CHAPTER I
INTRODUCTION
Industrial psychologists are constantly trying to promote productivity in the industry and efficiency in the men who make it. One can postulate the notion that productivity is a consequence of the total effects of various individual and suitable variables. Since the development of industries and technology, different terms like need strength, work motivation, job involvement, job satisfaction, job anxiety, performance and absenteeism have been the related topics of research. These variables seem to have been receiving considerable amount of theoretical as well as empirical attention of the researchers in the recent years. Attempts to interpret these variables have also led to theoretical statements. Several investigation laid considerable emphasis on factors such as work motivation, anxiety and absenteeism.

Industrial psychologist are now a days showing much interest in the conditions which make a worker effective in the job. If a person is competent, but devoid of motivation his mere competence may not produce the desired results. This expression can be used to display, the relationship which is seen between the performance and ability as well as motivation.
Motivation represents an unsatisfied need which creates a state of anxiety or disequilibrium, causing the individual to move in a goal, directed pattern towards reporting a state of equilibrium by satisfying the need. Work motivation occurs when an individual perceives an opportunity to gratify an active need through job related behaviour.

Thus work motivation creates conditions where people show high zeal, initiative, interest and enthusiasm at any work with absence of responsibility, loyalty discipline, pride and confidence to effectively achieve the goals of an organisation. There are some motives which are related to the work activity itself and others which stem from external and contextual factors. Intrinsic motivation refers to the motivation to perform task or activity when no apparent reward is received except a direct involvement with the task itself. The concept of need refers to these conditions which are required to sustain life and well being of a living organism.

Absenteeism

The concept "absenteeism" refers to the workers absence from his regular task when he is normally scheduled to work. It has been defined as the failure of workers to report on the job when they are scheduled to work, that is when they are
actually on the pay rolls. This include time lost because of illness and accident and time away from the job due to personal reasons whether authorized or unauthorized. A worker is to be taken as a person who is a regular employee and is not a casual.

The term 'absenteeism' as used in the context of fixed weekly work schedule in factories or offices, usually refers to employee absence that occurs without suitable notification of the employer and without official sanction by medical confirmation of illness. The term itself suggest that much absence from work is voluntary and "avoidable" the result of a decision taken by the employee is disregard of daily work obligation. Absence of this kind may be interpreted as a relief from pressures or even an aggressive act or a retaliation, it may be an occasional choice of more attractive activities outside of the work place.

Absenteeism lacks a uniform definition and is generally understood differently by different persons. Thus as pointed out in the labour investigation committee Report (1940) the figures available are not always comparable.
Gibson (1966) attempted to explain some of the main features of absence behaviour by means of the notion of an informal contact.

According to the U.S.A. Department of labour, absenteeism is the absence of a worker during full shift that he is scheduled to work. Ankalikar (1954) considers it as unauthorized absence of the worker from the job.

The labour department of the Government of India, in a recent circular issued to the provincial Government, was given a more precise and comprehensive definition of absenteeism, defines absenteeism as remaining absent from work.

In the industrial field, absenteeism needs a more restricted connotation. It is thus the total number of workers absent expressed as a percentage of the total number of workers employed. Absenteeism is more technical 'jargon may be defined' as the ratio of the number of production man days or shift lost, to the total number of production man days or shifts scheduled to work.

For calculating the rate of absenteeism, the number of person's scheduled to work and the number actually is
required. A worker who reports for any part of the shift into be considered as present. An employee, is to be considered scheduled to work when he has work available and is aware of it, and when the employer has no reason to expect well in advance, that the employer will not be available for work at the specified time.

In general the measurement of absence can be expressed as a ratio of the total amount of time-lost through non attendance to the planned working time (excluding overtime). Rate of absenteeism has been defined as the total man shift lost because of absence as a percentage of the total number of man shift schedule. Thus for calculating the ratio of absenteeism we require the number of person scheduled to work and the number actually present.

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\text{Authorized loss of man days/ unauthorized loss of man days} \times \frac{\text{100}}{\text{Total available man days}}
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The rate can be calculated for a specific time period, a year, month or week. Now it has become a phenomenon to calculate it taking one month as the unit of time. The absence rate is a useful concept as it can be easily calculated and compared in the same measure with the other unit or department
with in units. It can be used to indicate trends in absence rate and is relatively easily translated into loss in production.

The Israeli Productivity Institute (1965) has given the most appropriate measure of absenteeism, a worker who was not present for more than half a day when the firm was in operation was considered absent. Two absences were recorded for a worker who was absent one day and one the next day was absent again. An employee who was absent from work for several consecutive days, where part of his absence was due to one reason, while the rest was due to another reason, recorded the absence although the absent days were of the continuous duration.

One very important and primary distinction must be made between authorized and unauthorized or voluntary and involuntary absences. It seems sensible to try to distinguish between absence that involve choice and those do not. A main reason for the interest shown by social scientists in incidence from work is that some absences are a direct manifestation of a decision by an employee to withdraw from the work situation. Some social scientists have defined voluntary absence
in managerial terms. Behrend (1959) defined voluntary absence as "The practice of worker failing to report to work on some slight excuse or other, or none at all." But leaves answered the question of who is judge whether certain absences are "excusable" or not.

Rhodes (1978) defines voluntary absence where the individual does not exercise choice. He identify at least three kinds of unavoidable factors that leads to absenteeism, illness and accident, family responsibilities and transportation problems.

In general, authorized absences are those absences which are sanctioned by the office and unauthorized absences are those absences in which worker do not come to the work situation without prior information and that effect the production.

Absenteeism is one of the major problem of wastage in Indian industries. In the manufacturing industries in 1968, a little over 8.0 million man days were lost due to absenteeism and 17.3 million due to strikes and lockouts (against 55.1 million mandays worker) This means that in any calendar month, our factories work for sixteen days and close for fourteen
days (Sunday included). The average rate of absenteeism for all industries in India works out at 14.6 percent. In some industries and regions the rate was much higher (For Bombay textile and engineering 22.2 percent and 18.2 percent respectively in 1968, for cement in Bihar 18.5 percent in Dec. 1969, for plantation in Mysore 22.1 percent in 1968). These rates compare very unfavourable with those in other countries.

The Global experience reveals that with greater industrialization, improved standard of medical care, better working conditions and higher income levels, the rate of absenteeism tends to decrease. However, the suitable statistics in India do no show any decrease in the rate of absence during the past two decades. But this too lead one to conclude that the experience of western countries does not seen relevant to the Indian situation.

On the other hand it is estimated that over 400 million work days are lost in the united states every year due to employee absenteeism (Yolles 1975). In many industries daily blue collar workers absenteeism runs as 10% of the work force. The estimated total cost of absenteeism in U.S. is 26.4 billion. Even if the more minimum wage rate is used the annual
cost of absenteeism is $8.5 billion. Clearly, the phenomenon of employer absenteeism is an important area of empirical research and management concern.

The problem of absenteeism is intimately linked to production. Unless an organisation is over staffed, the absence of an employee will result either in a loss of production or else impose an additional strain on those present. Output must be lost, unless the remaining labour force compensate by producing more. This will probably involve producing at higher costs, if over time has to be worked or if strain is increased on human or capital factors which may result in break down in the future spectacular occurrence of mass absenteeism, receive the most attention but the losses resulting from sensational but regular unpredictable short absence can be equally damaging.

If proper attention is not paid to the cost of absence, overtime allowances can develop into a running racket, resulting in such a way that more will work less for illegitimately higher gains. This will unsettle the simple, honest workers, who may themselves be tempted to go the wrong way. Apart from monetary losses, there were also be more
FIG. 1
MODEL SHOWING VARIOUS LEVELS OF ABSENTEEISM IN AN ORGANIZATION
harmful loss of control and discipline and an erosion of supervisory and managerial authority at the shop floor level. In India certain amount of worker absence as well as absenteeism is unavoidable. The legislator sanctioned like earned leave casual leave end sick leave should be introduced in Indian Industries.

Further there always remain situation when a worker stays always from work if even if he does not get, or is unable to get earned leave, casual leave, sick leave. All these contingencies need to be provided for the size of work force maintained on the pay role of an enterprise. Roughly it might be necessary to have a work force strength which is about nine percent in excess of actual requirement.

A study of the structure of absenteeism in any enterprise will reveal that absenteeism follows a concentric pattern as shown in diagram (fig. 1).

It is clear from the fig.1 that the absenteeism found on the outer circle is more or less unavoidable as it represents a natural behaviour. Some persons are likely to be absent one or other time. The chronic absentees constitute the core or nucleus of the pattern. They represent every smaller
number, but remain absent so often and far so many days that it inflates the rate of absences and absenteeism. The chronic absentees display a deviant pattern of behaviour and less amenable to administrative action. Studies have shown that they have come into the enterprise due to faulty selection. The chronic absentees workers should be carefully located and counselled to charge their behaviour or be separated from the organisation in favour of a more suitable placement else where.

In between the outer circle and the nucleus, there are many other circles that represents different frequencies of absence though not chronic deviant behaviour. All such cases are likely to be amenable to change and improvement provided they are suitable induced to do so, various measures could be suggested to provide motivation for the behavioural changes of absentee worker on the desired lines.

It is well established that the phenomenon of absenteeism has never been due to a single factor. Even though some studies were conducted with an attempt to identify single responsible factor. Most of the investigation proved that absenteeism was due to a number of variable with regard to the
broad classification of variables in relation to absenteeism.

An analysis of the various studies on absenteeism indicates that the absenteeism and turnover have led to four important conclusions first ineffective and inadequate selection and placement procedure encourages round pegs in square holes. As a result there is unnecessary wastage of human power and energy and dissatisfaction in job. Obviously absenteeism may be reduced in industry by careful selection and by shifting men to work jobs to which they may be better filled.

Second, is the excessive industrial fatigue - During the second world war it was noticed that over work loading to excessive fatigue increased the rate of accident. Heavy pressure of work leads to frequent illness and hence the employees searches for a new job. Hours of work should be therefore, reduced in the factories and frequent optimum rest pauses should be given as and when necessary.

Third is the unsatisfactory working conditions, in which poor illumination and ventilation, lack of housing, canteen refreshment and shopping facilities not only creates unpleasantness in the social climate of the factory but also
accelerate poor attitude and low morale among the employees. Dissatisfaction thus leads to dislike of work and absenteeism become obvious consequences. Thus any improvement in the physical condition of the factory will not only reduce absenteeism, but also turnover.

Fourth is the poor supervision. The studies conducted in western electric company famous as the Howthorne studies have already reflected what an important role the supervisors plays in the factory with its tremendous impact upon the attitude and morale of the employees. It has been indicated in the Howthorne studies that absenteeism was reduced from 15 percent to 3 percent due to good supervisory and judicious dealing.

By analysing the various studies in general we can classify the incidence of absenteeism into (i) personal factors (ii) inplant factors (iii) attitudinal factors (iv) other factors related to community and social causes.

Most of the research studies have identified personal factors like sex, age length of service indebtedness etc. Personal factors and their relationship with absenteeism as identified by different researchers. The united Bureau of
Labour Statistics (1948) revealed that as the age and experience of the worker increases, absenteeism decreases, less workers to be more absent and highest record of absenteeism was found of 18-34 years age group. Perhaps workers with long service are adjusted with the job and have greater satisfaction.

Absenteeism in the cases of women, and especially married women can be due to many other factors such as home responsibilities child care, care of sick husband and in laws etc. Moreover working wives have to work long hours at home, in comparison with their male counterparts because of existing social system. As a consequence, they remain absent from work.

Kurt lewin during his visit to Harvard Plant expressed the view that the most of the absenteeism might be caused by feeling of failure on the plan of the employees who quit the attainment i.e. between increased desire to search the standard seemed to be responsible for this sort of feeling of failure.

From this stand point it is not only important but also essential to find out these causes and may be broadly divided in to inplant, community and social causes.
The inplant causes which are responsible for absenteeism inside the factories are personality, individual maladjustment, job dissatisfaction etc. are of vital importance in influencing absenteeism in industry.

The factors responsible for absenteeism are based on characteristics of personality and attitude which are in way related to individual skill and efficiency. Further, whatever the apparent causes of absenteeism may be in each specific case, it present evidence of lack of occupational adjustment, this lies at the core of personal factors. In a study it was found that 21.2 percent of all absence was due to sickness of employee and due to nervousness and fatigue.

The workers with a high absence rate is usually maladjusted, develop anxiety and that a small percent of the employees accounted for a large share of total time lost. Bashford on account of his survey depicted that 10 percent of sickness absence among the workers was originally due to nervous illness.

Among other findings it was noticed that absence from work frequent among ineffective use of skills, inadequate
training programme, in adequate incentive system, ineffective grievances, low moral, lack of job satisfaction and poor employee relation are important determined of absenteeism.

Community and Social Causes — war experience have shown that inadequate housing and transport facilities keep the worker away from the work. So the workers should be provided with suitable conveyance facility to reduce the rate of absenteeism and shopping facilities leads to frequent absence from work, lack of hospital facilities for treatment also leads to absenteeism.

The seasonal causes the cultivation season, the marriage season, amusement and religious festivals also leads to absenteeism especially in the case of Indian factory workers. There is no remedy for these seasonal causes of except that constant record of absenteeism may enable the management to reserve extra hands during season period. So that there will not be much more loss to management.

Above all a conceptual model of employee attendance in work organisation based on 104 empirical studies was present by steers and Rhodes (1978) and suggested that an employee attendance is largely a function of two important variable.
FIG. 2

3. Personal characteristics
   Education
   Age, Sex, tenure etc.

2. Employees values & job expectancies

1. Job situation
   Job scope
   Job level
   Role stress
   Group size
   Leader style
   etc.

4. Satisfaction with job situation

6. Attendance Motivation

7. Ability to attend illness & Accident,
   Family responsibilities
   Transportation problem

5. Pressure to attend Economic
   /Market condition, Incentive, work group
   norms, organizational commitment

8. Employee Attendance

EMPLOYEE ATTENDANCE MODEL BY STEER'S AND RHODES
First an employee motivation to attend the job and second, employee ability to attend. Both of these factors are included in the systematic diagram presented in figure No. (2). A fundamental premise of the model suggested here is that, an employee's motivation to come to work represents the primary influence on actual attendance. Evidence indicates that motivation is determined by combination of (a) an employee's effective responses to the job situation and second, various internal pressures to attend.

If a worker cope with job situation like job scope, job level, role stress, group size leader style etc. then he will enjoy the work environment and he has a strong desire to come to work. If an employee do not cope with job situation he would show the absence behaviour. These variables influence the attendance motivation behaviour.

An important variable that influence the attendance motivation is "pressure to attend". These pressures may be economic, social or personal in nature. Specifically at least five major pressures can be identified (a) economic and market condition (b) Incentive / reward system (c) work group norms (d) personal work ethic and (e) organizational commitment. The
General state of the economy and the job market place constrains on one's ability to change jobs consequently, in times of high unemployment, there may be increased pressure to maintain a good attendance record for fear of losing one's job.

Several aspect of the reward system have been found to influence attendance behaviour. Most of studies found inverse relation between pay satisfaction and absenteeism. Further pressure for or against attendance can also emerge from one's colleagues in the form of work group norms. The members of highly cohesive groups view "coming to work to help one's co-worker" as highly desirable, hence job attendance is more attractive than absenteeism. Personal work ethic and organizational commitment also influence the employee attendance. If a worker believes that work is an important aspect of life then there would be good attendance record.

The next variable that affect the attendance, is ability to attend. If a person wants to come to work and as high attendance motivation, there are many instances where such attendances are not possible, that is, where the employee does not have behavioural choice. At least three such
unavoidable limitations on attendance behaviour can be identified. (a) illness and accidents, (b) family responsibilities (c) transportation problems.

The importance of the various factors in the model would be expected to vary some what a cross employee, that is, certain factors may facilitate attendance for some employee but not for others. One employee may be intrinsically motivated to attend because of a challenging job, this individual may not feel any strong external pressure to attend because he likes the job itself, where another employee, however, may have a distasteful job and yet may came to work because of other pressures. Both employee would attend, but for some what different reasons.

Work Motivation

Work motivation has been defined as an environment which effect the arousal, direction and maintenance of behaviour in pertinent work setting. It is like other types of motivation giving special attention to the behaviour psychologists to investigate the nature and operation of motives which affect the work behaviour and performance.
Perhaps the most striking aspect of the study of work motivation is the all-encompassing nature of the topic itself. Consider definition of work motivation that which energize, directs and sustain behaviour. Following such a definition it becomes rapidly apparent how many divergent factors can affect in some way the desire of an employee to perform.

Numerous attempts have been made to identify and classify the multitude of work-related motives. One of the most important results of these efforts came out in the forms of Maslow's (1954) need hierarchy theory. Though Maslow did not develop the theory specifically for work motivation, the implication of the theory for the work were speedily recognised and gained intense attention. Maslow proposed that employees needs emerge in a hierarchical fashion and it is important for the organization to satisfy their needs, failing which the employee may exhibit non-commitment which may result in the loss of productivity and effectiveness of organization. The needs that employee seeks to satisfy with the job in terms of manners in which he perceives his work environment satisfying or dissatisfying.
Five major theories in the field of work motivation, had been discussed:

1. Maslow (1954), McClellan (1965) and Atkinson (1972) have strong emphasis on the characteristics of the individual and the role played by personal need strength in the determination of work behaviour.

2. On the other hand, Hergberg (1957) chose to focus his theory on the nature of the task that individuals are called upon to perform. He advanced the argument that although work environment factors may be important, a much more influential factor in determining motivational level is, whether an employee has a job which allows for recognition, advancement, and achievement. Based on this notion, he held that the key to increased job performance and satisfaction lies in enriching jobs so that they provide opportunities for challenge and growth.

3. Locke (1970) has proposed theory of work motivation which focuses primarily on the interaction between task characteristics and personal aspiration level.
An important concept of work motivation is achievement motivation. The behaviour of achievement motivated individuals is commonly characterized by three features. First, achievement motivated people prefer tasks of moderate level of difficulty. Second, achievement motivated peoples prefer tasks for which successful performances depends upon their own efforts rather than upon luck. Finally, achievement motivated people demand feedback and knowledge about their success and failures to a far greater degree than do peoples who are low in achievement motivation.

Men work for various reasons some times for a combination of reasons and some times for different reasons at different times. In India, the majority of the people work for money, for livelihood and maintenance of family. Some may work for gaining good social status or position, to further professional attainment, freedom, challenge and a variety in jobs. The reason for work at various stages of working life may also change. A young graduate may enter a job initially for his livelihood and independence than for sex through marriage, then for improving on social position and recognition and so on.
Money or pay is the means to survival and livelihood. It also serves as means to social position, prestige, status, power, security, religious or missionary activities, recreational and outdoor activities and the like. The money, in the form of pay or earnings, gets, inseparably connected with needs motives of all sorts.

Incentives on the other hand are as major motives to the employee that originates in the environment. They may be positive or negative, depending on the orientation of the employee. A threat of losing the job for instance, will be looked upon as a negative incentive to work in order to keep the job, if keeping the job is important to the person, incentives are occasionally placed in the work environment to encourage workers to achieve goals. For example, management offers a salesman a bonus as an incentive to produce results through satisfaction of his needs of recognition and status as well as money.

When needs are fulfilled and motives are given full expression, the employee experiences satisfaction. Broadly, when motives are blocked from their expression, he experiences frustration or deprivation of need. For instance,
when employees have a need for social approval and self respect, but they are not allowed to participate in the decisions that affect them, then blocked motivation will produce frustration and will expose itself in apathetic behaviour.

The causes of strikes and other forms of labour unrest may be found in frustration resulting from blocked motives. Frustration may be expressed through the leader of rank and file workers, or for that matter by employees at any level. A group of employees may suddenly form a union or resort to strike and the management is taken by awe and surprise. The management usually believes that the employees have everything they deserve and they should be contented with their work and its conditions. But the causes may lie deeper and mostly in the frustration of social and psychological needs of employees.

One of the most important facts of a management's job is to identify and active employee motives consciously and constructively towards task performance. The variable affecting motivation can be found on three levels in organizational setting. First, some variables were unique to
the individual himself (such as attitude, interest, specific needs). Second other variables arose from the nature of job, level of responsibility and so forth. Third, still other variables were found in the larger work situation or organizational environment. Factors falling in the third category would include such things as poor group relation, supervisory practice, systematic reward, and organizational climate.

In order to bring about and maintain motivation of men at work in an organization a suitable basic approach and the series of actions which proceed from that approach is required on the part of managements. The human resource approach, which is balanced, flexible, and result-oriented approach, appears to provide the most suitable approach. The action areas like forecasting and planning of manpower recruitment and selection, performance appraisal and training and development are all part of that conscious effort to utilize the human resources. But motivation of employees is ultimately achieved through the effect of organizational environment developed by all these with effective leadership and establishment of interpersonal task-centered relationship at all levels and functions.
ANXIETY

Anxiety is a state of mental distress with respect to some anticipated frustration causing a feeling of uneasiness, apprehension and fear. Besides, Psychological disturbances like profuse sweating, rapid heart-beat and trembling are normal accompaniments. Anxiety lives in birth trauma and it more arises out of loss of love than lack of love.

The attitude of job satisfaction is determined by the degree of fulfillment of an employee’s needs on the job due to the presence or absence of certain job factors or outcomes such as salary, independence etc. But when needs are not fulfilled or when motives are blocked an employee experience frustration and develop anxiety. For instance when employee have a need for social approval and self respect, but they are not allowed to participate in the decisions that affect them, then block motives will produce frustration, anxiety, stress and express itself in apathetic behaviour.

The causes of strikes and other forms of labour unrest or loss of production in an organization may largely be found in anxiety resulting from blocked motives. The management usually believes that, they provide the workers every needful
things that they deserve. But the causes are not only the lack of these things but the causes may lie deeper and mostly in the anxiety due to frustration of social and psychological needs of employees. On the other hand an employee individually may show his anxiety through keeping himself away from the job situation, doing less work, quit off the situation in production period.

Moderate degree of anxiety resolve adaptive purpose, elevating General arousal to state where the person is more alert sensitive and better prepared to meet the dangers of life.

Research findings of Martin (1961) indicates that anxiety improves performance only up to a point. But after reaching a certain intensity it has adverse effects. It disrupts efficient operation of the ego, interferes with perceptual and thinking processes. Extreme degree of anxiety produces neurotic symptoms and immobilises the individual in toto. Constructive activity comes to zero point when there is extreme experience of anxiety.
Anxieties and frustration have become common experiences for the employees of modern industries and organisations. It has therefore, become important to study the effect of anxiety and frustration on employee behaviour.

History of organizational psychology reveals that practically no research have been conducted in this area. It has, therefore, remained much neglected area. Probably Sinha (1961) and Mohanty (1985) attempted first in India to study the effect of anxiety on behaviour of industrial employees.

Very high and very low anxiety have adverse effect upon the employee aspiration level. While extreme degree of anxiety interfere with perceptual and thinking processes and disrupts efficient operation of the ego, very low level of anxiety makes the individual lethargic and the motivation to inspire, learn and performance become very slim. If the goal is set at a lower level of anxiety, even if one has the ability to produce more, he automatically strive to produce less.

The goal should be clear and properly adjusted to the ability of workers. Performance could be more effective when
the goal setting is adjusted according to the level of ability and skill of the workers. This can be possible by reducing the level of frustration and extreme anxiety among the workers.

In modern industrial organisation, frustration and anxieties of the employees originating out of varied situational and personal factors in the life should be reduced as far as possible since these are not conductive to improved production and efficiency. Anxieties and uncertainties, conflicts and disputes between employees and management may be due to low pay, personal difficulties, weak inner abilities, disturbances in merit level, discouragement of inner potentialities. If a patient understanding sympathetic and to learn supervisors/managers can be more conductive to less frustration, greater security and self-esteem and a moderate degree of anxiety among the employees necessary for motivating one to perform.

With this we may now pass on to the next chapter dealing with relevant studies conducted in this area.