CHAPTER I

INTRODUCTION

Definition of terms:

An impressive body of research has grown out of the last forty years' study of attitudes. "The concept of attitude," says Murchison, "is probably the most distinctive and indispensable concept in American social psychology. No other term appears more frequently in experimental and theoretical literature." Certain writers, for instance Bogardus² and Folsom³, have stressed its importance to such an extent that the study of attitudes, for them, is synonymous with the study of social psychology itself. As regards the social behaviour of an individual two approaches are usually adopted. First, the approach that emphasises the social perceptions of the individual - how he evaluates other persons and events. Secondly, the approach that takes into account the individual's social attitudes - his dispositions towards the various aspects of his social milieu.⁴ This means that attitudes are one of those important variables which influence different forms of our
behaviour from moment to moment and play a significant part in every aspect of life. Social psychologists represent attitudes as "enduring organizations of perceptual, motivational, emotional and adaptive processes centering on some object in the person's world." These attributes probably cover the whole universe of an individual's behaviour - social, economic, political or religious. Thus attitudes are similar to chemical reagents which activate the processes of reaction. Reactions which are manifested in responses, which we make to various stimuli, are the essence of our behaviour and these responses form the subject-matter of our study of behaviour. The term attitude, irrespective of the meanings which we assign to it, is, therefore, the precondition of every activity in which we deliberately indulge. In all novel situations attitudes play a leading part and guide our actions and reactions. More precisely the individual manipulates the new situations on the basis of his previously acquired attitudes in order to adjust himself to them.

The term adjustment is not new in psychology and its scientific use in this field dates back to the middle of the 19th century. It has acquired different meanings with the passage of time. More commonly, adjustment is used to represent a harmonious balance between an individual's wishes, desires, potentialities, etc., and the demands of the environment. Adjustment is a normative concept which implies personal happiness, capacity to deal with reality, ability to work and to derive pleasure from work. When personal inadequacies do not allow the individual to satisfy his needs in socially acceptable ways he becomes
maladjusted. It is generally believed that the avowed aim of human life is to achieve happiness. The intensity of happiness, to a great extent, depends upon the degree of the satisfaction of his needs. The more fully a man's needs are satisfied, the happier he is. But many obstacles come in the way of happiness. Thus "the best-adjusted man is he who can deal with his obstacles and conflicts in the way which is most satisfying and productive in the long run." The concept of satisfaction as the goal of adjustment and as an important factor contributing to efficiency has been emphasised by many experts in the field of Industrial Psychology.

These two concepts are probably the most important ingredients of behaviour which are manifested in every aspect of our activities. Without guiding attitudes the individual remains confused and baffled and cannot make proper adjustment. Some sort of preparation is essential before an individual can make a satisfactory observation, pass a suitable judgement or react adequately. In short, attitudes determine for each individual what he will see and hear, what he will think and do. "The important thing is not what happens to you in life, but the way you feel about it, the way you take it, and the way it affects you." Whenever a change occurs in his life situations the individual endeavours to adjust himself to the demands of the new order. He responds favourably to those aspects which bring about satisfaction to him and unfavourably to those which are annoying. Such repeated responses become a tendency or take the shape of a directing force governing his response in a particular way towards certain issues or objects or situations.
Thus the individual acquires certain dispositions towards certain experiences. The purpose of these dispositions is to help him in his adjustive processes. It follows that the close relationship between attitudes and adjustment cannot be neglected. Primarily the term attitude meant in psychology the study of the adjustment of individuals to changed conditions. Bonner holds the view that attitude is not an isolated disposition but the preparatory phase of a psychological continuum of which adjustment is the end-product. Thus it is reasonable to believe that every study dealing with adjustment must necessarily take attitudes into account. A detailed discussion of these two terms and the close relationship existing between them will be taken up in chapter II of the present work. However, the term adjustment has been used throughout in a broad sense. Considering the fact that adjustment is the end-product of a psychological continuum of which attitude is the preparatory phase, adjustment has been used as a unitary concept representing the total dynamics of behaviour.

Importance of employees' adjustment:

There is nothing new about our interest in employees' adjustment. The scientific concern with employees' adjustment is of fairly recent origin, although scattered references to the problem may be traced back to early times. Taylor who flourished during the later part of the 19th century, was the first to analyse systematically the human aspect of work. In his principles of 'Scientific management' he
advocated that "no system or scheme of management should be considered which does not, in the long run, give satisfaction to both employer and employee; ....". He emphasised the need to select the best worker, to train him in the best methods of work, to provide him with the best tools and conditions of work and to pay him good wages to secure his whole-hearted cooperation. It is easy to understand that these factors were helpful in the workers' adjustment to his work in particular, and to his life situations in general. But the major error in Taylor's system was the oversimplification of the concept of human motivation. He assumed that the prime reason why people worked was to make money. However, he aroused interest in the human aspect of work. By the beginning of the present century we find that people started to take into account the problems raised by the human factor in industry. As early as 1926 Person asserted: "...... now many executives are convinced that the problem of management is the problem of men." The Hawthorne Studies, conducted at the Western Electric Company of Chicago, represented an outstanding example of experimentation in industry. It also emphasised the importance of employees' attitudes and made a concerted effort to understand them. Recent trends in Industrial Psychology aim at making man more satisfied, more productive in his work activities and to achieve this end the worker must be better understood. Plum suggests that "the case of understanding the employee relates to the knowledge of his motives, attitudes, satisfaction and morale." Hill points out to those in management that the organization of industry and production are two
very important problems but equally important is the employees' well being and happiness. Thus we find that employees' adjustment is a matter of immediate concern to scientists as well as executives.

It is contended that adjusted employees show increased productivity, are more efficient and contribute in a better way to industrial harmony and progress. According to Poffenberger, "the ideal of human efficiency would be the production of maximum output of the highest quality, in the shortest time, with the least expenditure of energy and with the maximum satisfaction."\textsuperscript{14} Workers' productivity and job satisfaction depend upon adjustment to work in particular, and to life in general.\textsuperscript{15} Fatigue, an important factor influencing efficiency, impairs the productivity of workers by making them dissatisfied. Fatigue and the resulting dissatisfaction not only affect production and efficiency but also exert an adverse influence on the social welfare of the working community. Gilbreths have suggested that specialisation of work and the tensions which the modern industry witnessed promote dissatisfaction characterized by "decrease in the power to work, a decrease in pleasure taken in work and a decrease in the enjoyment of the hours spent away from work."\textsuperscript{16} A study of employees' adjustment can reveal particular areas that need to be improved. For example, the policy of the management and certain practices that are annoying to the workers' should be known in order to promote better industrial relations. The knowledge of employees' attitudes greatly contributes to an understanding of the reactions of
people. 17

These considerations lead to the inescapable conclusion that the study of employees' adjustment is of paramount importance for industrial efficiency. Production losses stemming from industrial strife, absenteeism, labour turnover, slowdowns, etc., are usually traceable to the unfavourable attitudes of employees. Workers' adjustment is not so much determined by his skill and aptitude as by his attitudes toward job, management, fellow workers, conditions of work, supervisors' treatment etc. Irwin 18 suggests that the study of employees' attitudes makes it possible for the management to assess the unsatisfactory conditions and practices that might cause dissatisfaction and pose adjustment problems for them. Attitude studies, according to Kornhauser 19, help in raising the general level of employees' satisfaction and morale. Serious consequences of employees' maladjustment are clearly brought to light by Garrison 20 who writes: "Increased susceptibility to accidents, excessive waste, loss of emotional balance, unhappiness in the home and other phases of life away from the work result from a worker's trying to do a job for which he is ill-adapted." Jackson 21 has pointed out that maladjustment accounts for high rate of absenteeism, poor work habits, dissatisfaction with work, irresponsibility, outside difficulties and sickness or fatigue.

Background of the present research:

The maladjustment of employees presents serious social, economic and psychological problems, especially to a developing country like ours.
The prosperity of industrial civilization is said to depend largely on the efficiency and productivity of employees. While referring to the economic and social changes brought about in the United States of America, Garrison reports that "maladjustment, inefficiency and job dissatisfaction among workers are closely related to these changes. Lack of adaption to these economic and cultural changes is not peculiar to employees; proportionally, it may even be greater among employees who do not understand, ....... the events and forces affecting them." At present we are face to face with a similar situation.

Within the last four decades our country has witnessed a period of transition which may be described as rapid as compared with the past history of the country.

It may be recalled that during the thirties the national freedom movement in India was in full swing. In this period political and social awakening had started. Sometime during the thirties a National Planning Committee was set up to chalk out a plan for the rapid social, political and economic improvement of the country. The good work of the Planning Committee was halted by the outbreak of the Second World War. Eventually we achieved Independence in 1947. Prior to our Independence we had witnessed agrarian crisis, famine and industrial exploitation. These led to the immediate reconstruction of economic, social and political structure of the country and an era of political, economic and social revolution was ushered in. It was decided that the State should play the major role in the economic sphere and assume the responsibility for research, education, health, social security,
public utilities and so on. As reform in one area necessarily entails reforms in all allied fields, the idea of a socialistic pattern of society emerged. Now the socialistic pattern of society has become the avowed aim of our country and we stand pledged to the introduction of changes necessary for the attainment of this goal, particularly in the fields of economic and industrial enterprise. These changing phases have ushered in new problems of adjustment for people in general, and for employees in particular. In such a situation the study of employees' adjustment has become an urgent need.

The concept of a socialistic pattern of society emphasises the industrialisation of the country and the nationalisation of industries. In the unique pattern of our economy public and private enterprises run parallel to each other but each of them is contributing to the nation's progress. However, the first and foremost industry to be nationalised was the Bus Services. K.T. Shah, the then Chairman of the National Planning Commission, remarked in his report that "from the point of view of planned development, if such an essential enterprise remains in the private, profit-seeking hands, it would be all but impossible to devise or employ all those methods and machinery of coordination, integration and allocation of traffic to appropriate carriers, which are indispensable if the plan is to succeed." In the same report it was also emphasised that "separate concerns have their own individual point of view; none are at all likely to take the broad view of national necessity or advantage. If this line of reasoning be accepted it follows that unification must be made under national ownership."
These statements are indicative of the fact that the National Planning Committee emphasised the need of the immediate nationalization of Bus Services. The Central Government transferred the burden of nationalising the Bus Services to the State Governments. Uttar Pradesh, probably, was the first State to do so. May 25, 1947, can well be said to be a landmark in the history of U.P. Bus Transport, when the first State owned, Roadways Bus, rolled down from Lucknow to Bara Banki, covering a distance of 17 miles. Slowly and gradually every important route of the Province has been taken over by the Roadways. The Private Bus Services ply on the routes which have not been taken over by the Roadways. They have reorganised their operational practices and have adopted every reasonable means to make their services efficient. The spirit of competition is keen among them and in spite of the fear of nationalization they are expanding and continuously producing changes in their organizational set-up.

Uttar Pradesh, therefore, has two organizations, private and the public, which are serving the people. Economic and social developments have enhanced the importance of Bus Services. The importance of Bus Services is further made evident by the fact that Railways are costly to build and run. Again, for short-distance journeys Bus Services are more economical and more efficient.

Comparative aspect of the study:

The avowed aim of a socialistic pattern of society in our
country is to have a mixed economy wherein both public and private sectors of industry are harmonised in such a way that each may supplement the other. Although it is difficult to generalise but it may be visualised that in a mixed economy the attitudes and adjustment of the employees of the two sectors shall go a long way in the realisation of the dream of the mixed economy - be it in the transport industry or in any other industrial enterprise. Such an ultimate aim renders imperative a comparative study of the personnel serving the two sectors.

By now many an industry has been nationalised in our country but it is difficult to find any industry except Bus Service which can provide an exact parallel in the Private Sector. The extent of similarity between the Private and the Public Sectors could be gauged by the fact that the employees of both the organisations are required to perform the same type of duties in almost similar environments. This peculiarity provides material for a scientific study of the attitudes and adjustment of the employees in the two sectors.

The process of nationalization is still in the transitional stage, and changes, major and minor, are being brought about for implementing the scheme of nationalization. Thus the time is ripe for the assessment of the magnitude, direction and effects of these changes. A comparative study of the Roadways and Private Bus Services employees may serve the purpose.

Introducing technological changes, improving machine designs
and laying a sound economic foundation do not constitute the whole story of the industrial progress. Equally important for the progress of an industrial civilisation is the consideration of the human factor in industry. We have already observed the important part played by human efficiency in industrial endeavours. A comparative study of employees' adjustment in the two sectors would reflect the desirable and the undesirable aspects of the personnel practices in the Public and the Private enterprises.

Though the Roadways and Private Bus Services are working side by side under more or less similar conditions yet they markedly differ in their organizational set-up. They differ in their formal as well as informal patterns. The U.P. Government Roadways is a big and well-established organization which has fully equipped modern workshops and depots. It employs thousands of employees including Peons, Mechanics, Engineers, Traffic and Supervisory Personnel, Booking Clerks and other executive officers. In such a huge organization an employee gets no opportunity of coming in contact with the boss. A Private Bus owner, on the other hand, seldom commands the resources for employing more than eight to ten drivers and conductors. Matters pertaining to business operation are looked after by the Private Owner's Union which they have formed at every centre. The owners or proprietors personally supervise the operation of their services and thus they have to work with their employees. The Roadways organization, on the other hand, is not different from other Government departments or offices where a strict disciplinary code of behaviour and other bureauocratic procedures govern
matters of policy. In contrast, Private owners have to work with employees and to follow a policy which may be beneficial to both the employer and the employees. More precisely they have to work in consultation with their employees. The present study would throw light on the advantages and disadvantages of these two types of organizational set-ups.

In the recent past we have heard much from our leaders about the employer-employee cooperation, industrial relations and participation of employees in management. The present study is expected to suggest specific factors that may be instrumental in bringing about the desired effects imsofar as the above mentioned aspects are concerned.

This study has been limited mainly to drivers and conductors because these two grades of employees are common to both the organizations. Again, the importance of the contribution made by drivers and conductors to the smooth and efficient working of Bus Services cannot be denied.

It may not be out of place here to say a few words about the psychological aspect of the study. On the face of it our study seems to be only a fact-finding investigation. It aims at discovering the attitudes and adjustment of some employees. Looked at even from this angle the study has important psychological bearings, since the problem of attitude and adjustment is the basic problem of Industrial Psychology. But it goes deeper. It aims at a comparative study of the attitudes and adjustment of employees in the two sectors, public and private.
Any differences that emerge from the study will have to be explained and related to the special conditions prevailing in each sector. This will bring to light the functional relationship existing between the different variables under study. It is this implication of our study which on the one hand renders it strictly scientific and on the other hand promises results of great utility for our country.

REFERENCE:


5 Krach, D. & Krutchfield, R.S. 1958 .. Ibid. p. 671.


