CHAPTER I
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INTRODUCTION

STATEMENT OF THE PROBLEM:

Industrial peace involving cordial Employer-Employee relationship is a prerequisite for the prosperity of any nation. If industrial peace is disturbed and a sort of cold war between employer and employee continues, the production in any industrial unit is likely to be adversely affected. It is the bounden duty of every government, every management and every employee's union to see that industrial peace is maintained so that the nation proceeds toward the path of prosperity and happiness. Unfortunately, there is a great deal of chaos in the industrial world today. Every day, we read in the newspapers about the actual or threatened strikes, lockouts, absenteeism and sabotages in the industrial units. Employer-Employee conflict by way of a conflict between pro-management and anti-management employees is also witnessed. This state of affairs is witnessed not only in private enterprises but also in public undertakings. The threatened strike and the resultant lockout in the Indian air lines was responsible for a huge loss of national income. 1973 and 1974 witnessed the three worst ever strikes by the Indian Railways Employees Unions. All this is not conducive to the economic and industrial development of a developing and economically hard hit nation like India.

The predominant tradition in industrial psychology as well as unionist thinking is to attribute industrial unrest to an unsatisfactory environment and lack of facilities in working condition. However improvement in conditions of work in itself is unsufficient without increase in employees' motivation to work likewise. As soon as one charter of demands is substantially accepted, unions plan to put other charter of demands and the chaos continues. The present study envisages the hypothesis that the problem is one of selection rather than environmental facilities. All the employees of an enterprise can not be substantially agitators and troublemakers. Disturbances in the
industries are primarily due to personality characteristics of troublesome employees (Saksena, Kapoor & Seth 1973).

Every worker in a factory is subject to cross pressures for loyalty to the two membership groups - the company and the labour union (Ganguli H.C. 1956). A worker who is amenable to pressure for loyalty to the company usually develops pro-management attitudes and one who is amenable to pressure for loyalty to union is likely to develop anti-management attitudes. Some workers, however, are not amenable to pressure for loyalty to either group and they may have neutral attitude toward the management.

On the ground of attitudinal relationship between management and employees there can be three kinds of employees:

(i) Pro-management employees.
(ii) Neutral employees.
(iii) Anti-management employees.

A commonly prevalent notion is that pro-management employees extend better cooperation to other such employees and the management for the benefit of the industrial unit than the anti-management employees. On the other hand, the anti-management workers are on the whole dissatisfied. Their expectations seem to remain unfulfilled. They are the potential agitators in the industrial unit.

Keeping the above into consideration, there is great importance of studying employees' attitudes toward management. Redfield (1948) considers the importance of appeasing employee attitudes in maintaining industrial peace.

The effect of the attitudes of the employees towards their fellow employees, supervisors and management upon the industrial peace has been demonstrated in several studies (Uhr-brock 1934, Chatterji, R. 1951, Ganguli, T. 1953 and Ganguli H.C. 1956). Among the trouble makers in industry are those workers who are at odds with their fellow employees and with their supervisors and whose negativistic attitude constitutes a source of friction and irritation in the production unit (Howard Martin G. 1944).
The industrial psychologists have established that it is the human factor in industry which largely contributes to industrial peace and productivity. Out of the human factors, the attitudes of the workers towards management is the most important because it has direct relation with production (Ganguli, T. 1951). An attitude of dissatisfaction, unrest, lack of interest in the job or real or imagined grievances are related to absenteeism, which is an indicator of lowered efficiency (Sinha, D. 1956-57).

It has been pointed out above that on the basis of attitudinal relationship, the employees may be branded as pro-management, neutral or anti-management. The working conditions and the facilities within one industrial setting are the same for all the employees. Inspite of this, some employees develop pro-management feelings, some anti-management feelings and some remain neutral. This shows that working conditions themselves are not responsible for the development of a particular type of attitude toward management. Thus not the working conditions but employees' perception thereof is responsible for the development of attitudes towards management. And this perception of the working conditions, supervision and management can be attributed to the personality characteristics of the employees.

Thus the present study which is a bimodal one aims at studying the employees' attitudes toward the management and finding out whether the pro-management and anti-management employees differ significantly in their personality makeup. Such a study would bring to light the personality factors which are conducive to pro-management and anti-management attitudes. If such personality factors are brought to light, the employees with personality factors congenial to pro-attitudes may be selected and those with anti-attitudes may be rejected in order to maintain industrial peace and thereby promote economic prosperity of the nation.

REVIEW OF THE PAST LITERATURE

Uhrbrock (1933) was probably the pioneer industrial psychologist who measured attitudes of 4500 factory workers.
In 1934 also he conducted another study in which attitudes of 4430 employees were measured.

McGregor, D., and Arensberg, C., (1940) presented an account of how the employees develop their attitude toward management.

Chamberlen, B. (1941) conducted a study 'Factors determining pro-union scores on Newcomb Test'. The aim of this study was to measure the attitudes of union members, with the help of questionnaire developed by Newcomb, from the point of view of considering unions or management as the properly dominant agent in society.

Dorcas, R.M. (1944) selected two groups of employees - one definitely maladjusted and problem cases, the other definitely well adjusted and administered temperament scale developed by Humm-Wadsworth and personality inventory developed by Guilford Martin.

Ganguli, H.C. (1954) studied effect of union membership upon industrial morale and concluded that non-members had a higher morale than the members.

Ganguli, H.C. (1956) established the validity of an attitude scale developed for measuring attitudes towards management and certain other industrial issues.

Ganguli, H.C. (1956) measured the attitudes of union and non union employees in a Calcutta Electrical Engineering Co. and found difference in the industrial morale of the two groups.

Weschler, Irwing, R. (1950) conducted a follow up study on the measurement of attitudes toward labour and management by means of error-choice method. The results show the expected distribution of 'pro-labour' attitude scores by the union office bearers and members. Those who held management jobs tended to score low on the 'pro-labour' attitude items.

Chatterji, R. (1951) conducted a study on the relationship between workers and their employers in two factories. He
interviewed the workers individually in the midst of their work. He also found that conditions which are likely to affect the attitude of workers are somewhat different in different factories.

Roy, S.N. (1948) studied the attitudes of the workers in relation to personnel problems. He concluded that neutral employees if properly handled may be positively oriented towards the company in which they are employed and if left uncared for they may in course of time swell the rank of dissatisfied.

Bose, S.K. (1952) published a study 'A note on study in Calcutta Industrial Area'. This study was a bimodal one with two main objectives, (A) to find out the attitudes of workers towards management, and (B) to determine the order of the different factors which usually men want from their jobs.

Ganguli, T. (1953) studied the workers' attitude towards the management by the method known as 'human relation interview'. He tried to establish the relationship of workers' attitude with the variables, pay, education, intelligence, personality and age.

Sinha, D. (1957) brought to light personal factors in absenteeism and concluded that absenteeism presents evidence of lack of occupational adjustment.

Sinha, A.K.P. (1963) found a significant positive correlation between Manifest anxiety scores of 110 workers and the number of days of absence during the year.

Collins, O. et al (1946) concluded that restriction of output is an expression of resentment towards management.

Quaraishi, Z.M. (1967) constructed an employee morale scale and administered it upon a sample of 100 skilled workers and on the basis of the scores obtained developed reliability and validity of the scale.

Redfield, J.W. (1948) emphasised the need of appraising employees attitudes and concluded that empathic sensitivity is vital to effective human relations leadership at all levels. Without it no supervisor or executive can get the most from his people.
Cromwell, K.C. (1968) conducted a study to investigate differences between subordinates, who received high performance ratings from their superiors and those who received relatively lower ratings. This research resulted in evidence which supported the contentions that supervisors have a potent influence on job attitudes and on individual job adjustments.

Wass, Donald Leo (1962) conducted a study on the relationship between attitudes towards union and management. He concluded that attitude toward life satisfaction correlated positively with attitudes towards management and negatively with attitudes towards union.

Gilmer, B. Von. Haller (1966) has given an account of the extent and nature of job dissatisfaction. He concluded that job satisfaction is high among young workers but tends to go down during the first few years of employment. He further points out that there is considerable evidence that job dissatisfaction is often associated with generalized maladjustment of some kind. People who are dissatisfied with their jobs are less outgoing and friendly, are more emotionally unbalanced, and show more boredom, daydreaming, and general discontent than their satisfied counterparts. Gilmer has also quoted a study, conducted upon nearly fourteen hundred workers, in which it was found that people dissatisfied with their jobs had levels of aspiration far exceeding their levels of ability and opportunity.

Pelz, Donald, C. (1949) studied the relationship between supervisors' attitudes and practices, and the satisfactions or dissatisfactions of employees working directly under these supervisors.

Howard, M. Bogard (1960) found that union and management trainees differed significantly in their personality and occupational choice.

Brayfield, Arthur H. and Crockett, Walter H. (1956) studied the relationship between Employee Attitudes and Employee Performance.

David Sirotta (1959) concluded that promotional frustration affects Employees' understanding and attitudes towards management.

OBJECTIVES:

The studies referred to above, conducted both in India and other countries, have been given due consideration in planning the design and the objectives of the present study. Few of the studies mentioned above (e.g. study conducted by Howard, M. Bogard, 1944) have suggested a more intensive analysis of the personality dynamics of the workers in relation to their attitudes towards union and management. In some of the previous studies attitudes of the union and non-union employees were compared but in no study the personality of pro-management and anti-management employees was comparatively studied.

Keeping the above facts into consideration, the present study aims at studying the following objectives:

(a) To construct an attitude scale for measuring the attitudes of the employees towards their management.

(b) To study the attitudes of the Industrial employees towards their management. The idea is to classify the employees into three categories (i) pro-management, (ii) neutral, and (iii) anti-management, on the basis of their attitudes towards management.

(c) To study the relationship of variables like age, education, marital status, income and caste with the attitudes towards management, and

(d) To study comparatively the personality differences between pro-management and anti-management employees.