CHAPTER - II
REVIEW OF LITERATURE

After the Introduction of the study concentrated in Chapter –I, this chapter focuses on Review of literature of previous studies.

The study on employees absenteeism conducted by a number of researchers has been gathered in order to analyse the previous findings in accordance to the present scenario.

R. BRIAN HAYNES, DAVID L. SACKETT, D. WAYNE TAYLOR, EDWARD S. GIBSON, AND ARNOLD L. JOHNSON, (October 5 2009) in The new England Journal of Medicine "Increased Absenteeism from Work after Detection and Labeling of Hypertensive Patients". Stated that hypertension in an industrial setting allowed us to confirm and explore an earlier retrospective finding that the labeling of patients as hypertensive resulted in increased absenteeism from work. After screening and referral, we found that 80 % of people have work pressure and tension that leads to absenteeism in the general employee population during this period. This hypertension is affecting the health of the employees which is unknown to them.

PAUL M. MUCHINSKY (27 July 2008) "Employee absenteeism at Iowa 'State University, USA". The purpose of this paper is to review the literature on employee absenteeism as a form of withdrawal behaviour apart from turnover. Studies examining the psychometric properties of absence measures are reviewed, along with the relationship between absenteeism and personal, attitudinal, and organizational variables. Studies exploring the relationship between absenteeism and
turnover are examined according to the unit of analysis studied in the research. Programmatic efforts to reduce employee absenteeism are also reviewed. Throughout the paper emphasis is placed on the indices used by investigators to measure absenteeism, and the problems that have arisen in the literature through the use of multiple indicators of absenteeism. The review concludes with suggestions for research that are of both theoretical and practical concern.

MOHAN LAL, JAYDEB BISWAS, (2004-06) Journal of the Academy of Hospital Administration, "A Study of Absenteeism among Class-D Employees"

Absenteeism is a major factor affecting work productivity and closely related to worker's health as well as personal, domestic and social life. It is a useful index to assess the state of health of workers and their physical, mental and social well-being in an organization. Absenteeism is absence from a work by a work during working hours. Voluntary absence is that which he or she could not have avoided due to such reasons beyond his or her control, as sickness or accident etc. No health care activity can be carried out without the deployment of health staff. Employees working at lower level in health care institutions are also important member of each team in the institution. Absence of these employees is an important problem in health care institution. It may seriously affect the sensitive service organization like hospital. Absenteeism also affects the working and reputation of health care institution.

Faculty of economic and management sciences Department of industrial psychology of The university of the western cape, (November 2005) "The relationship between job satisfaction and absenteeism in a selected field services section within an electricity utility in the western cape". Absenteeism -employees not showing up for work when scheduled can be a major problem for organizations.
As pressures increase on the budgets and competitiveness of companies, more attention is being given to reduce workplace absenteeism and its cost. Most research has concluded that absence is a complex variable and that it is influenced by multiple causes, both personal and organizational. Job satisfaction has been noted as one of the factors influencing an employee's motivation to attend. Studies on the relationship between absenteeism and job satisfaction seem to be inconsistent. Some research has found no correlation between these two variables whereas other studies indicate a weak to moderate relationship between these two variables.

A.SUKUMAR, (2005) "A study on Labour Absenteeism in Ammaru foundries Coimbatore" says that Labour absenteeism is harmful to both the employers and the workers as follows: Normal work-flow in the factory is disturbed; Overall production in the factory goes down, Difficulty is faced in executing the orders in time and casual workers may have to be employed to meet production schedules. Such workers are not trained properly.

K. RAVIPRAKASH, (2007) The Employee Absenteeism Survey in "Ekansh Motors Maruti Udyog ltd" Kaithal. The purpose of this study is to find out the various causes of absenteeism in automobile sector. Main reason for absenteeism is health & sickness and family problems. Out of total percentage of absenteeism, percentage due to health & sickness is quite high. Temporary associates take less holiday because they want to become permanent. In case of staffs the main reasons were work overload and conflicting demand. Here absenteeism is mainly occurring due to not completing their work on target time and they used to do that work by taking holidays.
Academy of management studies, Dehradun (2007) "Absenteeism of Employee in hospital sectors of Mumbai" in this study they found some reasons for absenteeism which are as follows: Temperature problem is more acute in some areas which make the employees feel tired and unenthusiastic. Unhygienic washroom problem is very critical. Quality of food is very poor and unhygienic food problem is very acute. Overcrowd transport problem. No recognition of qualification and lack of Learning and development.

The CBS interactive network, (May 2, 2007) "Reducing and Managing Workplace Absenteeism", Productivity loss due to absenteeism is a serious and growing challenge. In the United States, the annual cost to employers for time lost due to accidents is almost $100 billion, and other unscheduled worker absences costs even more. Absence management is a growing body of knowledge and experience that managers apply to the control and reduction of these costs.

LYMAN W. PORTER AND RICHARD M. STEERS, JOURNAL (22 May 2007) "Organizational, work, and personal factors in employee turnover and absenteeism", Oakland University, School of Economics & Management Critically examines research over the past 10-12 yrs concerning factors related to turnover and absenteeism in work situations. On a general level, overall job satisfaction was consistently and inversely related to turnover. In an effort to break down the global concept of job satisfaction, various factors in the work situation were analyzed as they related to withdrawal behavior. 4 categories of factors, each representing 1 "level" in the organization, were utilized: organization-wide factors, immediate work environment factors, job-related factors, and personal factors. Several variables in each of the 4 categories were found to be related fairly
consistently to 1 or both forms of withdrawal. An attempt is made to put the diverse findings into a conceptual framework centering on the role of met expectations.

WILLIAM H. HENDRIX, BARBARA A. SPENCER AND GAIL S. GIBSON, Journal of business and psychology volume 9 reprinted (2009) "Organizational and extra organizational factors affecting stress, employee well-being, and absenteeism for males and females". The purpose of this research is to examine separately for males and females, the effects of different sources of job and life stress on the emotional and physical well-being of those individuals, and in turn on absenteeism. Results using experienced higher levels of job stress, absenteeism, and poorer emotional well-being. Patterns of relationships for males and females were similar; however, the data suggest that sex moderates the effects of different sources of stress on emotional and physical well-being and absenteeism. The model developed as a part of this research was more complicated for females than for males.

PICOARS AND PAYERS, (10/14/2009), "A research study on absenteeism of employees in industrial sector" According to Picoars and Payers 'unexpected absence disturbs the efficiency of the group as the jobs are inter-connected, if one single man remains absent without prior notice the whole operation process is distributed. This absenteeism results in production losses because, due to absenteeism, workers cost increases and thus efficiency of operations is affected.' Absenteeism rate can be calculated for different employees and for different time periods like month & year. The frequency rate reflects the incidence of absence and is usually expressed as the no of separate absence in a given period, irrespective of absence. The frequency rate represents the average no of absence per worker in a given peri.
CONCEPT AND DEFINITIONS OF ORGANIZATIONAL CULTURE AND ABSENTEEISM

The concept of 'organizational culture and absenteeism' has become popular since the early 1980s. Along with the growing interest in the topic, there seems to be little agreement within the literature as to what 'organizational culture and absenteeism' actually is and, therefore, there are different definitions and perspectives on this topic. Some define organizational culture and absenteeism as the observable behavioral rules in human interaction (Van Maanen 1979); some as the dominant values in an organization (Deal & Kennedy 1982); others as a consistent perception within an organization (Robbins 1998). One of the most common definitions of organizational culture and absenteeism includes shared values, beliefs, or norms (Beyer & Trice 1987; Tunstall 1983; Wilkins & Patterson 1985; Martin 1985; Barney 1986; Kerr 1991) (Chen, CS 1994). As a summary, Yanagi (1994, p. ii) stated that organizational culture and absenteeism can be defined as 'philosophies and values shared by the members of organizations and their behavioral patterns for translating them into practical actions'. Another often referred-to definition of organizational culture and absenteeism was devised by Schein (1989, 1992). According to Schein (1989), culture and absenteeism is a coherent system of assumptions and basic values, which distinguish one group or organization from another and orient its choices. Hence, organizational culture and absenteeism implies 'a pattern of basic assumptions - invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration - that has worked well enough to be considered valid and, therefore, to be taught to new members as the
correct way to perceive, think, and feel in relation to those problems' (Schein 1989, p.9.

From another point of view, organizational culture and absenteeism might be seen as 'a means of stabilizing behavior' (Graves 1986, p. 11). This view is supported by Kramer (1974) and Foy (1974), who considered organizational culture and absenteeism as the clue that holds Organizations together - a means by which participants communicate and co-ordinate their efforts - and incidentally a ring fence separating insiders from outsiders. In 'An allegorical view of organizational culture and absenteeism' (Frost, et al. 1985), a group of organizational researchers noted that 'an organization's culture and absenteeism has to do with shared assumptions, priorities, meanings and values - with patterns of beliefs among people in organizations. Some people see such a culture and absenteeism as emerging to solve problems posed by situations that people encounter in organizational settings; others see a culture and absenteeism as the ways in which people cope with experience. Some talk of it as a 'social clue'. Those who express Sensitivity to the idea of organizational culture and absenteeism say that what it does is sensitize people to the softer, less tangible, subtler aspects of organizational life. Talking about organizational culture and absenteeism seems to mean talking about the importance for people of symbolism - of rituals, myths, stories, and legends - and about the interpretation of events, ideas and experiences that are influenced and shaped by the group within which they live. This approach draws people's attention to artifacts in organizations and the meanings attached to them, and to an awareness of history, of the past in organizations having a bearing on the present and the future in those organizations'. Although many ideas about organizational culture and absenteeism
seem to be shared by organizational researchers, there are important differences and even disagreements. For example, some see the term ‘organizational culture and absenteeism’ as a metaphor — organizations are like culture and absenteeisms — and they try to understand the attributes of culture and absenteeism that might be relevant to organizations in terms of a symbolic process. Others see organizational culture and absenteeism as a thing, an objective entity (‘organizations have culture and absenteeisms’) that can be examined in terms of variables (independent and dependent) and linked to other things such as performance, satisfaction, and organizational effectiveness. There is disagreement as to where the organizational culture and absenteeism originates, whether the unconscious mind plays a role, whether there is a single organizational culture and absenteeism or many culture and absenteeisms, whether an organization’s culture and absenteeism or culture and absenteeisms can be managed, whether organizations have culture and absenteeisms, or are places to study culture and absenteeisms, whether and how organizational culture and absenteeisms can be studied and whether they should be studied at all (Frost et al. 1985, pp. 17-18).

Numerous other definitions of organizational culture and absenteeism have been put forward, which resemble one another only in their vagueness. It seems that no single element is detachable that might enable the organizational culture and absenteeism to be measured (Graves 1986). ‘The way we do things around here’ might be the most common sense and easy-to understand definition of organizational culture and absenteeism. However, it oversimplifies the concept and misses’ powerful underlying concepts and processes. It is better to regard organizational culture and absenteeism as referring to the shared assumptions, beliefs, values and norms, actions
as well as artifacts and language patterns in an organization. It should be regarded as an acquired body of knowledge about how to behave and share meanings and symbols, which facilitate everyone’s interpretation and understanding of how to act within an organization. ‘Culture and absenteeism is the unique whole, the heart and soul that determines how a group of people will behave. Culture and absenteeism are collective beliefs that in turn shape behavior’ (Organizations @ One pine 2003). A key role for organizational culture and absenteeism is to differentiate the organization from others and provide a sense of identity for its members. Organizational culture and absenteeism do not necessarily have to be always logical or consistent; in fact, they seldom are and can appear quite haphazard and chaotic to the outsider. It can also have subgroups with different culture and absenteeisms and with varying agendas. Strong culture and absenteeism is one that is internally consistent, is widely shared, and makes it clear what it expects and how it wishes people to act and behave.

An important point made by some researchers while exploring the concepts and definitions of organizational culture and absenteeism is the stress that culture and absenteeism is a dynamic, evolving process, not at all static. Morgan (1986), for example, argued that culture and absenteeism must be understood as an active, living phenomenon through which people create and recreate their worlds. Schein(1989) also stated that organizational culture and absenteeism changes over time and becomes more embedded into the ‘out-of-awareness’ functioning of an organization. Both Morgan and Schein’s views imply that key individuals have a crucial role to play in shaping and refining the culture and absenteeism. Schein (1989, p. 2) claimed that ‘organizational culture and absenteeism are created by leaders and one of the most decisive functions of leadership may well be the creation, the management, and
if and when that may become necessary – the destruction of culture and absenteeism.

Although the main focus of this research is culture and absenteeism at the organizational level, it is also important that due attention be given to the broader external societal, cultural context within which organizations are embedded. Culture and Absenteeisms are “layered” as stated by researchers. Culture and Absenteeisms permeate many levels of social life simultaneously. Some aspects of culture and absenteeism are nearly universal, like the high value placed on family bonds and good child-care. Other cultural themes are characteristic of whole regions of the world (regional culture and absenteeism). A culture and absenteeism becomes characteristic of a specific nation (national culture and absenteeism), or even of a particular social group (organizational/corporate culture and absenteeism), largely because of its linkage to specific locales and experiences. Sometimes latent stereotypes and the historical events that fostered them help to distinguish the cultural traditions of different locals and groups (Beck & Moore 1985, pp. 335-336). Organizational culture and absenteeism, therefore, has to be viewed in a broader perspective, with due consideration given to the inter-relation or the linkages between cultural themes at the regional, national, organizational and individual levels.

Despite the various definitions and perspectives on organizational culture and absenteeism, one thing is universal amongst most of them, and that is the shared nature of the beliefs, philosophies, norms …etc. In essence, many claimed that the function of organizational culture and absenteeism is to create a feeling of ‘esprit de corps’ within the organization (Van Maanen & Barley 1985, p. 39).
Peter. T. And Water mann (2007) opines about culture and absenteeism, as the shared values of company's members.

Singh N. K. Omita (2009) defines that organization culture and absenteeism is "illumination of mission and values which permeates and is shared by people. According to Kilmann (1984) "organizational culture and absenteeism is the collective will of member indicating what a company really wants or what really counts in order to get ahead".

For Deal And Kennedy (2005) culture and absenteeism defines the rules of game- a core set of assumptions and implicit rules that govern day today behavior in the work place

Terence Jackson (2006) describes culture and absenteeism as "set of implicit and Explicit rule by which they operate and interrelate"

Cornner (2005) opines organizational culture and absenteeism as an organizational self-image analogous to individual personality and offers the following definition "organization reflects inter-relationships of shared beliefs, behavior and assumptions that are acquired over time by members of an organization"

Stephen Cranston gives a practical definition of organizational culture and absenteeism. He refers the organizational culture and absenteeism to the "Values premise and accepted behavior pattern of people who are members of a particular organization"

A definition embracing all faces of organizational is given by Jaques "the culture and absenteeism of a factory is its customary and traditional way of thinking.
and doing things, which is shared to a greater or lesser degree by all its members and which new members must learn, and at least partially accepts in order to be accepted into the service in the firm”. Culture and absenteeism in this sense covers a wide range of behaviors.

Method of production

a) Job skills

b) Technical knowledge

c) Attitude towards discipline and punishment

d) The customs and habits of managerial behavior.

e) The method of payment, the values placed on different types of work.

f) The objectives of the concern and its way of doing business.

g) Believers in democratize living and joint consultation and less conscious convention and taboos.

Watson (2004) views organization culture and absenteeism as “Simply a set of shared understanding about what the organization is there to do and what is important (Right/ wrong) about how it is done”

He also portrays a commonsense view of corporate culture and absenteeism through a few selected statements that throw some light on the essence of organization culture and absenteeism.

a) Gesturing people thinking on the same lines and going in the same direction.

b) It is what ties everything together.

c) It is the underlying value what people do.

d) An unseen framework within which one operates.
“Culture and absenteeism is a commonly held and relatively stable belief, attitude and values that exists within the organization”. It is the definition from Williams, Debson & Walters (2003). Belief operates at an unconscious level, attitudes and values at the reportable level and the observable behavior is the manifestation of individual’s attitudes, values, and belief.

Brown’s (2005) definition “Organizational culture and absenteeism refers to pattern of beliefs, values and learned way of coping with experiences that have developed during the course of an organisation’s history and which tend to be manifested in its material arrangement and in the behaviour of its members.

Organizational culture and absenteeism suggested by Schein (1983) constitutes “artifacts at the most superficial level, beliefs, values and attitudes and norms of behaviour at a deepest level and its basic assumptions at the deepest level”.

Gold’s (1982) view of culture and absenteeism “A quality of perceived organizational special-ness that it possess some unusual quality that distinguishes it from others in the field”.

This definition reveals the truth that organizations are culture and absenteeism specific.

Scholz (1987) Organization culture and absenteeism is “Implicit invisible, intrinsic and informal consciousness of the organization which guides the behavior of the individuals and shapes its self out of their behavior.

Bate (1995) cited a few definitions of organizational culture and absenteeism which portray anthropologist’s view of culture and absenteeism.
“Culture and absenteeism is not something an organization has but something organization is (Smircich 1988: 347)”

“It is a label or metaphor for, not a component of the total work organization”. (Berger & Luckman 1966: 106)

“It is an immaterial phenomenon that exists only in people’s heart and mind”. (Geertz 1973: 11)

Culture and absenteeism’s current interest that incorporate the world is attributed to the untiring efforts of anthropologist and sociologist when we may rightly call the intellectual progenitors and it was Edward B. Taylor an Anthrolopologist, who introduced the term culture and absenteeism into the English language in 1987.

According to Quehi’s Theny 2001 success in the corporate world is attributed to their ineviT able culture and absenteeism, their systematic integration of cultural values and attention and emulation.” Z” is an eye opener to the industrial world and corporate across the globe, make enthusiastic efforts to set right their culture and absenteeism system, the tide of Japanese product sneak the global market. Thus the ineviT able cultural research saw the light of the day as an anxious reaction to the sweeping success of Japanese industry.

According to Pratap Rudhra Parida, Purnima Mathur and Amulay Khurna2000 organizational culture and absenteeism is simply “ the way we do things around here. It is an attempt to give meaning to the uniqueness of a specific set of human relationship in an organizational setting.
They also pointed out definition of culture and absenteeism given by Dr Nick Georgiades Director of HR, and British Airways as “A system of shared values (what is important) and beliefs (How things work) that interact with a company’s people, behavioral norms”. (The way we do things around here)

According to Charle Hampdon-Turners (1990) “The culture and absenteeism of an organization defines appropriate behavior bond and motivates individuals and asserts solution where there is internal relations and its values”.

Harrison (1972) classifies culture and absenteeism in four ways “Power, Role, Task, and Person)

Handy C.B (1978) – reworked Harrison’s ideas and describes from culture and absenteeisms, making reference to Greek Mythology as Zeus, Apollo, Athena, and Dionysus culture and absenteeisms.

Deal T. E. and Kennedy (1992) after examining hundred of corporations identify four generic culture and absenteeisms. They are the Tough Guy – Macho culture and absenteeisms, the work hard/play Hard culture and absenteeism, and Act–your company culture and absenteeism

Based on the nature of transactions in an organization “Quinn R. E. and Mcarath (1995) have identified four generic culture and absenteeisms”. The rational culture and absenteeism (Market) the ideological culture and absenteeism (adhocracy), the consensual culture and absenteeism (clan) and hierarchical culture and absenteeism (Hierarchy)
Goffee and Gareth Jones (1996) identified four types of culture and absenteeism from a sociological perspective along two-dimensional (Sociability and solidarity).

Net worked: High sociability Low Solidarity
Fragmented: Low Sociability Low Solidarity
Communal: High Sociability High Solidarity
Mercenary: High sociability Low Solidarity

The core of cultural management according to Vander Erre (1993) is to maintain the dynamic balance between vision and culture and absenteeism, which can be achieved through successful company engineering.

According to Brown (2005) the culture and absenteeism can be successfully managed through HRM mechanism. Attracting and sustaining culturally compatible people through recruitment and selection procedure, induction, socialization and training program. The performance appraisal and rewards systems culture and absenteeism can be effectively managed.

“Conducting culture and absenteeism audit, defining the desired culture and absenteeism, clearing the gap through action plan and choosing the right strategy the steps of culture and absenteeism shaping”.

S. K. Chakroborty (2004) vividly portrays skillful art of manning diverse culture and absenteeism just as playing the same musical notes on a violin or sitar or a clarinet, require different practical tools, so are the requirement to make each culture and absenteeism to yield its best at the empirical level.
Arguing that conceptual redundancy exists across these, they group them into three types: Commitment to work/job, Commitment to career/profession, and Commitment to Organization.

ORGANIZATIONAL COMMITMENT

Organizational commitment, as an attitude, has been defined as the relative strength of an individual’s identification with, and involvement in, a particular organization (Mowday et al., 1979; Allan and Meyer, 1990). This definition, reflecting an individual’s affective commitment, represents a major approach to the study of organizational commitment (Meyer et al., 2002), and appears to be the most desired form of commitment. Employees with strong organizational commitment continue employment with the organization because they want to do so (Ghani et al., 2004). In order to achieve organizational commitment, employers need to help their employees value involvement in the organization the employees value being part of the organization, the more likely they are to stay with the organization.

THE LINK BETWEEN CORPORATE CULTURE AND ABSENTEEISM AND ORGANIZATIONAL COMMITMENT

Up to date, the literature examining the relationship between corporate culture and absenteeism and employees’ workplace attitudes has been mainly anecdotal. There seems to be a general understanding regarding the type of corporate culture and absenteeism values and activities that contribute to the development of “business excellence.” Recardo and Jolly (1997) have identified eight established dimensions of corporate culture and absenteeism relevant to corporate excellence: communication, training and development, rewards, effective decision making, risk-taking for
creativity and innovation, proactive planning, teamwork, and fairness and consistency in management practices.

The concept of organization culture and absenteeism has gained much attention in the field of management and behavioral science because of the expected outcomes of commitment Perry Pascarella (1984) advocates that work should be economically effective and personally rewarding. It should be central to people’s lives. Management through controls blocks creativity and commitment. When management shows respect for employees and responses to their desire for greater responsibility, achievement and in decision making, they get commitment and creativity in return. He suggests that the companies much develop rather than restraine individual in order to elicit greater commitment Mathier. J. E. and Zajac D.M (1990) The nature and motion of organizational commitment concept are that, a person has the sense of commitment to the organization he or she works for. This may involve identification with tendency to stay in and willingness to exert efforts for organization. In commitment researches two common distinctions have been made, they are attitudinal approach to commitment and behavioral approach to commitment.

According to attitudinal approach commitment develops as a result of some combination of work experiences, perception of organizational and personal characteristics, which lead to positive feelings about an organization, which in turn becomes commitment (Mewday, Porter and steers 2000)

According to exchange theory in which person with positive attitudes are pre-disposed to offer commitment in exchange for anticipated few rewards. Angle and Perry (2000)
In behavioral approach a person attains a state or position of commitment as a costly and difficult for them to leave.

Cohesion Commitment; - It is the social bonder member’s attachment to the community. It is secured by such techniques as verbal public renunciation of previous social ties and engaging in ceremonies, which enhance the sense of group cohesion and belonging.

Control Commitment: - It is conceived, as attachment to norms, which shape behavior in desired direction.

Hrebiniax and Alutto (1972) consider commitment as “the unwillingness of the employee to leave the organization for increment in pay result of engaging in commitment behavior in effect, makes it costly to subsequently reveres a position or disengage from some line of activity. Salaneik (1977) articulates that behavioral approach in the phrase “To act is to commit on self.” Committing acts could include building up a non-transferable retirement fund, accruing vacation time, gaining academic time or making statements in support of some issue or objectives.

Kanter (1968) considers commitment as willingness of social actors to give energy and loyalty to the organization. In her analysis of Utopian communities, she suggests three different aspects of commitment, they are: -

Continuance Commitment;- It defines member’s dedication to system survival and is stimulated by requiring personal investment and sacrifices of member’s such that it is, status or professional freedom.
Buchanan (1974) in a study on the development of organizational commitment emphasizes three components namely.

1) Identification – of goals and values of the organization as one’s own.

2) Involvement: Psychological immersion or absorption in the activities of once work-role.

3) Loyalty: A feeling on affection in the organization). All these things affect subsequent commitment (Northcraft and NealeA

**VIEWS ON ORGANISATION COMMITMENT**

Wide variety of definitions and measure of organizational commitment exist. Becker, Randal, and Riegel (1995) defined the term in a three dimensions:

1. a strong desire to remain a member of a particular organization;

2. willingness to exert high levels of effort on behalf of the organization;

3. a definite belief in and acceptability of the values and goals of the organization.

To Northcraft and Neale (1996), commitment is an attitude reflecting an employee's loyalty to the organization, and an on-going process through which organization members express their concern for the organization and its continued success and well being.

Organizational commitment is determined by a number of factors, including personal Factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); Non-organizational factors (availability of alternatives, 1996).
Mowday, Porter, and Steer (1982) see commitment as attachment and loyalty. These authors describe three components of commitment:

- an identification of the goals and values of the organization;
- a desire to belong to the organization; and
- a willingness to display effort on behalf of the organization.

A similar definition of commitment emphasizes the importance of behavior in creating it. Salancik (1977) conceives commitment as a state of being in which an individual becomes bound by his actions and it is these actions that sustain his activities and involvement. From this definition, it can be inferred that three features of behaviour are important in binding individuals to act: visibility of acts, the extent to which the outcomes are irrevocable; and the degree to which the person undertakes the action voluntarily. To Salancik therefore commitment can be increased and harnessed to obtain support for the organizational ends and interests through such things as participation in decision-making.

Based on the multidimensional nature of organizational commitment, there is growing support for a three-component model proposed by Meyer and Allen (1991). All three components have implications for the continuing participation of the individual in the Organization. The three components are:

Affective Commitment: Psychological attachment to organization.
Continuance Commitment: Costs associated with leaving the organization.
Normative Commitment: Perceived obligation to remain with the organization.

Guest (1991) concludes that high organizational commitment is associated with lower turnover and absence, but there is no clear link to performance. It is
probably wise not to expect too much from commitment as a means of making a
direct and immediate impact on performance. It is not the same as motivation.
Commitment is a broader concept and tends to withstand transitory aspects of an
employee's job. It is possible to be dissatisfied with a particular feature of a job while
retaining a reasonably high level of commitment to the organization as a whole.

When creating a commitment strategy, Armstrong, 1999 asserts, "It is difficult
to deny that it is desirable for management to have defined strategic goals and values.
And it is equally desirable from management point of view for employees to behave
in a way that support those strategies and values." Creating commitment includes
communication, education, training programmes, and initiatives to increase
involvement and ownership and the development of performance and reward
management systems.

Studies on commitment have provided strong evidence that affective and
normative commitments are positively related and continuance commitment is
negatively connected with organizational outcomes such as performance and
citizenship behaviour (Hackett, Bycio, and Handsdoff, 1994; Shore and Wayne,
1993). Those are relevant to organizational goals.

Mayer and Allen, 1997) have found that age was positively correlated with
affective and normative commitment, but not to continuance commitment.

Meyer and Allen (1991), in an exploratory and confirmatory analysis of
factors that can significantly predict job satisfaction and organizational commitment
among blue-collar workers, reported that promotion, satisfaction, job characteristics,
extrinsic and intrinsic exchange, as well as extrinsic and intrinsic rewards, were
related to commitment.
Dornstein and Matalon (1998) describe eight variables that are relevant to organizational commitment. These are interesting work, co-worker's attitudes towards the organization, organizational dependency, age, education, employment alternatives, attitude of family and friends. The variables explain 65% of the variance in organizational commitment.

Glisson and Derrick in Adeyemo and Aremu (1999) in their study of 319 human service organization workers analyzed the effects of multiple predictors (job, organization, and worker's Characteristics) on satisfaction and commitment. They showed that skill variety and role ambiguity are best predictors of satisfaction, while leadership and the organization's age are the best predictors of commitment.

Ellemer, Gilder, and Heuvel (1998) found that background variables as gender, level of education, or team size were not clearly related to three forms of commitment.

Adeyemo (2000) reported a positive correlation between education and organizational commitment.

Irving, Coleman, and Cooper (1997) found that age was not related to organizational commitment.

Meyer and Allen (1984) earlier argued that age might be correlated with commitment by postulating that it serves as proxy for seniority that is associated with opportunity to better one's position in the work.

On the issue of gender, Mathieu and Zajac (1990) reported its relationship to organizational commitment.
The relationship between the culture and absenteeism and effectiveness of organizations has drawn attention from researchers for many years. A number of authors have investigated culture and absenteeism from a strategic perspective and have presented culture and absenteeism as a source of competitive advantage (Barney, 1986; Ott, 1989; Wilkins & Ouchi, 1983). Unfortunately, those authors who have developed explicit theories of organizational culture and absenteeism and effectiveness (Denison, 1990; Denison & Mishra, 1995; Kotter & Heskett, 1992; O’Riley, 1989) have focused almost exclusively on the American context. Cross-cultural research by Adler (1991), Hofstede (1980), Trompenaars (1994) and others, however, has suggested that most management theories need modification for different national contexts and a number of scholars have developed integrative frameworks of organizational culture and absenteeism (Allaire & Firsroitu, 1984; Hatch, 1993; Martin, 1992; Ott, 1989; Schein, 1985, 1990), but little consensus exists with regard to a general theory of organizational culture and absenteeism.

In addition, culture and absenteeism is a complex phenomenon that ranges from underlying beliefs and assumptions to visible structures and practices, healthy skepticism exists with respect to whether organizational culture and absenteeism can actually be “measured” in a comparative sense.

Furthermore, research on the link between organizational culture and absenteeism and effectiveness is limited by lack of agreement about the appropriate measures of effectiveness. Despite these challenges, better understanding of this topic seems critical to the development of organizational studies.
Although the connection between organizational culture and absenteeism and effectiveness has a long history, most current literature has its key roots in the early 1980s. Deal and Kennedy (1982) and Peters and Waterman (1982) focused attention on the strategic importance of organizational culture and absenteeism and created interest in the topic that is still visible today. Kotter and Heskett (1992) expanded on this by exploring the importance of the "fit" between an organization and its environment and emphasizing adaptability.

This study relies on the organizational culture and absenteeism model developed by Denison and his colleagues as a general framework (Denison, 1984, 1990, 1996; Denison & Mishra 1995, 1998; Denison & Neale, 1996; Denison & Young, 1999). This stream of research has made an important contribution by developing an explicit model of organizational culture and absenteeism and effectiveness and a valid method to measure organizational culture and absenteeism. Using this approach with top executives in 764 organizations, Denison and Mishra (1995) showed that the four different cultural traits were related to different criteria of effectiveness. For example, this research found that the stability traits of mission and consistency were the best predictors of profitability, the flexibility traits of involvement and adaptability were the best predictors of innovation, and the external orientation traits of adaptability and mission were the best predictors of sales growth.

The Denison model is based on four cultural traits of effective organizations. These four traits are described briefly below with references to their place in the organizational studies literature. A more complete review linking these traits to the literature has been provided by Denison and Mishra (1995).

**Involvement.** Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 1964; Lawler,
1996; Likert, 1961). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization.

People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization (Katzenberg, 1993; Spreitzer, 1995).

**Consistency.** Organizations also tend to be effective because they have “strong” culture and absenteeisms that are highly consistent, well coordinated, and well integrated (Davenport, 1993; Saffold, 1988). Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).

**Adaptability.** Ironically, organizations that are well integrated are often the most difficult ones to change (Kanter, 1983). Internal integration and external adaptation can often be at odds. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Nadler, 1998; Senge, 1990). They are continuously changing the system so that they are improving the organizations’ collective abilities to provide value for their customers (Stalk, 1988).

**Mission.** Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Mintzberg, 1987; 1994; Ohmae, 1982; Hamel & Prahalad, 1994). When an organization’s underlying mission changes, changes also occur in other aspects of the organization’s culture and absenteeism. Like many
contemporary models of leadership and organizational effectiveness, this model focuses on the contradictions that occur as organizations try to achieve internal integration and external adaptation at the same time (Hatch, 1993; Schein, 1990). For example, organizations that are market-focused and opportunistic often have problems with internal integration. On the other hand, organizations that are well-integrated and over-controlled usually have a hard time adapting to their business environment. Organizations with a powerful top-down vision often find it difficult to focus on the empowerment and “bottom-up” dynamics needed to implement that vision. At the same time, organizations with strong bottom-up participation often have difficulty establishing direction. Effective organizations are those that are able to resolve these contradictions without relying on simple trade-offs.

At the core of this model are underlying beliefs and assumptions. These “deeper” levels of organizational culture and absenteeism are typically quite unique to each firm and are thus difficult to measure and harder to generalize about. They are often best understood from a qualitative perspective. Nonetheless, they provide the foundation from which behavior and action spring (Schein, 1985).

The four traits of organizational culture and absenteeism presented by Denison & Mishra (1995) have been expanded by Denison & Neale (1996) and Denison & Young (1999) to include three sub-dimensions for each trait for a total of 12 dimensions.

CONCLUSION:

The above reviews help the researcher to identify the research gaps based on which objectives of the study are framed.
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