Chapter II

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In the present chapter a review of literature related to social adjustment and productivity has been presented. As far as adequate social adjustment of individuals in general and workers in particular are concerned multiple socio-psychic and occupational factors play a vital role in determining proper social adjustment of the individuals and workers which ultimately has an impact on productivity. Social Scientists have studied social adjustment of the workers and productivity from the point of view of their own discipline. The investigator has thus reviewed such works of social scientists which has the relevance either with social adjustment or with productivity.

Ganguli, H.C.¹ (1964), in order to study the percentage of Indian workers who are dissatisfied, combines the data from different industries in the Bengal Bihar Industrial belt. The entire pooled group consists of 1279 workers. According to his findings about 34 per cent of the workers are dissatisfied or highly dissatisfied as against about 23 per cent.

workers who are either satisfied or highly satisfied.

Ganguli's analysis hold that the importance of the factors in job satisfaction are related to the level of occupation as well as the field of occupation, higher the level of occupation higher is the job satisfaction. Higher satisfaction is favourable for conducive social interaction, lesser social problems and greater social stability. Job satisfaction does always go with higher productivity and lesser problems to the workers.

Mozina Stane\(^2\) (1972) studied the "Management Opinion on Satisfaction and Importance of Psycho-Social Needs in Their Jobs". The Psycho-Social needs refer to security, social esteem, autonomy and self-actualization of the managers in the job-situation. The findings of his study reveals that satisfaction is low with the needs concerning security and self-actualization and higher concerning social, esteem and autonomy needs. Lower satisfaction has been manifested by younger and higher educated managers.

Cooper Robert\(^3\) (1973) in the study on "Task Characteristics and Intrinsic Motivations", observes that four intrinsic task dimensions e.g. physical variety, skill variety, goal structure and transformations were linked to performance satisfaction, absenteeism and labour turnover.


Herbiniak Lawrence, G. and Rotemen Michael (1973) in their study on "A study of Relationship Between Need Satisfaction and Absenteeism Among Managerial Personnel", that there was a positive relationship between need dissatisfaction and absenteeism.

Kote, N.V. and Supe, S.V. (1973) examined "Motivation and Hygiene Factors in Job Satisfaction of Agricultural Officers". Their findings reveal that responsibility, achievement, work itself, ability, utilization, promotions, independence, recognition and administration, technical supervision, job security, personal life, salary and job status were the substantial job features that were attached to both feelings of job satisfaction and dissatisfaction.

Miller Jon and Sanford Labovitz (1973) studied "Individual Relations To Organisational Conflict and Change". They concluded that psychological factors (job-satisfaction, work tension), social relational factors (social rewards, social costs and status inconsistency) and extra organisational variables (family status, community involvement, professional loyalties) have a significant role in the adjustment of employees within the organisation.


Porter Lyman, W. and Steers Richard, M. 7 (1973) studied the "Organisational Work and Personal Factors in Employee Turn-Over and Absenteeism". According to their findings on a general level, overall job satisfaction was consistently and inversely related to turn over and organisation wide-factors, job related factors and personal factors were found to be related consistently to the withdrawal behaviour of the employees.

Thompson, D.E. and Richard, P.B. 8 (1973) in their study on, "A Case Study of Employees' Attitude and Labour Unrest", concluded that organisational policy, immediate supervision, pressure on job, peer relations, pay and fringe benefits, identification with the company, tools and equipment etc. were linked to the employee's attitude and labour unrest.

Costello John, M. and Lee Sanga, M. 9 (1974) studied "Needs Fulfilment and Job Satisfaction of Professionals". They have taken into account five needs e.g., security, Social esteem, autonomy and self actualization. Their findings reveal that 80 per cent sample of the respondents were satisfied with their social and security needs and


greatest dissatisfaction was found with their higher order needs e.g. esteem, autonomy and self-actualization.

Doyle P. Johnson10 (1974) examined "Social Organisation of an Industrial Work Group, An Emergence and Adoption to Environmental Change". According to his findings social informal organisation had a significant role in meeting organisational goal and socio-emotional adjustment and thus informal organisation were associated with lenient supervisory.

Flanagan Robert, J., George Strauss and Liyod Ulman11 (1974) studied "Worker Discontent and Work Place Behaviour". The findings of the study reveal that three reasons were important in the worker's discontent and working behaviour e.g. (1) change in Wage Level, (2) change in preference due to increased education and (3) Change in wage structure.

Hewett Thomas, T. and Others12 (1974) presented a study on "The Effects of Organisations Leadership Style and Number of Compatibility Upon Productivity of Small Groups working on Manipulative Task". Their findings reveal that compatible groups had higher productivity than incompatible,

11. Flanagan Robert, J., George Strauss and Liyod Ulman; "Worker Discontent and Work-Place Behaviour" Industrial Relations, 1974, 13, 2 May
Collaborative groups had lower productivity than non-collaborative groups and collaboration and co-ordination interacted in influencing productivity.

Wanous John P. 13 (1974) studied "The Relationship between Job Satisfaction and Performance". According to his findings the relationship between job satisfaction and performance was slightly positive but the direction of casualty was unclear when job satisfaction was split into extrinsic and intrinsic components.

Beatty, R.W. and James, R. Beatty 14 (1975) in their study on "Longitudinal Study of Absenteeism of Hardcare unemployed" with respect to four variables e.g. Organisational wide, immediate work environment, job content and personal factors report that initial absenteeism of hard core was predicted by organisation-wide, immediate work environment and personal factors while longitudinal absenteeism was predicted by immediate work environment and job content factors.

Mallort Jose 15 (1975) studied "Work Conditions". According to him various aspect of physical working environment including air, quality, heat, noise, light, work-rhythms and

15. Mallort Jose; "Work Conditions", Revista de Psicalogian General Y Applicada, 1975 (Jan-Feb.) Vol. 30 (132)
music etc. were related to the individual adjustment and working behaviour of the worker.

Mustafa Hussain and Sylvia Ronald, D.16 (1975) presented "A Factor Analysis, An Approach to Job Satisfaction". The findings of their study reveal that social variables in work situation evoke a substantial measure of satisfaction and working conditions and certain attendant rewards play a major role in determining job attitudes and adjustment.

Neider Peter17 (1975) studied "Relationship between Leadership, Level of Productivity and Satisfaction". According to his findings there was no consistent correlation between leader's behaviour and productivity. But the further findings indicate that the more workers expectation were fulfilled by their supervisors and the more responsibility and freedom of action was given by them.

Schneider B. and Snyder R.A.18 (1975) in their study "Some Relationship Between Job Satisfaction and Organisational climate" reveal that job satisfaction was correlated to the Organisational Climate in some positions but both were not strongly correlated with production data and organisational climate was not correlated with employee

17. Neider Peter; "Relationship Between Leadership, Level of Productivity and Satisfaction". Gruppendynamik (Forac-hung and Praxis) 1975 (Apr.) Vol. 2 (6).
turn-over data.

Hasan, S.S.\textsuperscript{19} (1976) in his study on "Social Adjustment of the workers in an Industrial Colony", reports that social adjustment of the workers were associated to their family, friends, caste and class, Co-workers, Supervisors and management authorities etc. and it ultimately affected the working efficiency and out put of the workers.

Matloob Abdul Rashid\textsuperscript{20} (1976) in his Study on "A Critical Study of Industrial Relations in Public Sector Unit of Kashmir", reveal that the sound system of social relations have a significant role in job satisfaction and individual adjustment. The results further indicate that enactment of labor legislation and participation in decision-making leads to a better adjustment toward the organisation.

Norton Steven, D.\textsuperscript{21}(1976) studied "Employee - Centred Management, Participation in Decision-making and satisfaction with work itself". According to his findings satisfaction was correlated with employee centred management and participation but this correlation was less than those for satisfaction with working environment.

\textsuperscript{19} Hasan, S.S.; "Social Adjustment of the Workers in an Industrial Colony; A study of Kasimpur Power House", Department of Sociology, A.M.U., Aligarh, 1976.

\textsuperscript{20} Matloob Abdul Rashid; A Critical Study of Industrial Relations in Public Sector Units of Kashmir, Department of Commerce, A.M.U., 1976, Aligarh.

\textsuperscript{21} Norton Steven, D.; "Employee Centred Management; Participation in Decision Making and Satisfaction with work itself, Psychological Reports 1976 (Apr.) Vol. 38 (2)
Oldham Grag, R., Hackman, J. Richard, and Pearce Jone L. (1976) analysed the "Conditions Under Which Employees Respond Positively to Enriched Work", had reported that employees who had strong growth needs and also were satisfied with work context (i.e., with their pay, job-security, co-workers and supervisors) responded more positively to enriched work than employees who had weak needs for growth and who were dissatisfied with work-context.

Singhal Sushila (1976) Analysed the "Need Gratification and perceptions of Job Incentives". According to her findings safety was the most important need and other needs mentioned were for autonomy and self actualisation and important job incentives were opportunity for promotions, opportunity for training and good working conditions.

Strauss George (1976) studied "Worker's Dissatisfaction; A Look at Causes". His findings reveal that unsteadiness work, low income, job insecurity, inadequate fringe benefits and tyrannical supervision etc. were the important causes of worker's dissatisfaction.


Arne, J. Kalleberg (1977) in his study on "Work Values and Job Rewards; A Theory of Job Satisfaction" reveal that work values and job rewards were associated with the six dimensions of work, e.g., intrinsic, convenience, financial, relations with co-workers, career opportunities and resource adequacy.

Cumming T.G. and Mollay, E.S. (1977) studied "Improving Productivity and Quality of Work Life". The findings of the study reveal that autonomous work-group, job restructuring, participative management, Organisational wide change, Organisational behaviour modifications and flexible working hours were the important factors in improving productivity and job satisfaction.

Koach James L. (1977) in his study on "Work Values and Job Rewards; A Theory of Job Satisfaction". According to his findings the work values and job rewards were associated with the six dimensions of work e.g., intrinsic, convenience, financial, relations with co-workers, career opportunities and resource adequacy.

Simond Marcel (1977) studied conditions of Labor and the Health of Workers". The findings of the study reveal


28. Simond Marcel; "Conditions of Labor and Health of Workers; The Case of Rotational Labour Regime", Sociologie of Societies, 1977 (Apr.) 9, 1, (PRE).
that shift workers were more affected by the difficulties of sleeping and digestion than regular workers.

Bhargava, Y.N.\textsuperscript{29} (1978) presented his study on "A Comparative study of Job Motivation of Various Professional Groups". According to his findings achievement growth and social status were found equally motivating factors in police personnel, doctors and advocates and only slight difference was observed on individual factors.

Ronen Simcha\textsuperscript{30} (1978) in his study on "Job Satisfaction and Neglected variables of Job Seniority" reveal that job satisfaction was found higher according to the job seniority of the workers.

Voydanoff Patricia\textsuperscript{31} (1978) studied "The Relationship between perceived Job Characteristic and Job Satisfaction among occupational status group" and observed that intrinsic and extrinsic characteristics (e.g. self-expression, role strain, financial rewards and promotions) contribute to the overall job satisfaction and adjustment.


\textsuperscript{30} Ronen Simcha; "Job Satisfaction and neglected variables of Job Seniority", Human Relations, 1978, Apr., Vol.31 (4)

\textsuperscript{31} Voydanoff Patricia; "The Relationship between Perceived Job Characteristics and Job Satisfaction Among Occupational Status Group", Sociology of Work and Occupations, 1978, 5, 2, May.
Wright James D. and Richard F.H.\(^{32}\) (1978) in their study on "Work Satisfaction and Age", reveal that older people were more satisfied with their jobs than were younger people. They suggested three reasons e.g.:

(1) Present generation subscribes to post material values, causing greater discontent with industrial system,

(2) the old have reduced their expectations and

(3) older simply have better jobs.

Levy L.C.\(^{33}\) (1980) studied "Socio-Technical systems, Research Trends" with reference to:

(a) Structural and technological variables

(b) Social aspects of the work environment and patterns of behaviour to which they were related.

Pierce, J.L. and Newstorm J.W.\(^{34}\) (1980) in their study "Toward a Conceptual Clarification of Employee Response to flexible working hours; A Work Adjustment Approach" reveal that flexible working hours affected employee satisfaction, performance, absenteeism, tenure, organisational commitment and job involvement.


Harmer Tove and others\textsuperscript{35} (1981) studied the "Absenteeism When Workers have a Voice". According to them, voluntary absenteeism was primarily dependent on organizational and financial factors and it declined after transfer to employee ownership but job satisfaction was not a predictor of it.

Welsch, H.P. and Lavan Helen\textsuperscript{36} (1981) in their study on "Interrelationship between organisational Commitment and Job Characteristics, Job Satisfaction, Professional Behaviour and Organisational Climate" observed that organisational climate, power, teamwork, regarding professional journals, satisfaction with work and promotional opportunities, age, job grade level, tenure and length of professional employment were positively related to organisation Commitment and job satisfaction.

Dalinger Kurt Hans\textsuperscript{37} (1982) studied "Self actualization and Employee Turn-Over". His findings reveal that there was no relationship between self actualization and employee turn-over but contra-productive (turn-over) behaviour was associated with the adjustment of work environment of the organisation.


37. Dalinger Kurt Hans; "Self-Actualization and Employee Turn-over", United States International University, 1982}
David W.R. 38 (1982) in his study examined "Employee's intent to leave Organisation". According to his findings, job satisfaction, participative communication, satisfaction with the co-workers, pay, opportunity for promotions and fairness were important reasons that were related to employee's intent to leave.

Deis Douglas Lee 39 (1982) analysed "Trust and Efficiency in Organisation; The Impact on Satisfaction and Performance". The findings of the study reveal that supervisor and evaluation of performance was significantly correlated with trust and efficiency with any other climatic variables of the organisation. The findings also reveals that trust and efficiency were found related to the satisfaction and performance.

Iosif, Gh., Popescu, E.L. and Weintraub Z. 40 (1982), in their study "Psychological Premises of Enhancing work Efficiency" have recommended that personal, work related, financial, external and environmental are some of the important characteristics that affect work efficiency.


Obradovic Gradimir (1982) studied the "Causes of Slow Down in Production Process". He observes that reasons of slow down production were technological, organisational, personal or socio-psychological.

Tausky Curt (1982) in his study on "Productivity Incentive and Quality of Work Life", states that the nature of work, pay and job security were the primary interest of the employees. His findings further reveal that package of incentives, challenging work and profit sharing job security had a decisive role in the motivation and in enhancing the quality of work life.

Veale David John (1982) in his study on "Organisational Status and Employee Attitude" reveal that organisational status have a positive relation with attitude towards autonomy, upward communication, work satisfaction, pay and treatment etc.

Birgitta Berglund and Others (1983) studied "Do Sick-Building Syndrome affect human Performance". The findings of the study reveal that inadequate physical indoor environment produce headache and eye irritations etc. and ultimately it affects individual adjustment and working performance.


42. Tausky Curt; "Productivity Incentives and the Quality of Work Life National Forum 1982, 62, 2, Spring.

43. Veale David John; "Organisational Status and Employee Attitude University California, Santaeruz, 1982.

Gramblette, P.L.J. (1983) in his study on "Job Satisfaction as a function of Worker and Supervisor Characteristics" reveals that job satisfaction was associated with the worker's individual characteristics (e.g. age, gender and length of employment) and Organisational Characteristics (e.g. Leadership behaviour).

Dussing Andre (1983) studied "Work Situation and Job Satisfaction". He observes that work situation play a very significant role in the job satisfaction and in adjustment of the workers.

Gavrilovich, B.N. (1983) investigated the "Social Factors in Increasing the Quality of Production". His findings reveal that irregular supply of schedules, inadequate labour conditions, inferior equipment, insensitive management and various those factors not directly tied to employment were the reasons of decreasing quality and productivity.

Mustafa, S.M. (1983) in his study on "A study of Labour Problems in Sugar Industry of Eastern U.P.", reveal that absenteeism, labour turn-over and lowering productivity were found on account of inadequate job conditions e.g.

45. Gramblette, P.L.J.; "Job Satisfaction as a function of Worker and Supervisor Characteristic", Industrial Psychology, 1983


47. Gavrilovich, B.N.; "Social Factors in Increasing the Quality of Production", Sotsiologicheski, Issledovaniya 1983, 10, 1, Jan-March.

wages, bonus, housing and medical facilities, promotional opportunities, shift duties, social and welfare provisions etc.

Santhamani, V.S.49 (1983) studied the "Job Involvement of R and D Personnel". He observes that job involvement was significantly correlated with the interpersonal relationship, recognition, promotions and supervision etc.

Shamir Boas50 (1983) in his study, "Some Antecedents of work-non-work Conflicts", observes that job satisfaction and organisational role conflict were found to be directly related to the level of inter-role conflict.

Tezanos Josefelix51 (1983) studied the "Work Satisfaction and Industrial Society". His findings reveal that personal, economic, work-related, ideological and attitudinal aspects were the important factors of work satisfaction and adjustment at the work place.

Abiona, O.O.52 (1984) studied "The African Proletariate In Industrial Employment". According to his findings the poor work performance was due to the break down of machines, inadequate training, poor and irregular wages and environmental factors.

Biggers Thompson and Walker Barbara\(^5\) (1984) in their study on "The Environment as Information; An Examination of Mechanism of Environmental Effect on Behaviour". The findings reveal that pleasure were significantly higher in pleasant environment than in unpleasant environment and it influence on many levels of human behaviour including interpersonal small group and organisational behaviour.

Gains Lary K. and others\(^4\) (1984) in their study on "Police Officer's perception of Promotions as source of Motivation", reveals that police officers felt higher order need (Social) were more important than lower order need (Security) and people were more satisfied with their needs when they were promoted.

Helander Jan Om\(^5\) (1984) studied "Industrial Gerontology", his findings reveal that persons can not use the full degree of their abilities because of environmental factor that cause psychological and mental "wear and tear". Excessive or deficient work loads can both lead to stress and work place regulations and demands may result in requests for early retirement. To perform work with the minimum account of stress, it is necessary to achieve a certain

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rhythm between work and rest, which varies from person to person. It is suggested that work schedules productivity requirements and pensions should be re-examined and changed to meet individual needs. The need to take into account the aging process in industry is stressed.

Joice, W.F. and Slocum, J.W.\textsuperscript{56} (1984) studied "Collective Climate; Agreement as a basis for defining aggregate climates in Organisation", their findings reveal that organisational climate e.g., rewards, autonomy, motivations to achieve, management insensitivity, closeness of supervision and peer relations were significantly correlated with the employee's adjustment, performance and job satisfaction.

Lal Das D.K.\textsuperscript{57} (1984) in his study on "Some Factors Affecting Absenteeism" hold that differences in workers rates of absenteeism depend to some extent on such factors as job attitudes, company satisfaction and interpersonal relations. It follows that the chronic absentees and regular workers can be distinguished by their perceptions of work situation and its constitutional factors. He further observed that unfavourable attitudes towards one's job were


the primary cause of chronic absenteeism. Other significant factors in absenteeism were found to be negative interpersonal relations and lower level of satisfaction with the company.

Lavy, Chain (1984) studied "Perceived Effect of Direct and Indirect Participation by Employees; Perceptual and Motor skills". Results of the study indicate that direct employee participation is positively associated with stronger perceived participation whereas indirect participation is associated with activity, perceptions of delay in decisions, and the belief that supervisors are not likely to take more responsibility than is necessary.

Mirza Masood Ali (1984) in his study on "Workers Participation in Public Sector Enterprises with Special Reference to Hindustan Insecticides Ltd." reveal that worker's participation reduces a smooth functioning among the co-workers and loyalty and responsibility towards the organisation and reduces dissatisfaction against company and management and motivate the worker for higher production.

58. Lavy, Chain; "Perceived effect of direct and indirect participation by employees; Perceptual and Motor skills", Psychological Abstract, 1984 (Aug.), Vol. 59 (1).

59. Mirza Masood Ali; "Worker's Participation in Public Sector Enterprises with Special Reference to Hindustan Insecticides Ltd.", Commerce Department, Aligarh Muslim University, Aligarh, 1984.
Mottaz, Clifford (1984) studied "Education and Work Satisfaction." According to their findings education had an indirect positive effect but a direct negative effect on overall work satisfaction. Results suggest that education may have increased work satisfaction by increasing work rewards. Moreover, it appears that most of the educational pay off was in terms of intrinsic rewards such as task autonomy, task significance and task involvement. Findings further indicate that education that did not lead to greater intrinsic rewards significantly reduced work satisfaction. Thus, for supervisors who reported equal levels of intrinsic rewards, work satisfaction tended to be considerably lower among the better educated supervisors. This effect appears to be due to the higher aspirations or work values associated with increased education.

Noweir Madbulli, H. (1984) in his study on "Noise exposure as related to productivity, disciplinary actions, absenteeism, and accidents among textile workers", reveal that the department with high noise levels (above 90 db) had more disciplinary actions and absenteeism and lesser productivity than those in the departments with low noise exposure (below 90 db).


Rosenthal Leslie, A. and Howe Maryot, C.\(^6\) (1984) studied "Activity Patterns and Leisure Concepts; A Comparison of Temporal Adaptation among day Vs night shift workers". Their findings reveal that differences were found in activity patterns (Work, self-care, rest and sleep), concepts of leisure, perception of time and present position of life between day and night shift workers and found reduced social opportunities and community alienation imposed by night shift workers.

Shrivastava, S.K. and Pratap Swaran\(^6\) (1984) in their study on "Perceptions of Job Satisfaction and Organisational Climate", observe that there was a significant relationship between job satisfaction and organisational climate.

Sperry Len\(^6\) (1984) studied "Health Promotion and Wellness Medicines in the Work Place...". According to his findings wellness programmes in the work place should not only include education, risk appraisal and intervention and fitness but should be concerned with lighting, air quality, noise, office design and nutrition and ultimately these variables affect job satisfaction and bodily adjustment of the workers.


Behrouz Shahandeh\textsuperscript{65} (1985) studies "Drug and Alcohol Abuse In The Work Place". According to his findings continued practice of such addictions are the manifestation of physical and psychological problems and become more acute and frequent. Nervousness, irritability, resentment and reduced morale lead to friction with co-workers and quarrels within the team. Workers behaviour may also be characterized by truculence, belligerence and physical attacks. These manifestations are accompanied by shoddy workmanship lower output and unsound decisions that may cause or contribute to decreased productivity, missed deadlines and low business.

Ford, David L.\textsuperscript{66} (1985) in his study on "Facets of Work Support and Employee Work Outcomes: An Exploratory Analysis". The findings of the study strongly suggest that emotional support in the prediction of work outcomes, implying that managers and supervisors need to provide more emotional support of employees.

Lathan, Garry, P.\textsuperscript{67} (1985) studied "Establishment of Goals, Feedback and Motivation of the Industrial Employee", reviews studies of goal setting theory conducted over 15 years. The setting of difficult, but achievable goals particularly if they are set with employee participation, has often increased industrial production.


Lee Raymond and Wilbur, Elizabeth, R. 68 (1985) in their study on "Age, Education, Job Tenure, Salary, Job Characteristics and Job Satisfaction: A Multivariate Analysis", concluded that older employees were more satisfied with the extrinsic characteristics. Job satisfaction also increased with age. Younger employees were less satisfied with their jobs.

Levin Aleksandr Efroimovich, K. Voprosu 69 (1985) in their study the "Problems of the Production Situation" showed that efficiency and productivity are positively related to satisfaction with work environment and interpersonal relation.

Meller, Yossef and Macrow, David 70 (1985) in their study on "Studying Satisfactions in Human Service Organizations: An Exploration". Their findings reveal that the important sources of satisfaction and dissatisfaction in services differ from those in industry. It also indicates that instruments and methodologies that have been designed in industrial settings may create distortions when applied to human services.

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Milman, Vadim E. (1985) studied "Working Motivation and Job Satisfaction". According to their findings job satisfaction is a product of the interaction of meaningful job motivations and working conditions. They also recommend some psychological parameters and job satisfaction.

Moch, Michael, K. and Fitzgibbons, Dale, E. (1985) studied "The Relationship between Absenteeism and Production Efficiency: An Empirical Assessment". They hold that employee absenteeism leads to decreased production efficiency. 670 workers reveal that absenteeism and department efficiency are negatively associated only (1) when production process are not highly automated, and (2) when the absence can not be anticipated in advance. Despite these limitations, however, the cost attributable to the impact of absenteeism on department efficiency are substantial. Program designed to decrease unanticipated absenteeism can result in considerable saving.

Mottaz, Clifford, J. (1985) in their study on "The Relative Importance of Intrinsic and Extrinsic Rewards as Determinants of Work Satisfaction", reveal that intrinsic reward followed by extrinsic social rewards are powerful determinants of satisfaction across all occupational groups.


Extrinsic Organizational rewards appear to emerge as an important determinant in low level occupations.

Norsworthy, J.R. and Zebala, Craig, A. 74 (1985) studied "Worker Attitudes, Worker Behaviour and Productivity in the U.S. Automobile Industry". Their findings reveal that worker attitude negatively influenced productivity growth and unit costs, resulting from a failure of both management and labour to create a satisfactory work environment.

Tiwari, R.S. 75 (1985) in his study on "Sub-Optimal Non-Gainful Utilisation of Manpower in Rural Industries" hold that skill, time and energy of workers are not fully utilised due to technological and operational problems. The constraints from supply side and low demand, small size of market etc. do not permit gainful employment to the workers. The low level of productivity and value added in rural industry do not permit workers to secure an income adequate for a comfortable life, comparable to that of their counterparts in the organised sector.


T. Lohers and Others\textsuperscript{76} (1985) have presented "A Meta Analysis of Relation of Job Characteristics to Job Satisfaction". They hold that job satisfaction was correlated to the job characteristics of the organisations.

Zirbel, Dirk Darwin\textsuperscript{77} (1985) studied "Job Satisfaction between Part Time and Full Time Grocery Employees". They have expressed that part time grocery employees were less satisfied with their jobs than were full time employees, especially in the areas of intrinsic factors. The major differences in attitude between the two groups were found to involve intrinsic factors such as recognition, career goals and employee management communication.

Martin, Jack K. and Miller, George, A.\textsuperscript{78} (1986) in their study on "Job Satisfaction and Absenteeism : Organizational Individual and Job Related Correlates, Work and Occupation". They hold that only significant association with absenteeism is the anticipated negative relationship of satisfaction. There is no evidence that correlates of job satisfaction generalize their effects to reported


\textsuperscript{77} Zirbel, Dirk Darwin; "Job Satisfaction between Part Time Grocery Employees". Ph.D. United States International University, 1985.

\textsuperscript{78} Martin, Jack, K. and Miller George, A.;"The Job Satisfaction and Absenteeism : Organisational, Individual and Job Related Correlates". Work and Occupation, 1986, 13, 1, (Feb.).
absenteeism, rather the associations of these variables are found to be mediated by levels of satisfaction with work.

McGuirk, Jean B. and Liro, Joseph, R. 79 (1986) studied "Flexible Work Schedule, Work Attitudes and Perceptions of Productivity". The findings reveal that greater satisfaction and productivity were found under flex time than under staggered fixed hours and standard scheduling.

Oldham, Greg R. and Fried 80 (1987) studied "Employee Reactions to work space Characteristics". Results shows that employees were most likely to withdraw from offices and to experience dissatisfaction when the following conditions were present: The office was rated as dark, few enclosures surrounded employees work areas, employees were seated close to one another, and many employees occupied the office.

An analysis of the above stated studies reveal that social scientists have analysed the problems of social adjustment and productivity from different point of views. Some social scientists have magnified the socio-psychological aspects of the problem while others have high-lighted on working environmental conditions and organisational structures.


The problems as pointed out by social scientists can be broadly categorized under the categories of security and safety, self-actualization, need fulfilment, job satisfaction, absenteeism, interaction between management and labour promotional opportunities and fringe benefits, autonomy, incentives and motivation for promotion etc. as the important factors which play vital role in determining the social adjustment of the workers and its impact on productivity.

Some of the studies reveals that in the absence of congenial work environment adequate wages and fringe benefits, medical facilities and shift system of the organisation often lead to unpleasant relations among the co-workers and supervisors and also give rise to withdrawal behaviour pattern of workers which cause absenteeism, maladjustment etc. Which ultimately influences the productivity inversly.

Some of the findings of the researchers indicate that physical working environmental conditions like noise, heat, light, ventilation etc. also influence the working behaviour of the workers which affect adjustment and work performance. In the absence of pleasant physical working environment social scientists claim that the worker's adjustment at large would be affected negatively resulting in lesser productivity.
With the passage of time the work values of the workers are constantly changing and the older workers are comparatively more satisfied and adjusted as compared to younger workers. In order to achieve better social adjustment of the workers and higher productivity some of the researchers have recommended that social informal organisations be encouraged to play role in the achievement of these objectives.