CHAPTER V
RESULT AND DISCUSSION
The present investigation was designed to study the effect of anxiety and work motivation of workers upon their absenteeism. For this purpose a 3x3 factorial design was employed.

The data collected revealed that working days of workers of both the companies were different. So it was difficult to apply any parametric test for its statistical analysis. Due to this reason the raw scores were first converted into percentages and these percentages were further equated to angles in degree with the help of table L (Guilford 1987).

The first independent variable employee anxiety was taken at low, moderate and high levels, where as second independent variable work motivational level was varied at three levels. In this way there were total nine groups with different combinations. The mean score of the total absence of workers of all the nine groups are shown in table (2).
LOW MODERATE LEVEL OF ANXIETY

**FIG 3**: SHOWING THE ABSENTEEISM SCORES OF WORKERS WITH LOW, MODERATE AND HIGH ANXIETY LEVELS
LEVEL OF WORK MOTIVATION

FIG 4: SHOWING THE ABSENTEEISM SCORES OF WORKERS WITH LOW, MODERATE AND HIGH WORK MOTIVATION LEVEL

MEAN ABSENCE SCORES

LOW  MODERATE  HIGH

16.91  16.78  17.01
Table-2

Employee anxiety

<table>
<thead>
<tr>
<th>Work Motivation</th>
<th>Low</th>
<th>Moderate</th>
<th>High</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>16.66</td>
<td>15.31</td>
<td>18.96</td>
<td>16.91</td>
</tr>
<tr>
<td>Mod.</td>
<td>16.73</td>
<td>15.02</td>
<td>18.60</td>
<td>16.78</td>
</tr>
<tr>
<td>High</td>
<td>16.71</td>
<td>15.42</td>
<td>18.92</td>
<td>17.01</td>
</tr>
<tr>
<td>Mean</td>
<td>16.70</td>
<td>15.25</td>
<td>18.76</td>
<td></td>
</tr>
</tbody>
</table>

Where LA=low anxiety, MA= Moderate anxiety, HA=high anxiety LM=low work motivation, MM= Moderate work motivation HM=high work motivation.

Obviously, the Mean scores on absenteeism are different for low, moderate and high levels of anxiety which are 16.70, 15.25 and 18.76 respectively. These mean scores have been graphically depicted in fig.-3.

The mean absenteeism scores of the workers differed as a result of their work motivational level (low, moderate and high) which are 16.91, 16.78 and 17.01 respectively. This difference is clear from fig. 4 in which these means scores have been graphically depicted.
To test the significance of the difference among these mean scores two way 'ANOVA' was employed and obtained F values are summarized in table 3.

### Table-3

**Summary of the two way analysis of variance**

<table>
<thead>
<tr>
<th>Source of variance</th>
<th>Degree of freedom</th>
<th>Sum of squares</th>
<th>Mean squares</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between anxiety</td>
<td>K-1 (3-1)=2</td>
<td>186.53</td>
<td>93.265</td>
<td>72.29*</td>
</tr>
<tr>
<td>Between work motivation</td>
<td>(K-1) (3-1)=2</td>
<td>.81</td>
<td>.405</td>
<td>0.31</td>
</tr>
<tr>
<td>Interaction work motivation x anxiety</td>
<td>df 1st x df 2nd 2</td>
<td>105.06</td>
<td>26.265</td>
<td>20.36*</td>
</tr>
<tr>
<td>with in groups</td>
<td>N-K 90-9=81</td>
<td>104.51</td>
<td>1.29</td>
<td></td>
</tr>
</tbody>
</table>

* Significant at .01 level.

It is clear from the above table that the F value for anxiety is 72.29 and it is highly significant at .01 level. It shows that high anxiety of the worker affects his absenteeism rate. So there is a significant difference between absenteeism behaviour at different anxiety level.

To find out that which group is significantly different from each other Multiple Duncan's Range test was applied between absenteeism behaviour of low, moderates and high anxiety level workers. The obtained values (appendix C-1) revealed that all the possible combinations between three
FIG 5: SHOWING THE RELATIONSHIP BETWEEN ANXIETY AND ABSENTEEISM
means were significantly different from each other. So this assures shows that the employee anxiety has its significant effect on absenteeism behaviour.

While depicting the mean absenteeism scores of low, moderate and high anxiety groups graphically (fig-5) it becomes clear that there exists a U shaped relationship between employee anxiety and absenteeism. The workers with moderate level of anxiety are likely to be less absent from their work in comparison to workers with low and high anxiety level. Hence the first hypothesis stating that there would be U shaped relationship between anxiety and absenteeism is hereby verified. These findings are in line with that of Steers and Rhodes (1978) who reported that a significant relationship exist between anxiety and absenteeism.

Mohanty (1982) while emphasizing the U shaped relationship which exist between these two variables explained that the moderate degree of anxiety serve the adoptive purpose, elevating general arousal to a state where the person is more alert sensitive and better prepared to meet the dangers of life. The very high and very low anxiety have adverse effect upon the employee’s aspiration level. The
extreme degree of anxiety interferes with perceptual and thinking processes while disrupting the efficient operation of the ego. Very low level of anxiety makes the individual lethargic which results in their shirking behaviour from their work.

From the table-2 it is clear that F value for second variable i.e. work motivation of the workers is 0.31 that is statistically insignificant even at .05 level. It shows that work motivation of the worker does not effect his absenteeism rate. But from fig-4, in which the mean absence scores of the three low moderate and high work motivation groups have been plotted, it is apparent that workers absenteeism is different in relation to its level of work motivation. Since this difference is statistically insignificant. So the second hypothesis stating that there would be inverse relationship between work motivation and absenteeism has not been supported by the present findings.

The second hypothesis of the present study was based upon the presumption that the work involvement influence the absenteeism behaviour. More the work involvement less would be the absenteeism rate of the worker. In other words, work
involvement determines the level of work motivation of the worker. Employees with high work motivation have fewer absences and the major reason is that they believe that work activity is an important aspect of life. They feel morally obligated to work. Because of such a strong work ethic, they are highly involved in their work and consider it a duty to come to work regularly. They are absent from the work only when they have a solid reason to be absent.

On the other hand, work motivation is also related to employees' values and expectations. People come to work with differing values and expectations, that is they value certain features in a job and expect these features to be present to a certain degree. If these features are present in the job, they become involved in it but if the work they are doing lacks those features, they lose their involvement in work which result in decrement in their work motivational level. This leads to the lack of attachment to work, which is an important cause of casual absence.

Had the F value for this factor come to be significant, the importance of work motivation which seems to be very crucial in absenteeism, a burning organization problem,
FIG 6: SHOWING THE INTERACTION EFFECT BETWEEN ANXIETY AND WORK MOTIVATION ON ABSENTEEISM
could be digged out. But the present findings did not support this presumption that the high work motivational level would reduce the absenteeism rate and vice versa.

These results are in line with findings of Singh and Kumari (1988) who also found an insignificant relationship between work motivation and absenteeism. But these findings do not collaborate the findings obtained by Ilgen and Hollenbock (1987). According to them a cerollary prediction would be that intrinsically motivated individuals would be less likely to have either excused or unexcused absences because of their positive internal feeling about work.

The F value for interaction of work motivation and anxiety is also highly significant at .01 level. So the effect of one variable on dependent variable is as a result of acceleration of other variable. These results have also been shown graphically in fig-6. So the third hypothesis stating that there would be interactive effect of work motivation and anxiety on absenteeism has been verified.

In the light of the importance of these variables, the effect of interaction of these variables between the possible mean pairs was tested by employing Multiple Duncan’s Range
Test. The obtained values are summarized in (appendix C-2). This shows that some of the mean pairs also had significant differences on total absents. As group HA/LM differs significantly from group MA/MM (appendix C-2). The level of anxiety and also the level of work motivation are different in both the groups, so the significant difference in their means could be attributed to interactive effect of both these variables. Similarly the groups LA/LM and HA/MM differs significantly (appendix C-2). Here again in both the groups, levels of both the variables are different and this indicates the interactive effect of anxiety and work motivation on absenteeism rate. The presence of interaction between these two variables is also pointed out by significant difference of mean of MA/LM and LA/MM (appendix C-2)

The sample for the present study was taken from two companies Super Seal Ltd, an Indian Company and Escorts Tractor Ltd. Ford has foreign collaboration of Germany and Italy. So it was the matter of great interest to compare the absenteeism behaviour of the workers of these two companies as a result of their work behaviour (anxiety and work motivation). For this purpose t-test was employed on their
Fig 6: Showing mean work motivation scores of workers of Escort Tractors Ltd. and of Super Seal Ltd.

Fig 7: Showing mean anxiety scores of workers of Escort Tractors Ltd. Ford and Super Seal Ltd.

Fig 8: Showing mean absence scores of workers of Escort Tractors Ltd. and of Super Seal Ltd.
mean absenteeism, anxiety and work motivation scores. These mean scores have been graphically depicted in fig. 6, 7 and 8 respectively.

Table 4
Showing the t-values for absenteeism employee anxiety and work motivation scores of super seal ltd. and Escorts Tractor Ltd. ford workers.

<table>
<thead>
<tr>
<th></th>
<th>t-values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absenteeism</td>
<td>2.93*</td>
</tr>
<tr>
<td>Employee anxiety</td>
<td>2.65*</td>
</tr>
<tr>
<td>Work Motivation</td>
<td>0.76</td>
</tr>
</tbody>
</table>

* Significant at .01 level.

From the table 4 it is clear that ‘t’ value is significant for the absenteeism and for anxiety factor. It means workers of these two companies significantly differ on their absenteeism and anxiety level. So the fourth hypothesis in which it has been stated that the absenteeism behaviour of the workers of Indian industries and industries collaborated with foreign agencies would be different as a result of their different work motivation and anxiety levels has been partially verified.

Leaving apart the significance of difference, if we compare the mean absenteeism, work motivation scores and
anxiety scores of the workers of these organization the absenteeism rate is less in Escorts. Work motivation level is higher in comparison to super seal ltd (fig. 7) while going through in the depth of literature it has came in light that absenteeism behaviour of the workers are influenced by four major factors:- (a) organizational wide factors. (b) Immediate work environment factors. (c) job content factors and (d) personal factors.

Organization-wide factors are those which affect individual that are primarily determined by persons or events external to the immediate work groups, pay, promotion policies and organization size. The finding of a study indicate that turnover rates were fairly constant among organization of varying size while absenteeism was significantly higher in larger firms than in smaller ones. Pay and personal promotion gives an idea of perceived equity and met expectations which determines the degree of satisfaction or dissatisfaction that reciprocatively affect the absenteeism behaviour.

Immediate work environment factors are instrumental in the decision to withdraw centers around the immediate work situation in which the employee finds himself. Brayfield and
Crockett (1957) found the negative employee attitude towards their job context (especially at the lower levels) were significantly related to absenteeism and to a lesser extent to turnover.

Job content factors which comprised of overall reaction to job content, task repetitiveness, job anatomy and responsibility and the role clarity. There is a positive relationship between turnover and dissatisfaction with the content of the job. But more specifically both absenteeism and turnover are positively associated with task repetitiveness.

Personal factors e.g. age, tenure with the organization, similarity of the job with vocational interest, personality characteristics and family considerations which have a significant impact on the problems of absenteeism and turnover. Age is positively related to absenteeism where as no such relationship has been found for tenure, job requirements and vocational interest and personality traits. But apparently the possession of more extreme personality traits may lead to an increased tendency to leave the organization and a tendency exist for employees manifesting very high degree of anxiety, emotional instability, aggression, independence, self
confidence and ambition to leave the organization at a higher rate than employees possessing such traits in a more moderate degree.

These factors affecting the employee absenteeism reveals a multiplicity of influences on the decision and ability to come to work. Except personal factors and more precisely personality characteristics of the workers, other factors e.g. organization wide factors, immediate work environment factors job content factors are different in these organization which are having the different background. Since the absenteeism and anxiety scores are low for Escorts workers, it can be inferred that the working conditions, facilities and other incentives offered by Escorts make these employes more satisfied with their job in comparison to the Super Seal Ltd. It is also possible that the failure by and large to meet ones, expectations on the job would lead to increase between such expectation and reward may be necessary for an individual to decide to quit than to simple decide not to come to work on a particular day.

Having less employee anxiety shows the high involvement of the worker in his job which lead to the fewer absences due
to the reason that the workers believes that the work activity is an important aspect of life. People come to the work with differing values and expectation, that is, they value certain features in a job and expect these features to be present to a certain degree. If these features are present in the job, they become involved in it by increasing their intrinsic job motivational level and at the same time reducing anxiety upto the optional level.

While surveying, it was found that Ford company is providing a good salary, more bonus and production based incentives to its workers. A free transport was available for coming to company and free medical services for workers and his family. Above all it is laced with ultra modern and sophisticated machines with safety devices which ensure the safety of workers life whereas the other one was not providing upto this extent. In this type of setting, where the worker is satisfied with working conditions, where his expectation are being met by the job, where his relationship with superiors and workers is good, where he gets opportunities for advancement, where he gets financial and non financial incentives, leads to the high intrinsic job motivation which determines the low absenteeism rate.
In this light, fourth hypotheses predicting that the absenteeism behaviour of the workers of Indian industries and industries collaborated with foreign agencies would be different as a result of their different work motivation and anxiety levels has been partially supported.

It is immature to comment that the workers of the Indian companies which do not get foreign financial assistance are not getting proper working environment, salaries or incentives due to the reason that are not satisfied with their job. As a result their anxiety and work motivational level lower down, which further affect the related absenteeism behaviour. There are very few evidences that the employees of the companies with foreign collaboration are not well adjusted in their working conditions. Though the present investigation found the significant differences among the employees of two different organization having different back ground on their absenteeism behaviour and anxiety level, but the size of the sample was quite small. But still a perfect comparison could have been made by conducting this study on a large sample in the light of present findings.
At this stage of discussion it can be concluded that work attitude is reflected by the worker's in anxiety and work motivational levels which are different in the different type of organizations. These in turn, affect their working behaviour and they try to avoid the working situation on every possible excuse which leads to high absenteeism.

Before closing down the discussion on the obtained results we may sum up the main aim and findings of the study. The present study was designed to study the effect of level of employee's anxiety and work motivation on absenteeism. The results indicated that only employee job anxiety affected the absenteeism and work motivational level was in effective.

Present work gives an idea about, how anxiety and work motivational level lead to a major problem of high absenteeism in industries. These findings might be used to guide applied efforts to manipulate the most effective level of anxiety and work motivation. Workers should not be taken as just means of production but they should be treated as human resources which are to be fully developed and utilised. Organizational resources should be utilized to make working life more comfortable. Not only the working life but worker's overall
life should be taken into account. It is crucial for policy makers to recognize that the non work lives of the workers are also very important as it has strong influence on working life. A major focus should be placed on different expectation levels of employees at the time of entry into the organization and the extent to which these expectations are met or altered over the course of employment.

Some suggestion for the future researches are as follows:-

1. For confirmation of the present results the present work should be replicated in different organizational climate with large size of sample.

2. The further studies should be conducted by including some other components such as safe and healthy working conditions, educational and health benefits, social integration in the work organization, social relevance of work life etc.

3. The absenteeism could further be studied in relation to QWL (Quality of working life).
4. The absenteeism behaviour should be further studied in relation to P-E fit (person environment fit) other than employee anxiety and work motivation.

5. Most of the studies in the field of work attitudes and absenteeism behaviour have been conducted on Blue collar workers. White collar workers should also be made focus of research and a comparison between the working behaviour of white collar and blue collar workers should be made. The factors that affect the difference in their working behaviour should be highlighted.

6. Since the absenteeism behaviour is influenced by personal as well as the cultural factors, the absenteeism data of the workers should be gathered for more sessions to ensure that in which quarter of the year the workers prefer to be away from their working set up.