CHAPTER II
HISTORICAL RESUME
The phenomenon of absenteeism leads to one of the most common and important forms of wastage in industry. It is an established fact that absenteeism and labour turnover affect almost every type of organised set up. Its importance is realised and recognised from a government office to an educational institution and from a commercial house to a factory. But the seriousness of the problem is more realised in modern industry then in any other concern. The absence of a foreman or supervisor leads to dislocation of work and indiscipline. The absence of trained hands leads to great loss in production as well as to breakage in machine and this has its repercussions on many other workers and section of the work.

Before the second world war, the problem of absenteeism was little known. But due to many national exigencies and the need for extra production, when many unsuitable and unwilling people were employed in the war industries. The problem of "Staying off" from work become unavoidable and acute.

In India, data on absenteeism are collected by various state governments, Labour Bureau Simla, Director general of
mines and safety, every year. There is a phenomenal rise in the rate of absenteeism, in Indian industries, from around 7% in 1957-58 to around 20 percent in the recent years.

In India, there are over 1,35,000 registered factories in the organised sector employing a workforce of 75,00,000. Absenteeism rate in our factories on an average is around 20%. This alone is causing great production loss and idle capacity of capital equipment. Even a reduction of one percent rate of absenteeism will about to saving of 1,78,80,000 mandays in a calender year in a factory alone.

The literature on absenteeism is flooded with a number of studies about the extent and control of absenteeism. Inspite of the availability of various studies as to the relationship, the occurrence of absenteeism and the factors responsible as well as the efficacy of schemes to control for present incidence of absenteeism. Attempts to make a comprehensive review of the research findings on absenteeism have been very few. Even in the few studies made, proper direction was not indicated toward further research.

There are not many empirical Indian studies on absenteeism, some studies are impressionistic while others are
more objective. The purpose of this chapter is to review the findings of different studies and analysis relating to measure the relationship between absenteeism and others factors related.

Several studies appeared comparing the characteristics of low versus high absent employee and research findings have identified personal factors like age, promotion, group size, adjustment etc. as more responsible for the incidence of absenteeism.

Jackson (1944), who studied age as independent variable and absenteeism as dependent variable, asserts that the data revealed curvilinear relationship and showed that middle aged workers tend to have less absenteeism compared to their younger and elder counter parts. Noland (1945) found that along with the workers age, absenteeism increased. In contrary Kossori’s (1948) enquiry revealed that no relationship exists between age and absenteeism. Absence occurred at all stages but it seemed that some time beyond a certain age discontentment expression found in absenteeism rather than turnover.
Behrend (1951) conducted inquiries on age and absence and concluded that men with no absence had double the length of service of men with regular absenteeism pattern, while the average age of the two groups was approximately the same. In another study, he found that absence rate was high for men with less than one year service, no matter what their age was low for workers with more than ten years' service.

In one coal field, Liddel (1957) noticed that the youngest men lost more time voluntarily than the aged. Kahne (1957) and his colleagues also produced similar evidence.

Sivayya (1968) studied absenteeism of selected workers in the Vishakhapatnam port and found some relationship between absenteeism and nature of the job, absentees age etc. on the basis of the five year data collected from records. In the concern of this relation, Bhatia and Valecha (1979) found that a large number of chronic absentees, belonged to older age and had longer service.

Chakrapani (1964) studied the factors influencing the incidence of absenteeism in a textile mill with the help of the records of 200 workers selected at random, the study observed that absenteeism with out permission was the highest
for the middle age group. The authorised absenteeism was higher among workers of age of 40-45 years, while unauthorised absenteeism in the age group of 18-22 years. He also found that sickness and travelling were the most recurring causes for absenteeism.

Behrend (1955) found that skilled workers showed lower rate of absenteeism than unskilled workers. Chakrapani (1964) too observed the same results.

Stockford (1944) reported that high absence employees had greater personal debt and had a longer distance to travel to work than did low absence employees.

Bhatia and Valecha (1977) in their study on absenteeism in a large manufacturing plant in India also reported that chronic absentees have greater indebtedness and travelled longer distance than average employees. They also reported that the chronic absentees paid more visits to home town as compared to average group.

The Industrial Bulletin of the employee's federation of India, December 15, 1966 reported that a survey by the
National productivity council in Bombay revealed that more than 71% of the workers visited their native villages at least once a year and monthly to attend harvest operation.

Most of the studies have shown that women have higher rates of absence both in frequency and duration as compared to men.

Markhan (1982) and Spencer and Steers (1980) found that women have high absenteeism rate in comparison to men and it was three times greater in women than men.

Various studies have been conducted to study the relationship between inplant factors and absenteeism and majority of the studies involve the impact of size of work unit on employee absenteeism. Such studies have taken into account the varying sizes of groups within an organisation, and then attempted to establish a correlation between the differences in the size of work groups and the individual employee absenteeism. Katz and Kahn (1952) assert that the incidence of absenteeism can be observed low in those work group where cohesiveness was found.
Ingham (1970) examined eight British firms of different size and concluded that the size of organisation was positively related to employee absenteeism. His finding was substantiated by his premise that employee working in a large organisation would experience a greater degree of impersonality, would reduce employee identification with the organisation which would in turn in increased absenteeism in large organisation.

Steers and Rhodes (1978) cited several studies conducted in the 1950 and 1960s which consistently found a positive relationship between work unit size and absenteeism for blue collar workers.

Markhan and Steve (1982) Dansereau and Allutto (1982) also revealed that absenteeism rates are related to relative size of work group as they change over time, there was 33 percent linear relationship and 43% curvilinear relationship and they also postulated on the basis of their research that there is a general trend toward less absenteeism in smaller organisation.
Howthorne studies reflected that supervisors play an important role in the factory with its tremendous impact upon the attitude and morale of the employees.

Mayo and Lambord (1944) who studied the relationship between the incidence of turnover and absenteeism and satisfaction with the management and supervisors revealed that the policies and actions of management taken together constitute an important determinant of incidence and proportion of turnover and absenteeism in every particular situation.

Only two studies out of ten found a significant inverse relationship between satisfaction with supervisory and absenteeism. Metzner and Mann (1953) found such type of inverse relationship where Garrison (1977), Hackman (1971), Lindiquist (1958), Newman (1974), Nicholson (1976) etc. found positive relationship, that democratic supervision was related to reduced absenteeism and though supervisory pressure for production did not influence absenteeism.
Evidences by Bragg and Andrews (1973), Revan (1958), and Smith and Jones (1958), suggest that more decentralized leader control was related to reduced absenteeism, although supervisory pressure did not influence absenteeism.

Finally, Reddy and Rao (1989) studied absenteeism in a medium scale unit and concluded that relatively more number of high absentee employees carry negative opinion about their work groups, supervisors, management and intentions of the company.

A major influence on experienced satisfaction with the job situation and subsequent attendance is one's level in the organisational hierarchy. From the limited research available, it would appear that people who hold higher level jobs are more satisfied and less likely to be absent than those who hold lower level position.

Baumgartel and Sobol (1959), Herbiniak & Roteman (1973), Waters and Roach (1971 - 1973), pointed out that people who hold higher level of jobs are more satisfied with their job and less likely to be absent than those who hold lower level position.
Herbiniaik and Rotemen (1973) in their study found that those at high level to be absent less, so job level is directly related to absenteeism. Further they noted that often satisfaction was partially out of the job level - absenteeism relationship, no significant correlation was found.

Of all the variables that have been related to absenteeism the most consistent results have occurred with attitudinal predictors and work environment.

Baldamous (1951) argued that relation to job characteristics were not subject to wearing off effect of adaptation, but crystalized consistent likes and dislikes while condition of work did not produce definite emotional attitude and workers got used to them in time, and no close association was likely between absenteeism and working conditions except for new comers.

Vaid (1967) reported that chronic absentee's believed that the company neither was interested in their opinion nor cared to give them justice and fair play. Enid Perlin (1977) observed that a low labour turnover in most departments with high absentee rate is practically noticeable on night shifts and in departments where conditions were most unpleasant.
Bogart and Das (1975) assert that the perception of the worker regarding working conditions and management's efforts improved the attendance. Straus (1982) and his colleagues opined that employees who dislike work of their bosses are more likely to find excuses for taking days off. Joseph (1965) also drew similar conclusions.

Herrick (1986) say alternate work schedule reduced leave usage significantly during a nine months intervention time period in a Government concern. The effect of change on individual productivity were mixed. Employee satisfaction with work schedule increased significantly, while other traditional satisfaction variables were not significantly affected by the work schedule introversion.

Reddy & Rao (1989) done a global study in a medium scale unit. The conclusion arrived at are:-

There was no relationship between absenteeism and agricultural operations.

Absenteeism was more among Hindu backward class, schedule caste and schedule tribe employees than the Hindu forward casts and Muslims.
Absenteeism was higher among employees with in the pay range of Rs. 500 - 600 and it decreased with increase in pay.

High absentee group consists relatively more number of blue collar workers, those who have come from other Distt. and those who do not have their own a house.

Relatively more number of high absentee, employees carry negative opinion about their work groups, supervisors, management and intentions of the company.

**ABSENTEEISM AND WORK MOTIVATION**

In the field of work motivation in relation to absenteeism some psychologist studied the work motivation as a whole and the some other studied it's variables.

A primary factor capable of influencing attendance motivation is the nature of the incentive or reward system used by an organisation. Several aspects of the reward system have been found to influence attendance behaviour.

When perceptual measure of pay and pay satisfaction are used, mixed results were obtained. Patchen (1960) found inverse relationship between pay satisfaction and absenteeism. The same results were found by Dittrich and Carrel (1979) and

In contrast, when actual rates were studied. The results were more definite. Beatty and Beatty (1975), and Bernardin (1977) found a direct inverse relationship between wage rate and absenteeism.

Lawler and Hackman (1969) experimentally introduced a bonus incentive plan to reward group attendance among a sample of part-time blue collar employees. The bonus plan were found to have better attendance record than those not working under the plan.

Hackman and Lawler (1971), Hackman and Oldham (1976), Vroom (1969) reported that person's higher order needs are important factor that influence job satisfaction.

Singh and Kumari (1988) also found high positive correlation between job satisfaction and overall work motivation.
Mann and Baumgartel (1952) conducted a study to find out the relationship between absenteeism and job satisfaction. The result indicated that job satisfaction is negatively correlated with absenteeism.

In a steel plant Sinha (1961) found a significant negative association between the rate of absenteeism and job satisfaction among the workers. Misra (1965) in his study also found negative relationship between job satisfaction and absenteeism.

Sinha and Nair (1965) conducted a study in a light engineering plant in South India. They noted a close relationship between the index of job satisfaction and absenteeism. The study revealed that low absentee workers are significantly more satisfied with their job. The investigation bring out sufficient evidence to show that job satisfaction is an important factor governing absenteeism.

Further, Yuçelt and Ugur (1982) investigated the relationship of absenteeism and job satisfaction and fulfillment of A H Maslow’s hierarchy of needs and pointed out
that low pay, in efficient supervisors and dissatisfaction among co-worker were attributes of high absenteeism among blue collar workers.

Where, Brooke and Paul (1989) found that job satisfaction has the negative effect on absenteeism. Randellfar (1979), Singh and Kumari (1988) found no relationship between job satisfaction and absenteeism and above all Barrott and Rogers (1979) found that job satisfaction is positively related to absenteeism.

Some researchers have studied work motivation as a whole in relation to absenteeism. The conceptual model of steers and Rhodes (1978) suggested that an employee's attendance is largely a function of two important variables, an employee's motivation to attend, second an employee's ability to attend, when an employee enjoy the work environment and task that characterize his or her job situation than employee have a strong desire to come.

Ilgen and Hollenbock (1977) found that intrinsically motivated individuals would be less likely to have either excused or unexcused absences because of their positive internal feeling about work.
Mitra and Bhattacharya (1983) investigated the association between the intensity of motivation and the degree of occupational withdrawl (absence, lateness, and leaving the job early). This study tested V.H. Vroom's hypotheses that the higher the motivational force, the lower the frequencies of record absence, lateness and early leaving, using 56 skilled workers as sample.

Pandey (1983) revealed that with high achievement motivation performed their job more effectively than those with low achievement motivation and feel satisfaction and this satisfaction was reflected in their "off the job" satisfaction. On which they differed significantly from the employee with low achievement motivation, than the high motivated are more absentee.

Klienback & Schmidt (1983) also revealed that there was relationship between motivation and absenteeism. But he could not found that it was reliable that all the motivational variables are responsible for employee absenteeism.

Blood (1984) also suggest that the absenteeism is function of motivational processes extent in work and non work domains.
Blau (1985) found out that extrinsic motivation (promotion, say etc.) are negatively related to unexcused absence. Michael (1987) also suggested that staff attribution and worker motivation have contribution in hourly earning and attendance.

Fishman and Mark (1988) have found that dominate motivation is strongly related to employee absence in a unit and it was also found in both blue color and white color workers.

On the other hand Singh and Kumari do not find any relation between work motivation and employee absenteeism.

**ABSENTEEISM AND ANXIETY**

Another variable that can be related to absenteeism is anxiety there are some evidences of this relationship.

Sinha and associates (1954) found that anxiety has significant affect on absenteeism rate of employees.

A long study of Fraser (1947) on 8000 male and female workers, showed that more than 10% of workers suffered from definite and disabling neurotic illness and 20 percent from
minor form of neurosis during the course of six months. Neurotic illness was also the cause of 25 to 33 percent of the total absence.

Work on role theory have emphasized the importance of role stress and conflict, as an important variable in work behaviour. Miles and Parrault (1976) for example found substantial evidences that role conflict is associated with job related tension and reduced job satisfaction.

Steers and Rhodes (1978) also with the view that high level of stress is responsible for high number of "off the job".

Raitasola and Raino (1979) revealed in their study that 2.3% of absence was due to psychosomatic disorder. Bernardin (1977) in the study "personal factors in relation to absenteeism" found that anxiety have positive significant relationship with acute absenteeism. Same result were found by Melbin (1961), Pocok (1972), Sinha (1963), Sergan & Taylor (1972).
Bhatia and Valecha (1981) also found out that frustration, stress, anxiety are responsible for employee absenteeism.

Further Trivedi and Sirivastava (1981) pointed out that high job anxiety is positively related to greater absenteeism rate and low anxiety leads to low absenteeism.

Killer and Rober (1984) also explained that low performer individuals who perceived their job as stressful, those who had an internal locus of control, orientation of the problem of the attribution the causes of their problem to themselves or those who had limited responsibilities for children tended to be famine candidate to leave the job situation.

Tucker & Larry (1987) surveyed 7764 male employees and found that both stressful life events and situation of perceived stress are related to absenteeism.

Baba and Vishwanath (1990) found that life stress were significantly predictors of absence frequency.
On the other hand, in a field study Goff and Jaminson 1990 found that less work and conflict was related to lower level of absenteeism.

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