample size was 232. Fairness of job supervision, pay and promotion rules and supervisor administration of these rules emerged as the pay predictors of contact employee pro-social service behaviour and job/work satisfaction.

Bilgi (1998) hypothesized the relationship between job/work satisfaction and personal characteristics of Turkish workers. Data obtained from 249 Turkish workers of different occupations and job position was investigated. The results indicated that monthly payment was the best predictor of over-all satisfaction. Age, sex, education, number of children and different span of tenure were significant predictors of different aspects of job/work satisfaction as measured with two different scales. Marital status was not related to any of the measures of job/work satisfaction.

Pearson & Quinn (1988) examined satisfaction, leisure-satisfaction and psychological health. Result showed that job/work satisfaction was the better predictor of psychological health, but leisure satisfaction was
significantly high for white collar workers than for blue collar workers. Prediction of psychological health was not found affected by occupational status.

Gandharva (1998) examined job/work satisfaction, job investment and work involvement among the employees of private and public sector. Their study revealed that there are significant differences between private and public sector employees on the aspects of job/work satisfaction, job involvement and work involvement. Employee’s personal variables like age, length of service, work experience on their job/work satisfaction, job involvement, and work involvement too.

Patel (1999) studied the sample of Bank employees and explored that nationalized Bank employees exhibited higher job/work satisfaction than cooperative Bank workers.

Granham & Welbourne (1999) examined gain sharing and women’s and men’s relative pay satisfaction. Data were collected from 96 women and 164 men at one time and 79 women and 141 men at another time. Results indicated that women had higher pay satisfaction than men prior to the introduction of gain sharing and there was some evidence that this difference was greater among lower paid
employees, women did not exhibit higher pay satisfaction after gain sharing was introduced.

Mehra and Mishra (1999) studied job/work satisfaction and occupational stress of a sample of 250 blue collar industrial workers of Uptron India Ltd. They supported integration of personality having moderating effect on the intrinsic job/work satisfaction and occupational stress relationship.

Lie. et. al. (1999) examined Managerial stress, job/work satisfaction and health in Taiwan. Data were collected on a heterogeneous sample of 347 Taiwanese managers. Results indicated that these managers were at risk of mental and physical ill health. Internal control was related to higher job/work satisfaction and was beneficial to mental health, however, it’s interactions with work stress was detrimental to psychological well being. A specific fact of type A behaviour pattern was also found to be related to poorer physical health.

Packard & Kauppi studied rehabilitation agency leadership style’s impact on subordinates, job/work satisfaction. Findings suggest that leadership style affect services delivery. Subordinates tended to exercise higher level of job/work satisfaction with
leaders who exhibited high level of consideration and supportive behaviour.

Xin et. al. (1999) conducted the study on influences of workplace conditions on teacher’s job/work satisfaction. Results show that female teachers were more satisfied with their professional role as a teacher than were their male counterparts. Teachers who stayed in a profession longer were less satisfied with their professional role work place conditions positively affected teacher’s satisfaction.

Cohen et. al. (1999) examined that the influence of supervision on social workers perception of their professional competence and found significant association of moderate strength between the workers satisfactions with the supervision they were receiving and their perceptions of their own professional competence.

Igalers et. al (1999) examined the relationship between compensation package, work motivation and job/work satisfaction. The three principal conclusions of the study were (1) under certain conditions, individualized compensation of exempt employees can be a factor of work motivation (2) flexible pay of non exempt employees neither motivates nor increases job/work
satisfaction and (3) benefits of exempt and non exempt employees neither motivate nor increase job/work satisfaction.

Fields et. al. (2000) examined the distributive and procedural justice as predictors of employee outcomes in Hong Kong. Results suggest that the effects of procedural and distributive justice were about the same for men and women. Differences in the effects of distribution and procedural justice between Hong Kong and the US may reflect the cultural dimensions, such as collectivism / individualism and power distance, as well as the relative availability of rewards for women in the work force.

Michael (2000) examined the mediating effects of multidimensional commitment on job/work satisfaction and intent to leave. Sample of 156 employees (mean age 41.7 years) from a government agency were used. The results suggest that contrary to Meyer and Allen’s (1991) fully mediated three component model of organizational commitment, a partially mediated model fits the data best for this study.

Wright et. al. (2000) examined the psychological well being and job/work satisfaction as predictors of job performance. The authors report two field studies that
taken together, provide an opportunity to simultaneously examine the given task. In the first study/psychological well being, but not job/work satisfaction was predictive of job performance for 47 human service workers. These findings were replicated in a second study for 37 juvenile probation officers. These findings are discussed in terms of research on the happy productive worker hypothesis.

Ensher et. al. (2001) studied the effects of perceived discrimination on job/work satisfaction, organizational commitment, organizational citizenship behaviour and grievances. Sample used were 366 ethnically diverse operating level employees (mean age 34 years). The result shows a measure of perceived discrimination had an effect on organizational commitment, job/work satisfaction and organizational citizenship behaviour. There was no relationship with grievances.

Studies presented in the preceding writings were pertaining somehow related to the nature of the present investigation but it is relevant to point out here that what research problem by the present researcher conceived and has finally been completed, has never been completed in the same tune.
In the discussions to proceed, some other studies which have investigated the problem of work satisfaction in relation to some other variable but relevant to the present work will be deliberated.

Mc Elray et. al. (1996) investigated intra-organisational mobility and work related attitudes. 690 employees of a state agency, were used for collecting data and results indicated that having one's internal mobility expectations met, as opposed to unmet was associated with more favourable work related attitudes, a finding not moderated by demographical factors.

In 1996 Orpen had examined the effect of perceived downward and upward communication quality on employee job/work satisfaction and turnover intentions among a sample of 101 middle level managers. Hierarchical regression and sub-grouping analysis showed that organizational commitment moderated both these effects but that the latter were unaffected by the direction of communication whether it was downward or upward. Results confirmed the importance of communication quality in organization but make clear that its effect on valued outcomes like job/work satisfaction and intentions to remain in the organisation vary, being much stronger
among employees attached to the particular organisation. Implications of the findings for improving communication are developed.

Harris & Mossholder (1996) investigated the effective implications of perceived congruence with culture dimensions during organizational transformation. Data of 245 corporation managers and executives were taken. The results show the organizational commitment and optimism about an organization future explained the discrepancy between Ss assessments of the current culture and their ideal culture.

Lowe et. al. (1996) studied the effects of distributive (outcome) and procedural factors on the satisfaction and organizational commitment of 138 university administrative and support (i.e. non-faculty) personnel two months after a restructuring of job classification. Aspects of the outcome were stronger predictors of satisfaction and commitment than were aspects of procedure. Neither fairness nor level of outcome consistently interacted with procedural justice. The relative importance of distributive and procedural factors may vary across time and/or may due to employees
using an inductive process in assessing organizational outcomes.

Bettencourt & Brown (1997) investigated the relationship among workplace fairness, job/work satisfaction and pro-social service behaviour. Data were collected from 390 (<30-50+year old) tellers and 50 customer service managers of 50 branches of a multi state western bank. Fairness and promotion rules and supervisor administration of these rules emerged as the key predictors of contact employee prosocial service behaviours and job/work satisfaction.

Schappe (1998) investigated the influence of job/work satisfaction, organizational commitment, and fairness perceptions on organizational citizenship behaviour (OCB). Hierarchical regression analysis indicated that when all the three of variables were considered currently, only organizational commitment accounted for a unique amount of variance in OCB.

In 1998 Levy & Williams also conducted the study on the role of perceived systems knowledge in predicting appraisal reactions, job/work satisfaction and organizational commitment. Two studies were conducted one after the other. In the first study (62 employees of a
banking institution, mean age 34 years) and in second study (46 banking employees, mean age 40 years) were taken. The findings from the first study were replicated in the second study. The second study found a relationship between perceived system knowledge and fairness perceptions. In both studies there was a strong relationship between employees, level of perceived system knowledge and their appraisal reactions and job attitudes.

In 1998 Sui & Cooper examined a study of occupational stress, job/work satisfaction, locus of control and organizational commitment and quitting intention in Hong Kong firms. Data was collected on 122 Chinese employees (66 males, 54 females and 2 unclassified) working in Hong Kong firms. Results suggests that locus of control and organizational commitment had strong direct effect (externals were dissatisfied with the job itself and thought of quitting the job quite often; employees who had a high commitment had higher job/work satisfaction) and moderating effects (the stressor, strain relationship, were significant in externals and commitment buffered most of the stressor strain relationship.
Krausz et. al. (1998) studied on Distal and Proximal influences of turnover intention and satisfaction: study support for withdrawal progression theory. Data was obtained on 200 public sector employees. Findings support to D.J. Benis (1972) self perception model and C. Cleggs (1983) proposition that lateness and absenteeism reduce satisfaction through their effect upon tangible on social sanctions.

Wag. et. al. (1998) hypothesized a longitudinal study of the job perception, job/work satisfaction relationship: a test of the three alternative specifications. Data was collected over a two year time span from college students. Results indicated that job perception was reciprocally related to overall and intrinsic job/work satisfaction.

Abraham (1999) examined the relationship between differential inequity, job/work satisfaction intention to turnover and self esteem. Ss were 108 (19-50 years old) from a variety of industries significant relationship between system and age inequity and job/work satisfaction and between company inequity and intention to turnover were found. Self esteem significantly moderated, the
global inequity job/work satisfaction and global inequity intention to turnover relationships.

Schminke et. al. (2000) studied the effect of organizational structure on perceptions of procedural fairness. Data obtained from 11 organisation's (N=209) results suggest that organizational structure and design should play a more prominent role in our thinking about organizational fairness.

Goldberg et. al. (2000) conducted a study on modelling employee absenteeism. Testing alternative measures and mediated effect based on job/work satisfaction, using a sample of 244 hospital employees. The results indicate that job/work satisfaction is not a mediator and that the independent variables explain more variance in record based time lost than in self-reported time lost or self reported absence frequency.

S. Bhargava & A. Kelkar (2000) examined the prediction of job involvement, job/work satisfaction and empowerment from organizational structure and corporate culture. The 102 participants were managers, officers and supporting staff of a successful business organization. Job/work satisfaction and empowerment were positively related but were unrelated to job involvement,
centralization was positively related to job involvement but negatively to job/work satisfaction and empowerment. Negative correlation of centralization with job/work satisfaction and empowerment indicated the importance of decentralization for managing people in organization.

Having described work satisfaction-related available literature, it is now to discuss the research studies pertaining to absenteeism, hence the descriptions follow:

Geurls et. al. (1994) examined social comparison and absenteeism: A structural modelling approach by presenting a social comparison model that predicts objectively recorded absence frequency among the male Dutch blue-collar workers from a metal factory in Netherlands. They took a sample of 254 Plant North employees (aged 21-61 years) and successfully cross validated with 199 Plant south employees (aged 20-60 years). Thus, the study demonstrated the impact of two social comparison processes on absenteeism. Moreover, the findings revealed that, rather than being absent or having tolerant absence norms, the employees may develop a feeling of resentment in response to perceived inequity and a tolerant group absence norms.
Heaney et. al. (1995) studied excused absences and absences not excused by a physician. They investigated the pathways through which occupational stressors and employee perception of stress influence, subsequent sickness -- non-sickness. Having collected a data of 998 employees in a manufacturing plant (aged 19-69 years) and were assessed on three perceived work stresses, i.e. (i) Role Conflict, (ii) Physical Environment and (iii) Perceived work stress. Apart from that three additional stressors were also assessed viz., payment on a piece rate basis, role ambiguity and control over work pace. The results show that the occupational stress specifically the perceived stress measure, was more strongly related to physician excused, than non-excused absenteeism. Separated or divorced Ss, those younger than 40 years and those paid on a piece basis were more likely to have an absence than others. However, there were no significant relationship between the employee perceived stress and absenteeism.

Robert et. al. (1995) studied the influence of cumulation strategies on the long range prediction of absenteeism. They evaluated the ability of three different types of self reported variables, viz.
biographical, attitudinal and stress. In order to predict 70 mo of absenteeism, data out of 419 civil services employees, 72% mean completed the surveys on two occasions. Absence scores were aggregated in two different ways - annualized segments and Ss longitudinal data cumulations. Two personal characteristic measures, gender and education predicted absenteeism over the entire 70 mo domain. The attitudinal measures (job/work satisfaction and job/work involvement) consistently predicted annualized absenteeism through the first four years and these measures the cumulated absence data throughout the course of the study in contrast -- the stress variable provide to be equally poor predictors of both short and long term absenteeism. In addition, the results suggest that dependency relationship between absence matrice and cumulation period may affect the validational outcomes.

Daley et. al. (1996) examined good health - is it worth it? Mood states, physical wellbeing, job/work satisfaction and absenteeism in members and non-members of a British corporate health and fitness club and the differences between male and female employees on measures of mood state, physical wellbeing, job/work satisfaction
and absenteeism. 293 employees (aged 18-63 years) of a British company consented to a physical exam and completed a questionnaire that contained items on lifestyle and the level of participation in the activity. There were no significant differences observed between male and female mood states, though males were physically healthier than their counterparts. The club members were more satisfied with their jobs and were absent from work for fewer days than the non-members. These results are discussed in terms of the role work place, exercise clubs may have in facilitating job/work satisfaction, levels of absenteeism and physical and psychological wellbeing.

Mika et al. (1997) discussed the psycho-social factors predicting the employees' sickness absence during the economic decline. Psycho-social factors such as work characteristics, life events, social support and personality were examined as predictors of the change in medically certified sickness absence observed during a period of severe economic decline. 763 local government employees were collected at three different points during a five year period; before the economic decline, and immediately thereafter. After the effects of prior absence, demographic and life style variables had been
participated out, the results of multiple regression analysis showed that work characteristics play a major role in forthcoming sickness absences. Negative life events and the personality trait sense of coherence (in women) also predicted forthcoming absence rate. Social support did not relate to absences either in men or in women.

Similarly, Maste Kaasa et al. (1998) studied the problem relating to Gender, Absenteeism and job characteristics: A fixed effects approach towards work and occupation. Using data from 21,232 Norwegian Public Sector employees, they employed fixed effect methods to compare men and women who have identical job titles and work in the same workplace and found that even under presumably very similar employment and working conditions, women have 1.3 to 1.7 times as many absences as men.

Likewise, Johns (1998) et al. worked on the problem of perceptions of absence from work: People’s Republic of China versus Canada. Consequently cross-cultural theory was marshaled to predict how views of absence from work would be similar and different in Canada and the People’s Republic of China. The respondents (N=1,209) from both
cultures had self-serving perceptions of their own absence levels, seeing them as exemplary compared with those of their work group and occupational peers. The Chinese showed stronger tendency to generate estimates and favoured their work group. Both cultural groups under reported their own actual absence. Chinese managers and employees agreed on absence norms, whereas Canadian managers provided lower estimates than did their employees. Canadian and Chinese ranked the legitimacy of reasons for absence and attendance similarly. But the ratings showed that Canadians were less likely to endorse domestic reasons for absence, whereas Chinese were less to endorse illness, stress and depression.

The problem of 'Sickness absence' was undertaken by the authors like Jacques T. & Verman, Theo. J and others who provided an approach to sickness absence and long term inability to work from a social scientific perspectives. In this respect, avoidable absenteeism in which there was no direct and unambiguous question of unfitness for work is of special interest. Although absenteeism itself is easy to measure, it is a complex phenomenon which encompasses many factors at different levels the narrow (personal circumstances), the
intermediate (workplace circumstances and social factors) and the broad (legislation and social protection).

Harrison et al. (1998) examined a problem relating to the time for absenteeism: A 20 year review of origins, offshoots and outcomes. Thus, they used a time based system to help organize, summarize and analyse research on employee absenteeism published in the last 20 years (1977-1996). Although what is known about some mid term (4-12 months) origins of absence taken has been greatly clarified and expanded less is known about long term (> 12 months) and short term (1 day 3 months) origins, or about how causes in different time frame relate to each other. Poor performance and “neglectful” behaviours serve as reliable offshoots of absenteeism. The long and short term etiology of the latter behaviours is unclear, but their shared variance in the mid term reflects negative job attitudes. Outcomes of absenteeism have received much less research attention. Although mid term consequences such as reduced performance turn over, an organizational expenses are, well established, little is known about short and long term effects of absence taken on individual and their social environment. The outcomes
conclude with suggestions for more explicit consideration of time frame.

Dalton, Dan et. al. (1998) studied a problem that absence does not make the heart grow fonder. The employees absenteeism in the workplace, recently referred to as an epidemic” by the Wall Street Journal is avoidable. The majority of absenteeism is not precipitated by employee illness. Rather, workplace absenteeism and largely purposeful, a deliberate action by employees. While organization have an obvious incentives to reduce absenteeism of this type, they rarely do so. In fact not only do typical organizational absence policies fail to deter volitional absenteeism, they actually encourage it.

Harney Joan et. al. (1999) studied minor illness as a legitimate reason for absence. The study proposed that the perceived legitimacy of minor illness as a reason for absence varies according to the nature of the illness, sex, job grade / socio-economic status and age. A measure of perceived legitimacy was constructed which incorporated illness, commonly given as reasons for short term absence. 1301 civil servants provided data on an employee survey. Absence frequency data were collected
for 1155 of these respondents over a 55 mo period. The
general support was found for 4 of the 5 study
hypothesis. Contrary to one hypothesis, it was found that
new legitimize minor illnesses were identified using a
factor analysis.

Geurts et. al. (1999) examined absenteeism, turn
over intention and inequity in the employment
relationship. In this field study, a preliminary social
exchange model was proposed that related perceived
inequity in the employment relationship to subsequent
absenteeism and turnover intention. From an equity
perspective, it was hypothesized that absenteeism and
turnover intentions are indirectly related to perceived
inequity in the exchange relationship with the
organization, mediated by feelings of resentment and poor
organizational commitment. The model was tested among 90
mental health Care professionals (aged 26-61 years). The
results demonstrated that the relationship between the
perceived inequity and turnover intention was fully
mediated by poor organizational commitment, which was, in
turn, partially triggered by the feelings of resentment
that were associated with perceived inequity. In
contrast, there was a strong direct link between inequity
in the employment relationship and absenteeism not mediated by resentment and poor organizational commitment. It was concluded that absenteeism and turnover intention can both be considered to be withdrawal reactions to perceived inequity, but that the two reactions differ in their underlying dynamics.

Marrow et al. (1999) examined absenteeism and performance to predict employee turnover: Early detection through company records. Previous research has established a positive relationship between absenteeism and voluntary turnover and a negative relationship between performance and turnover. An examination of the turnover literature, however, reveals virtually no consideration of a possible interaction between these 2 predictors of turnover. Data were collected from a sample of non-exempt classification employees within, a large regional life insurance company. 113 of the company and 816 employees (aged 17-70 years) had voluntarily left the firm over a 2 years period.

Company data on these “leavers” were compared with the data on a random sample of 113 employees who stayed. Logistic regression was used to determine the effects of prior absenteeism and performance ratings on voluntary
turnover, over and above the effects of demographics factors. Results supported known relationships between absenteeism, performance ratings, and voluntary turnover, but did not reveal a significant interaction effect, even over multiple time frames. Results are in terms of the potential uses of company record data for early detection of voluntary turnover.

Upmark et al. (1999) studied longitudinal, population based study of self reported alcohol habits, high levels of sickness absence and disability pensions. The study is based on data from a health survey, the Stockholm Health of the population study, conducted in 1984, who answered the questionnaire covered alcohol consumption. The study group included persons who were aged 20-52 years in 1984, who answered the questionnaire and participated in the health examination. The study group comprised of 985 women and 870 men fulfilling the criteria inclusion. In both sexes, a consistent pattern of increased sickness absence was seen for high consumers and for those with indications of problems of drinking. In most comparisons, a clearly increased relative risk, although not always statistically significant for an average of at least 60 sick days per year for a
disability pension during follow up was found. In multivariate analysis, controlling for age, socio-economic group, smoking habits and self reported health, a small reduction in the relative risks was found.

Goldberg et al. (2000) studied absenteeism by testing alternative measures and mediated effects based on job/work satisfaction, using a sample of 244 hospital employees. This study addressed whether job/work satisfaction mediated the relationship and how well absenteeism predictors explained different measures of absenteeism, job position, wages, job/work satisfaction and self reported absence frequency. The results indicate that job/work satisfaction is not a mediator and that the independent variable explain more variance in records based time lost than in self-reported absence frequency.

Koslowsky & Meni (2000) studied a new perspective on employees' lateness. This article suggests a 2-stage formulation with attitudes triggering one track, and other antecedents including personality, community related variables, culture and family conflict serving to influence a second source of lateness. Furthermore, the model integrates some of the ideas usually included in a progression model try by delineating a process that links
the various types of withdrawal measures. Finally, this article describes another set of variables, minor withdrawal behaviour, which are hard for management to detect but may serve as a behavioural antecedent of employee lateness.

Xie, Jialin & John, Gary (2000) studied the interactive effects of absence, culture, salience and group cohesiveness: A multi level and cross-level analysis of work absenteeism in the Chinese context. It was hypothesized that group cohesiveness and absence culture salience would negatively be related to work group absence. Emphasis was placed on the interaction effects of cohesiveness and culture salience on work group absence rate and employee self reported absence. The survey responses were collected from 8 employees in a state owned manufacturing enterprise and the People’s Republic of China. Aggregate measures of salience and cohesiveness, each had a negative relationship with work group absenteeism. The consistent support for the interaction effects of cohesiveness and salience was provided by group, individual, a cross level analysis. The group absence norms mediated the effects of
cohesiveness, cultural salience and their interaction on self reported absenteeism.

Folkdeal et. al. (2000) examined absenteeism and attitude towards organizational change in manufacturing industry with low ergonomic load. The causes of absenteeism were investigated in a Norwegian electronic manufacturing business with low ergonomic load, i.e. works, involving low levels of muscle skeletal strain (load). Assessments included attitudes towards organizational change, the experience of stress and emotions, job/work satisfaction, psychosomatic complaints and absenteeism due to sickness. The survey was completed by 120 employees. External factors like exposures to common cold virus, organizational factors such as emotions and bodily complaints accounted for 44% of the variance in sickness absenteeism.

Borofsky & Gerald (2000) predicted involuntary dismissal for unauthorized absence, lateness and poor performance in the selection of unskilled and semi-skilled British Contract factory operatives: The contribution of the employee reliability inventory. Thus, they examined the relationship between the employment status of 50 temporary contract unskilled and semi-
skilled operatives in a British factory, 90 days after being hired, and their scores on the employee reliability inventory (G.L. Borofsky, 1991). The results show that the scores were systematically related to the employment status. The operatives who were involuntarily dismissed by their employer for unauthorized absence, lateness or poor performance had poorer scores than those who remained on the job.

Vinberg et al. (2001) studied absenteeism in terms of change in the pattern of absenteeism as a result of workplace intervention for personal support. They examined as to whether a preventive intervention carried out in a predominantly female workplace had any effect on patterns of absenteeism. The interaction between different forms of absenteeism were also studied. 97 hospital cleaners (aged 21-59 years) served as Ss. The intervention consisted of better cleaning methods and training in the floor care; lectures and activities connected with physical and mental developments and well being; development of a suggested form; individual rehabilitation efforts, producing a working environment programme; and development of cooperation with authorities. For Ss < 42 years of age, total absence due
to sickness decreased significantly. For those Ss > 42 years of age, short term absence decreased for those who had been in the same job for a long time. The combination of increased age and experience showed a tendency to enhance this decline. For SS > 42 years of age with a history of high absenteeism, long term absenteeism due to sickness increased. Experience tended to reduce this increase in long term sickness absence. An important conclusion is that the different forms of absenteeism analysis needs to be carried out to determine interactions between the factors.

The above cited available literature on absenteeism clearly highlighted the fact that mostly absence from work behaviour has been studied in relation to sickness and other ill-behaviour determinants but has not been predicted as a function of perceived fairness, work culture and locus of control - the variables of concern in the present research endeavour.

In the light of available relevant research studies, it has become clear that job/work satisfaction has been widely studied and will remain the issue of research in future too but the research of the present nature has never been studied i.e. in relation to perceived
fairness, work culture and locus of control. As warranted, the details of the variables, namely perceived fairness, work culture and locus of control will be discussed in the proceeding writings of this chapter.

Perceived fairness, the first independent variable of the present study shall be taken up now for presenting the type of researches which have been conducted in the past. These follow:

Mules et. al. (1994) examined the equity sensitivity and outcomes importance. Sample consisted of 2,617 employees from the banking and public utility industries. Results show that the 3 groups vary in the importance they place on extrinsic tangible and intrinsic outcomes, but not on the importance placed on extrinsic intangible outcomes.

Daly et. al. (1994) studied the role of fairness in implementing large scale change: Employee evaluations of process and outcome in seven facility relocations. Sample of 171 employees from 7 relocated organizations was taken. Results showed that the effects of justification on intent to remain were mediated by outcome and procedural fairness judgments voice showed no effect on fairness judgments, perhaps because the employees did not
expect voice relation relocation decisions. Supplementary analyses yielded to evidence for direct effects of voice and justification on intention to remain.

Schnake et. al. (1995) examined the relationships between job/work satisfaction, leadership behaviour, perceived equity, and organizational citizenship. 10 supervisors completed an organizational citizenship scale developed to rate the frequency in which their employees were engaged in the various citizenship behaviours. Leader behaviour contributed to the organizational citizenship behaviour. Leader behaviours contributed to predictive power of the leadership variables on all Organizational Citizenship Behaviour (OCB) dimensions. Only intrinsic job/work satisfaction contributed to OCB. Perceived equity did not exhibit an incremental effect beyond the effects of job/work satisfaction and leadership on four dimensions of OCB.

Mannix et. al. (1995) in an effort on the question of the effects of organizational culture and resource valence on the decision rules individuals enact in creating fair research allocation. 216 MBA candidates role played the negotiation of resource allocations across 3 dimensions of a company. Results generally
supported the hypothesized links between culture and the resource distribution used by the principles. Significant differences were also found between the allocation of positively valenced and negatively valenced resources.

Sondak et. al. (1995) compared both the distributive and integrative aspects of negation to determine whether benefits and burdens were allocated to the same norms of distributive justice and how negotiation integrated their interests. Results from MBA students in 205 dyads in negotiation simulation support the hypothesis that equity is more commonly used to allocate burdens than benefits, agreements for allocating burdens are less integrative than those for the benefits; and agreements are more efficient when relationships are long term and Ss contribute unequally to the resources being allocated than when they contribute equally or relationships are short term.

Hochwarter et. al. (1995) conducted a field study to investigate the moderating influence of negative affectivity (NA) or the inequity-intentions to turnover relationship in the workplace. Data were obtained from 102 managers (aged 30-49 years) of a large conglomerate, NA moderated the relationship between perceptions of
inequality and turnover intentions when faced with inequity. However, the relationship was much stronger than those who were not negatively predisposed.

Lee & Cynthia (1995) examined the roles of workplace justice, achievement striving behaviour and pay satisfaction to predict the pro-social behaviour. Data were obtained from 354 employees of a consumer products company. Achievements striving accounted for unique variance in role behaviour. Perceived fairness in a skill based pay certification process showed positive associations with extra role and in-role behaviour. Pay satisfaction also provided unique contributions to both extra-role and in-role behaviour.

Wagstaff et. al. (1996) examined equal equity ratio, deviation of linear distribution from equal input / outcome ratios and Ss preference for distribution according to a general linear formula. Data were collected from 147 Ss in U.K. with various scenarios. Results show that equal ratio and general linear approaches to equity were not contradictory. The general linear formula could be applied in cases where the division of available outcomes according to equal ratio rule infringed a pre-eminent distribution based on the
same rule. Divisions regarding preferences for these rules were strongly influenced by framing effects.

Scarpello et. al. (1996) examined as to why justice matters in compensation decision making, using agency theory and the stakeholder fairness concept as the conceptual base. Data were collected from 612 employees (median age 36-39 years) of a large country government. Results support agency theory predictions and suggest that agency theory provides an explanation as to why justice matters in compensation decision making. Specifically just outcome matter because they minimize the risks of decreased output, and thus, profit. Just compensation procedures matter because they are the mechanisms for aligning the interests of agents with those of the principal. Fairness of compensation procedures determine the fairness of the resulting compensation and motivates the agents' actions toward the output desired by the principal.

Cobb et. al. (1996) assessed the effects of procedurally fair leadership and payment outcomes on subordinates' reactions to the supervisor in a pay for performance task. Data were obtained from 54 undergraduates. Procedurally fair leadership showed a main
effect on subordinate perceptions of leader fairness and on their relationship with the leader.

Carr et. al. (1996) examined the effects of unreasonable pay discrepancies for under and over payment on double demotivation. It was administered on two groups, in two different experiments. Experiment 1 was administered on 70 Australian undergraduates received either $1 or $2 to work on an intrinsically rewarding puzzle. In experience 2, 126 occupationally matched Australian workers receiving wages equal to, lower than, or higher than those of their counterparts. The results provide experimental support for double demotivation, which is relevant not only to international development cooperation but also to western enterprise bargaining, merit pay, and minority groups in the multicultural work place.

Van. et. al. (1996) explored the predictor variable of the employee turnover and absenteeism as related to employees’ perception of inequity. Data were obtained from 378 (19-59 years old) male blue collar metal manufacturing plant workers with an average length of absence events of 14 days. Results show that the perception of inequity is related to intentions to
withdraw, i.e. the intent to report sick and the intent to leave, and to actual absence behaviour. Deprived employees were less likely to leave the organisation, when they felt involved in their job and deprived employees who perceived an intolerant group absence norm were less apt to report sick.

Langmore et. al. (1997) studied the perceived inequity and depression in intimate relationship, the moderating effect of self esteem by using responses from more than 5000 married and cohabiting respondents from the National Survey of Families and Households. As predicted, high self-esteem moderated the relationship between under benefitting and depression, but not the effect of over benefitting and depression. The findings suggest ways in which individual’s self esteem affects responses to imbalanced exchanges.

Richard et. al. (1998) explored the attitudes of women and how their attitudes related to diversely management practices. Specifically the authors used organizational justice to examine 90 females undergraduates, perceived fairness of outcomes and procedures in the context of managing diversity. Results showed that Ss who believed that decision to hire was due in part to
the existence of a diversity programme and who are given no justification for the rationale, for the existence of such programmes had negative feelings about the hiring decision, rated the diversity programme unfavourably and exhibited negative attitudes.

Gassenheimer et. al. (1998) examined the reel of economic value, social value and perceptions of fairness in enter organizational relationship retention decisions. The author used political and economic paradigm to identify symptoms of deteriorating relationships and provide a framework for combining relational forces that best guide relationship retention decisions. They proposed a model based on the theoretical foundations of transactional cost analysis (TCA) social exchange and distributive justice using relative dependence to define the economic and social worth of the relationship, they incorporated dyadic patterns of behaviour to illustrate similar and different interpretations and evaluations of fairness and the impact on relational outcomes.

Miles et. al. (1998) examined the fairness of assigning group members to tasks. Data were obtained from 137 Ss (mean age 22.9 years). SS signed up for 1 of 4 sessions and then were randomly assigned to 4 assignment.
The random assignment procedure was perceived as most fair and resulted in the highest level of performance on the task used for the second study. Unassigned Ss (those excused from task performance) always perceived the assignment procedure to be as fair or fairer than the assigned Ss did in all 4 assignment conditions. Ss also felt that it was fair to give an equal reward (extra credit points) to both assigned and unassigned Ss even though assigned individuals were excused from performing additional tasks in the second research study.

Sharma & Kumar (1998) correlate equity perception of managers. The present paper is an attempt to study the relationship of some personality variables (age and education) to individuals' perception of various aspects of his job. Inequity situations in both the directions have been analyzed and found to be related to these variables. Self-concept and age education have shown positive relationship with inequity perception. Analysis of referents revealed that the past job was most frequently used referents by managers.

Dulebohn et al. (1998) studied employee perception of the fairness of work group incentive pay plans, investigated on 368 employees, perceptions of the
fairness of work group incentive pay plans. The findings indicate that understanding of the pay plan, belief in the pay plan effectiveness and organizational commitment were related with the perceptions of distributive justice. Further significant effects of two control variables—job classification on perception of procedural justice, and organizational tenures on both perceptions of procedural and distributive justice were found.

Korsgaard et al. (1998) investigated the proposition that a subordinate’s communication style can affect a manager’s fairness behaviour during decision making and consequently, can affect the subordinate’s attitudes toward the decision, manager and organization. Two studies were conducted to test these propositions in the context of performance appraisal decisions. Firstly a laboratory study demonstrated that appraisors engage in more interactionally fair behaviour, when interacting with an assertive appraisee than with an unassertive appraisee. Secondly, a quasi experimental field design showed that training employees on assertiveness, when coupled with self appraisal, is associated with positive attitudes towards the appraisal and trust in the manager.
Lee et. al. (1999) examined the effects of gender in organizational justice perceptions. Two studies were used to examine the moderating effect of gender on the justice outcome. 354 Ss (sample 1) and 217 Ss (sample 2) were completed. It is possible that women are concentrating more on distributive issues rather than procedural justice issues in order to address post pay discrepancies. Further, gender did not moderate any other justice outcome relationships. These results may indicate a recent trend towards work value similarly and narrowing of gender differences.

Wanberg et. al. (1999) examined perceived fairness of lay offs among individuals who have been laid off. Examined three lay off specific (explanation, correctability and severance benefits) and 2 person centered (negative affectively and prior organizational commitment) variables as predictors of lay off victims. 108 laid off individuals (average age 39.3 years) completed a survey of predictor measures and a follow up survey of employment status. The results highlighted the importance of receiving an explanation from organization about now and why lay offs were conducted. Explanation was associated with higher perceived fairness of the lay
off, higher willingness to endorse the terminating organization and less desire to see that organization, even after re-employment. Four predictor outcome relationships were moderated by re-employment status.

Biel et. al. (1999) examined the importance of fairness for cooperation public good dilemmas. This chapter attempts to show that norms about distributive justice, such as equity and equality, can have an important effect when people decide whether to contribute to a common good or not. The authors also suggest that preferences for justice principles vary across situations as well as between groups of members in the society. This is based on evidence from experiments and a survey investigating the resource for child care. The present chapter seeks to give insight into how social context norms do matter in decision making dilemmas concerning the public good.

Van Dish et. al. (2000) investigated the importance of absolute and comparative pay offs in social decision making based on the social utility model. In two experimental studies, the results suggest that ultimatum games evoke a strategic motivation and that Dictator games evoke a concern of fairness. The results also show
that Ss offered more money to the recipient in Dictator games than in ultimatum games. The author suggests that apparently sometimes “you are better off” being “powerless” (i.e. being a recipient in a dictator games) that being “powerful” (i.e. being a recipient in an ultimatum game). Results are discussed in terms of the distributions on the relative weight of absolute and comparative payoffs.

Kristensen & Henrik (2000) examined as to whether fairness matters in corporate takeovers. In experiment one, the interviews were conducted with the two head negotiators for buying and a selling company in a Swedish takeover. Results showed that a fair price played an important role and the companies wanted to do business in the future. In the experiment two, 88 graduate students of business administration playing the role of buyers were asked to evaluate selling prices in fictitious corporate take over. The results showed that both satisfaction with the offered selling prices and willingness to buy were affected by information about a fair price.

Mudrack et. al. (1999) worked on equity sensitivity and business ethics. Three samples of Ss were used; 281
MBA students were employed, 112 technical professionals and 178 variables provided a good fit to the data in the first sample of Ss and some of the findings were replicated in the second sample. A portrait of benevolence began to emerge that contradicted earlier conceptualizations. Benevolents seem to hold disparaging views of others who lack strong work ethics and to regard ethically dubious behaviours in which the employing organization could benefit as relatively acceptable. In the third sample, benevolence was surprisingly associated with right wing authoritarianism.

Ordonez et. al. (2000) examined multiple reference points in the satisfaction and fairness assessments. 30 MBA students were presented with series of scenarios that described a salary offer made to a hypothetical MBA graduates and provided information about the salary offers made to either one or two other similar graduates. For each scenarios, Ss judged how fair the focal graduates would feel the offer to be and how satisfied he or she would be with it. Satisfaction ratings displayed asymmetric effects of comparisons: the pain associated with receiving a salary lower than another MBA is greater than the pleasure associated with a salary higher than
the other student by the same amount. Fairness ratings showed a different pattern of asymmetric effects of discrepancies from the reference salaries: The focal graduates salary was judged. Somewhat less fair when other’s received lower offers, and much less fair when others received higher offers. The asymmetric effects occurred for both reference points, suggesting that the focal salary was compared separately to each of the referents rather than to a single reference point formed by prior integration of the referents.

The studies cited in the preceding description pertaining to perceived fairness, have witnessed that this aspect has been studied in relation to job/work satisfaction but not satisfactorily, but not at all in relation to absenteeism. Hence, it has been very difficult to draw any conclusion with regard to the significant influence of perceived fairness on work satisfaction and absenteeism.

The second independent variable is the work culture. In this modern age, organizations are giving very high importance to work culture which had gradually become dominating variable after human relation movement focusing on employees’ problem, and then striking to
enhance Quality of Work Life (QWL) and satisfaction. The studies related to work culture follow.

Payne & Pheysey (1971) investigated the relationship of organizational climate with three facets of job descriptive index (JDI) viz. satisfaction with work, supervision and people. Sample consisting of 348 managers, supervisors and staff personnel was taken. Findings suggested the positive relationship between the perceptions towards organizational climate and job/work satisfaction facets.

In this study of Payne & Pheysey (1971) organizational climate refers to one of the dimensions of organizational/work culture which is determined by leadership behaviour and organizational policies and these are the best indicator’s of organizational/work culture.

Similarly, Pestonjee (1973) found supportive organization to be truly related to workers’ morale and job/work satisfaction. Schneider & Snyder (1975) had also found the relationship between climate and satisfaction and Lafollette & Sims (1975) found the same results that organizational climate and organizational practices are related to job/work satisfaction.
In 1978 Rajappa conducted a significant study that organizations with achievement oriented climate were highly productive organization. In 1979 Kumar & Bohra found in their study that the workers perceiving existing organizational climate as democratic were highly job satisfied, as compared to those perceiving organizational climate as autocratic or undecided.

Sharma (1983) conducted a study on the importance of organizational climate for employees motivation and satisfaction and observed that work related facets like grievance handling, recognition, opportunities for growth and development and participative management have been found to be the important factors for healthy organizational climate, which enhanced work motivation and satisfaction of the job incumbents. Shrivastava & Pratap (1984) found positive relationship between the positive perception, organizational climate and job/work satisfaction, almost the similar findings.

In 1992 Sheridon examined the retention rates of 904 college graduates hired in six public accounting firms over a six years period. Organizational/work culture values varied significantly among the firms. The variation in cultural values had a significant effect on
the rates at which the newly hired employees voluntarily terminated employment. Subjects voluntarily stayed 14 months longer in the culture emphasizing interpersonal relationship values than in the culture emphasizing work task values. The relationship between the employees' job performance and their retention also varied significantly with the organizational culture values. The cultural effects were stronger than the combined exogenous influences of the labour market and the new employees' demographic characteristic.

Petty et. al. (1995) examined the relationship between organizational culture and organizational performance. 832 employees from 12 firms of the electric utility industry completed a survey. Results indicated a measure of performance. Also team work was strongly associated with organizational performance.

Al-Shammari (1992) attempted to resolve the confusion surrounding the relationship between organizational culture (OC) and the related concepts of job/work satisfaction, corporate culture and leadership style. Theoretical and methodological differences between OC and these three concepts are addressed and it is concluded that these concepts are not synonymous with OC.
In 1993 Bruning & Liverpool examined the relationship between membership in OC and desired perceived actual levels of employees participation on work related and economic / strategic issues. An analysis of questionnaire responses from non-supervisory employees from manufacturing plants revealed reliable differences in levels of desired and perceived actual participation due to OC membership and company. Analyses for outcome variables indicated multivariate differences due to company and OC membership. The differences were apparent with turnover, work satisfaction and organizational commitment.

In 1996 Harris & Mossholder conducted the influence of managers and executive congruence with their organizational culture on their effective orientations towards the organizations. This relationship was examined in the context of the organization undergoing significant culture transformation across the four dimensions of culture. Management style, organizational climate, leadership, an organizational definition of success, the "glue" binding the organization and the dominant organizational characteristics were the attributes found to indicate culture. Job/work satisfaction, job
involvement, organizational commitment and job turnover intention were the affective outcomes measured. Results showed that organizational commitment and optimism about an organization's future explain the discrepancy between subject's assessments of the current culture and their ideal culture.

Burke (1997) investigated the relationship of organizational hierarchy and aspects of cultural values within a single large professional services firm. The importance, presence and gap between importance and presence of ten cultural values served as dependent variables. The highest and lowest hierarchical levels had more favourable opinions on the importance and presence of the cultural values.

Foster et. al. (1997) investigated the person / environment dynamics of employee empowerment. They examined the critical pre-conditions necessary for employee empowerment and highlighted how the multiple cultures within / public bureaucracy differently imparted their implementation. Data were collected on 49 information representing six levels of hierarchy at SERVE, a large human service organization. A thematic content analysis revealed that two dominant somewhat
competing cultures-organisational systems and local site-
influenced the presence of the pre-conditions needed for
worker’s empowerment at SERVE. Although the public
bureaucracy contained numerous cultural elements
inconsistent with the creation of a more empowering work
culture, most employees described their work lives as
empowering.

Schuster, Morden, Baber & McKay (1997) evaluated the
effect of five year period of implementing a structured,
seven-step strategy to obtain improved organization
performance through employee attitudes. A significant
change in the condition of the human organization was
shown to be correlated with 66% increase in
profitability. Results indicate that in the Canadian / US
context, employee centered management was, at least,
compatible with high performance and competitive
advantage of these were also evidenced that in some
instances organization performance was significantly
enhanced through the participation and contribution of
employees in problem solving and decision making
processes.

Weatherly & Beach (1998) examined the relationship
between the organizations’ culture and their decisions
made within the organizations. The authors had two goals; first to provide a theoretical link between culture and organizational decision making, and secondly to test some of the implication of this link. The authors conducted four studies with employees and managers from commercial organizations and the first study found that different organizations have different degrees of culture fragmentation and this could be measured by the organizational culture survey designed by Beach (1993). In the second study they found that the decisions of an organizations’ members are influenced by the degree to which the features of the options are compatible with the features of the organizations’ own culture. The third study found that the organizational members are more likely to endorse a management decision if the features of the decisions are compatible with the features of the organizational/work culture. The fourth study found that the greater the difference between subjects assessments of an organisation’s culture as they perceived it to be now and as they thought it actually ought to be the less satisfied they reported themselves to be with their jobs.
Bendixan & Burger (1998) examined the influence of management philosophy on management and organizational effectiveness. The questionnaires were completed by 338 managers from 41 different countries. Results showed that these five different management philosophies: Relational management, entrepreneurial management, elegant management, market-oriented management and educated vs experienced management. These philosophies had varying degrees of influences on management and organizational effectiveness. Rational, market-oriented and entrepreneurial management was positively correlated to organizational effectiveness; the prevailing combination of the way in which their philosophies were embraced by managers. Results support the proposition that management and organizational effectiveness are dependent on management philosophies.

While examining the concept of organizational/work culture Muijen (1998) pointed out that interest in a subject such as culture has existed for quite some time, but that in anthropology and social sciences this has shown a sharp increase in recent decades. Culture can be considered as a feature of an organization (an organization "has" a culture) but also a metaphor; After a
discussion of the work of E. Schein, this author addresses the functions of (sub) cultures, the concept of organization climate and the competing values model of work culture.

Sinha (1998) made a review of the work culture of Indian organizations till the end of the 1980s and identified the presence of a non-work culture fostered by socio-cultural factors such as families, paternalism, patronage and centralization of power. Further the examination differentiated the non-work or "soft" work culture, as it is called from the synergetic work culture which reflects a philosophy of self reliance, strong work norms and human practices, leading to greater validity and satisfaction.

In 1998 Johnson & McIntyre studied organizational culture and climate correlates of job/work satisfaction. The correlation indicated positive and significant associations for the measures. The measures of climate most strongly associated with scores on job/work satisfaction were communication, followed by goals, creativity and innovation and decision making. Results are discussed in terms of their practical and meaningful relevance to organizational effectiveness.
Miller (1998) said that diversity is one of the most significant forces influencing organizational change in the 1990s. The members of diversity workshops, videos, journals, articles, board games, handbooks and CD-ROM's testify to its significance. Few recognize diversity as a potential source of organizational effectiveness. This article presents diversity as a key research to create a high performing work culture that enables all members of the organization to do their best work.

Kamaljeet & Ira (1998) conducted a study on the effects of work culture upon stress, strain and coping strategies of managers. A sample of 52 managers was taken from Maruti Udyog Limited. Results show that soft work culture group experiences significantly more (P < .01) stress and strain in comparison to synergetic work culture group. The synergetic work culture group is significantly better (P<.01) in coping strategies in comparison to soft work culture group.

Saunders (1998) hypothesized the inter-relationship between telematic learning support and the organization culture of the work place, focussing on learning requirements that emerge from the technical, social, organizational, ethical and political practices
characterizing the working environment of an individual or group. Saunders defines occupational learning and types of organizationally generated knowledge while setting them in different forms of learning context. The author identifies concepts of organization culture and assesses the plausibility of the argument that telematic can effect changes in culture.

In 1999 Casey while making a significant effort critically examines primary processes and the effects of the so-called "New organizational culture" that is organized on the principles and practices of Total Quality Management (TQM) (and its variations) which is increasingly being practiced in corporate organizations since 1990s. Specifically, the analysis of the effects of the organizational cultural practices of "family" and "team" on the employee and discusses their role in corporate discipline, integration, and control. The study comprises the data drawn from the field research conducted in a large multinational corporation and the analysis and critical social psychoanalytic perspective forms interpretative propositions. The paper disputes the conventional view that the practices of the "new culture" and its purported reforms of the hierarchical,
specialized, conflict ridden workplaces of traditional industrial organizations "empower" employees and provide "meaningful" relationships in the workplace. It is argued, on the contrary, that these new "designer" cultural practice serve as processes of regulation, discipline and control of employees.

Vandenberghe (1999) examined the organizational culture, person-culture fit and turnover: A replication in the health care industry. The study replicates on earlier study of C.A.B. Reilly et. al. where 565 professionals and managers (mean age 42 years) was taken as a sample of culture profile and 433 nurses (mean age 26 years) were surveyed about their value preferences. At the time of the survey, nursing recruits had been working in their organization for an average period of 5.31 months. Turnover data were collected one year after the value survey. Results indicates the congruence between the values was predictive of nurses staying with their organization one year after congruence was measured.

Harris & Massholder (1996) examined the effective implications of perceived congruence with culture dimensions during the organizational transformation. Data of 245 corporation managers and executives were taken.
The results showed that the organizational commitment and optimism about an organization’s future explained the discrepancy between Ss assessments of the current culture and their ideal culture.

S. Bhargava & A. Kelkar (2000) examined the prediction of job involvement, job/work satisfaction and empowerment from organizational structure and corporate culture. 102 participants were manager’s officers and supporting staff of a successful business organization, job/work satisfaction and empowerment were positively related but were unrelated to job involvement; the centralization was positively related to job involvement but negatively related to job/work satisfaction and empowerment. Negative correlation of centralization with job/work satisfaction and empowerment indicated the importance of decentralization for managing people in organization.

This is explicitly clear from the studies on organizational culture that it has been studied in relation to numerous work related behaviour but has never been studied in relation to absenteeism. Therefore, this larger investigation will fill the void of knowledge in
the quest of identifying the relationship of work culture with either work satisfaction or absenteeism.

Locus of Control is the third independent variable of the study, which is presumed to be an important predictor of work satisfaction and absenteeism. The literature on this personality dimension will reveal the importance of locus of control in determining work satisfaction and absence behaviour.

Gable et. al. (1994) examined the moderating effect of locus of control on the relationship between Machiavellianism and job performance. Sample consisting of 48 male store managers in a retail setting was taken. Results revealed no relationship between locus of control and managerial job performance, however there was a significant moderating effect in the relationship between Machiavellianism and job performance. Ss high in Machiavellianism traits who perceived themselves as being subject to external control were more effective than managers with an internal locus of control. This study seems relevant here as job performance being highly positively related to work satisfaction, is a strong indication of work satisfaction.
Gull et al. (1994) studied locus of control, task difficulty and their interaction with employees' attitudes using 64 middle-level managers of a large company. Results of a 2x2 ANOVA showed that locus of control interacted with task difficulty to affect employees' attitudes.

Landan & Ruth (1995) examined the relationship between locus of control and socio-economic status by exploring whether locus of control reflects real resources or internal strengths and by investigating the relation with depression. Data were obtained from a stratified random sample of 150 Israeli widows under the age of 54 years. Results provided no support for the interaction hypothesis, internal locus of control seemed to be crucial in decreasing depression and increasing life satisfaction in general. Ss with internal locus of control were more task and achievement oriented, less complaint and less conforming to social influences.

Riihimen & Markku (1996) explored the relation of work involvement to occupational needs, need satisfaction, locus of control and their effects. Data were collected from 468 Finnish employees (teachers, secretaries and factory workers). Results indicated that
work involvement was correlated with extrinsic need strength for all Ss and not correlated with locus of control or affect although there were some contradictory correlations with effect with in the occupational groups.

Jain et. al. (1996) examined the effects of locus of control, occupational stress and psychological distress on job/work satisfaction on 34 practising nurses. Results indicated that greater work related stress and higher psychological symptoms of distress were negatively correlated with job/work satisfaction. External locus of control was also negatively associated with job/work satisfaction.

Duvdevany et. al. (1996) tested the association between disabled persons locus of control, attitude towards work and the rehabilitation counsellor’s evaluation of the clients cooperation. Data were obtained from 200 Israelis with work related disabilities. Findings indicated that locus of control was related to attitudes towards work such that Ss with an internal locus of control showed favourable attitude towards work, as compared to Ss with an external locus of control. There was a relationship between attitudes towards work
and cooperation with the rehabilitation Counsellors with regard to the rehabilitation process.

Malik et. al. (1999) examined locus of control as determinant of organizational role stress. Data were obtained on 200 male senior subordinates of Nationalized banks (aged 40-45 years). Results showed that the factors of self-role distance and role ambiguity were correlated with locus of control. Externally control Ss scored significantly higher on role expectation conflict, role overload and role ambiguity. Findings partially confirm that those with an internal locus of control experience less stress than those with an external locus of control.

Coleman et. al. (1999) examined the locus of control - organizational commitment relationship. It depends on the form of commitment, using sample of 232 employees of a Canadian governmental agency. The authors examined the relations between locus of control and two different forms of organizational commitment that have been found to have different antecedents and consequences. Internal locus of control was associated with affective commitment and external locus of control was associated with continuance commitment.
Leone et al. (2000) investigated the ambiguities in the conceptions and measurements of locus of control. Data were obtained to assess some psychological properties of several widely used measures of perceived behaviour outcome contingency, interpersonal power and social self efficacy. Results indicated that all three measures of perceived behaviour outcome contingency lacked convergent and discriminant validity.

Leung et al. (2000) examined Faculty Stressors, job/work satisfaction and psychological distress among university teachers in Hong Kong: The role of locus of control. Data were obtained from 106 university teachers (86 males, 20 females) from four territory institutes in Hong Kong. A series of stepwise multiple regressions demonstrated that recognition, perceived organizational practices and financial inadequacy were best predictors of job/work satisfaction whereas, perceived organizational practices and home / work interface were the best predictors of psychological distress. Further, external locus of control was associated with low job/work satisfaction and psychological distress. A series of hierarchical moderated regressions demonstrated
a moderating effect on locus of control on some of the stressor-strain relationship.

Schat et. al. (2000) examined the effects of perceived control on the outcomes of workplace aggressions and violence, using two large samples of hospital staff (N=187) and group home staff (N=195). Results of a series of moderated regression analyses suggested that perceived control did not moderate the relationships between violence and fear or between fear and emotional well being, somatic health and neglect. However, perceived control was directly associated with emotional well-being and indirectly associated with somatic health and neglect. In addition, training that targets workplace violence was found to be related to enhance perceptions of control.

*Bhargava & Kelkar (2000) studied the prediction of job involvement, job/work satisfaction and empowerment from organizational structure and corporate culture using the sample of 200 managers, officers and supporting staff (43-50 years old) of a business organization. Results showed that job/work satisfaction and empowerment were positively related, but both were unrelated to job involvement. Centralization was positively related to job
involvement but negatively related to job/work satisfaction and empowerment. Negative correlation of centralization with job/work satisfaction and empowerment indicated the importance of decentralization for managing people in organizations. The measures of Human resource development could be predicted by corporate culture.

Zaliski et. al. (2000) studied the effects of future anxiety and locus of control on power strategies used by military and civilian supervisors. Two groups of supervisors took part in the research; 83 supervisors in civilian institutions e.g. banks and 63 higher rank officers on a military air force bases. Results indicated that civilians with an external locus of control exerted more legitimate power. Differences due to future anxiety appear in strategies belonging to hard style. The military group showed no relationship between locus of control and use of particular power strategies.

Boone et. al. (2000) examined the association of corporate executive officers (CEO), locus of control and small firm profitability. The collected data included the life history of 39 small Flemish furniture firms and the internal locus of control of CEO’s. Results showed that 21% of the 39 firms went bankrupt within 6 years. Among
the CEOs classified as internals, only 1 out of 14 companies failed, whereas among the external CEOs 5 out of 11 firms did not survive. Differences between internal and external CEOs were only observable for the firms that were relatively unprofitable in a single year, suggesting that short term performance shield the companies from subsequent bankruptcy.

The above research studies on locus of control revealed to the fact that this phenomenon has been studied but not directly in relation to either work satisfaction or absenteeism. Hence, the present research endeavour has been quite relevant to provide information with regard to the association of locus of control with work satisfaction and absenteeism.

At length, having finished the chapter on "Review of Literature", this is imperative to mention that the present problem of research has never been studied earlier, specially in the Indian context. Hence, no direction of results relevant to the present problem is found which has compelled to formulate null-hypothesis for empirical testing that follows:
$H_{01}: \text{Numerous dimensions of perceived fairness will not be related to various facets of work satisfaction and absenteeism.}$

$H_{02}: \text{Numerous dimensions of work culture will not be related to various facets of work satisfaction and absenteeism.}$

$H_{03}: \text{Numerous dimensions of locus of control will not be related to various facets of work satisfaction and absenteeism.}$