

PART ONE

**Introduction to Organizational
Behaviour**

Study of Organizational Behaviour

INTRODUCTION

The study of Organizational Behaviour (OB) is very interesting and challenging too. It is related to individuals, group of people working together in teams. The study becomes more challenging when situational factors interact. The study of organizational behaviour relates to the expected behaviour of an individual in the organization. No two individuals are likely to behave in the same manner in a particular work situation. It is the predictability of a manager about the expected behaviour of an individual. There are no absolutes in human behaviour. It is the human factor that is contributory to the productivity hence the study of human behaviour is important. Great importance therefore must be attached to the study. Researchers, management practitioners, psychologists, and social scientists must understand the very credentials of an individual, his background, social framework, educational update, impact of social groups and other situational factors on behaviour. Managers under whom an individual is working should be able to explain, predict, evaluate and modify human behaviour that will largely depend upon knowledge, skill and experience of the manager in handling large group of people in diverse situations. Pre-emptive actions need to be taken for human behaviour forecasting. The value system, emotional intelligence, organizational culture, job design and the work environment are important causal agents in determining human behaviour. Cause and effect relationship plays an important role in how an individual is likely to behave in a particular situation and its impact on productivity. An appropriate organizational culture can modify individual behaviour. Recent trends exist in laying greater stress on organizational development and imbuing a favourable organizational culture in each individual. It also involves fostering a team spirit and motivation so that the organizational objectives are achieved. There is a need for commitment on the part of the management that should be continuous and incremental in nature. The scope of the organizational behaviour is as under:

- (a) Impact of personality on performance
- (b) Employee motivation
- (c) Leadership
- (d) How to create effective teams and groups

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- (e) Study of different organizational structures
- (f) Individual behaviour, attitude and learning
- (g) Perception
- (h) Design and development of effective organization
- (i) Job design
- (j) Impact of culture on organizational behaviour
- (k) Management of change
- (l) Management of conflict and stress
- (m) Organizational development
- (n) Organizational culture
- (o) Transactional analysis
- (p) Group behaviour, power and politics
- (q) Job design
- (r) Study of emotions

The field of the organizational behaviour does not depend upon deductions based on gut feelings but attempts to gather information regarding an issue in a scientific manner under controlled conditions. It uses information and interprets the findings so that the behaviour of an individual and group can be canalized as desired. Large number of psychologists, social scientists and academicians have carried out research on various issues related to organization behaviour. Employee performance and job satisfaction are determinants of accomplishment of individual and organizational goals.

Organizations have been set up to fulfill needs of the people. In today's competitive world, the organizations have to be growth-oriented. This is possible when productivity is ensured with respect to quantity of product to be produced with zero error quality. Employee absenteeism and turnover has a negative impact on productivity. Employee who absents frequently cannot contribute towards productivity and growth of the organization. In the same manner, employee turnover causes increased cost of production. Job satisfaction is a major factor to analyse performance of an individual towards his work. Satisfied workers are productive workers who contribute towards building an appropriate work culture in an organization. Organizations are composed of number of individuals working independently or collectively in teams, and number of such teams makes a department and number of such departments make an organization. It is a formal structure and all departments have to function in a coordinated manner to achieve the organizational objective. It is therefore important for all employees to possess a positive attitude towards work. They need to function in congenial atmosphere and accomplish assigned goals. It is also important for managers to develop an appropriate work culture. Use of authority, delegation of certain powers to subordinates, division of labour, efficient communication, benchmarking, re-engineering, job re-design and empowerment are some of the important factors so that an organization can function as well-oiled machine. This is not only applicable to manufacturing organizations but also to service and social organizations.

DEFINITIONS

“Organizational behaviour is a field of study that investigates the impact that individuals, groups and organizational structure have on behaviour within the organization, for the purpose of applying such knowledge towards improving an

organizational effectiveness”. The above definition has three main elements; *first* organizational behaviour is an investigative study of individuals and groups, *second*, the impact of organizational structure on human behaviour and the *third*, the application of knowledge to achieve organizational effectiveness. These factors are interactive in nature and the impact of such behaviour is applied to various systems so that the goals are achieved. The nature of study of organizational behaviour is investigative to establish cause and effect relationship.

OB involves integration of studies undertaken relating to behavioural sciences like psychology, sociology, anthropology, economics, social psychology and political science. Therefore, organizational behaviour is a comprehensive field of study in which individual, group and organizational structure is studied in relation to organizational growth and organizational culture, in an environment where impact of modern technology is great. The aim of the study is to ensure that the human behaviour contributes towards growth of the organization and greater efficiency is achieved.

Organizational behaviour can be defined as – **“the study and application of knowledge about human behaviour related to other elements of an organization such as structure, technology and social systems (LM Prasad)**. Stephen P Robins defines **“Organizational behaviour as a systematic study of the actions and attitudes that people exhibit within organizations.”** It has been observed that we generally form our opinion based on the symptoms of an issue and do not really go to the root cause of the happening. Science of organizational behaviour is applied in nature. Disciplines like psychology, anthropology and political science have contributed in terms of various studies and theories to the field of organizational behaviour. A leader should be able to communicate with his subordinate and keep them in picture as to the happenings in the organization. People promote organizational culture for mutual benefit. Politics is often used to create conflict with the aim of enlarging self-power base to the detrimental of organizational growth. Politics, in Indian context has made inroads based on religion, caste system in the decision making process which has led to formation of informal groups in the organization that often exploit the organization for fulfillment of personal goals at the cost of organizational goals. Conflict and manipulating power bases need to be handled in an appropriate manner to modify human behaviour and stimulate various individuals towards achieving higher productivity. Power dynamics plays a significant role in organization situations in different environment.

Contributing Fields to Organizational Behaviour

Psychology: Psychology is an applied science, which attempts to explain human behaviour in a particular situation and predicts actions of individuals. Psychologists have been able to modify individual behaviour largely with the help of various studies. It has contributed towards various theories on learning, motivation, personality, training and development, theories on individual decision making, leadership, job satisfaction, performance appraisal, attitude, ego state, job design, work stress and conflict management. Studies of these theories can improve personal skills, bring change in attitude and develop positive approach to organizational systems. Various psychological tests are conducted in the organizations for selection of employees, measuring personality attributes and aptitude. Various other dimensions of human personality are also measured. These instruments are scientific in nature and have been finalized after a great deal of research. Field of psychology continues

to explore new areas applicable to the field of organizational behaviour. Contribution of psychology has enriched the organizational behaviour field.

Sociology: Science of Sociology studies the impact of culture on group behaviour and has contributed to a large extent to the field of group-dynamics, roles that individual plays in the organization, communication, norms, status, power, conflict management, formal organization theory, group processes and group decision-making.

Political science: Political science has contributed to the field of Organizational behaviour. Stability of government at national level is one major factor for promotion of international business, financial investments, expansion and employment. Various government rules and regulations play a very decisive role in growth of the organization. All organizations have to abide by the rules of the government of the day.

Social psychology: Working organizations are formal assembly of people who are assigned specific jobs and play a vital role in formulating human behaviour. It is a subject where concept of psychology and sociology are blend to achieve better human behaviour in organization. The field has contributed to manage change, group decision-making, communication and ability of people in the organization, to maintain social norms.

Anthropology: It is a field of study relating to human activities in various cultural and environmental frameworks. It understands difference in behaviour based on value system of different cultures of various countries. The study is more relevant to organizational behaviour today due to globalization, mergers and acquisitions of various industries. The advent of the 21st century has created a situation wherein cross-cultural people will have to work in one particular industry. Managers will have to deal with individuals and groups belonging to different ethnic cultures and exercise adequate control or even channelise behaviour in the desired direction by appropriately manipulating various cultural factors. Organization behaviour has used the studies on comparative attitudes and cross-cultural transactions. Environment studies conducted by the field of anthropology aims to understand organizational human behaviour so that acquisitions and mergers are smooth. Organizations are bound by its culture that is formed by human beings.

BEHAVIOUR MODEL FOR ORGANIZATIONAL EFFICIENCY

Organizational behaviour is a study and application of managerial skills and knowledge to people in the organization to investigate individual and group behaviour. Various concepts and models in the field of organizational behaviour attempt to identify, not only the human behaviour but also modify their attitude and promote skills so that they can act more effectively. This is done scientifically; therefore, organizational behaviour field is a scientific discipline. The knowledge and models are practically applied to workers, groups and organizational structure that provide tools for improved behaviour and dynamics of relationship. The field of organizational behaviour also provides various systems and models for international relationship that are applied to organizations.

Leaders must look for indicators (effects) of individual behaviour and of groups in any organization. Indicators have a root cause beneath. As a leader, it is that symptom, which must be evaluated, and cause of human behaviour established so that if the behaviour is good, the manager can establish the norms of behaviour. If the behaviour is not conducive to achieve the organisational objective then suitable alternative model can be applied to channelize individual behaviour towards an appropriate organizational value system and

thus individual behaviour modified. An organization has three basic elements namely, people, structure, and technology. An organization must have suitable organizational structure, with appropriate number of tier and reporting system properly explained. Principle of unity of command, delegation of authority and responsibility, formulation of objectives and its allotment to various groups is very important so that workers achieve a required level of job satisfaction. They must be trained to handle sophisticated machines and equipment. It is the people, their value system, and faith in the leadership that make an organization. Leader must be able to describe, understand, predict and control individual behaviour in the organization. This is explained in the succeeding paragraphs.

- (a) **Describe:** Study of organizational behaviour is based on scientific methods, which have been applied on human beings. It is a science, that analyses as to how people behave in different situations in the organization. A manager should be able describe the behaviour of each of the individuals under his command, identify attitude, and be able to pinpoint his behaviour so that the situation in the organization is under control.
- (b) **Understand:** Leaders must understand human behaviour as to why people behave in particular manner and try to identify reasons so that corrective actions can be taken.
- (c) **Predict:** By frequent closer interaction, a leader is in a position to identify the nature of workers. Some are more productive while the others are tardy and disruptive. In such situation, a leader should be able to handle each individual differently so that his or her actions can be channalized to higher productivity.
- (d) **Control:** Managers in the organizations should train their subordinates continuously; aim being development of skills, promotion of productivity and improvement of individual behaviour. It is a continuous process on the part of manager. He must lay down control measures so that the energy of workers is diverted towards organizational objectives. Communication should be used to ensure that the behaviour of individual is controlled. Environment has a great impact on human behaviour. Appropriate internal environment would help organizations to built favourable work environment that will help individuals and groups within organizations to work effectively towards higher productivity.

Organizational Components that Need to be Managed

People

People are the main component of any organization that has to be managed. Every individual has a personal goal to be achieved. Organizations must identify the **need spectrum** of individuals and take suitable steps for its fulfillment to enable them to perform effectively so that they complete their allotted task in time. **Relationship** between the workers, with subordinates and superiors should be established based on full understanding and complete faith based on mutual trust so that it is easy to communicate and understand each other's views. **Work teams** and **Groups** play a vital role in the organization. Individual may have to keep his personal interest aside if it conflicts with team or group goals. It is the team goals, accomplishment of which contribute towards achieving organizational goals. Apart from managing internal workforce, it is also important to manage customers who are the

end persons using organization's products or services. Utmost interest of stakeholders, government, employees, social groups and non-governmental organizations (NGOs) must be kept in mind as they play a dominant role in the society. Apart from the above, adequate consideration should also be given to competitors, regulatory agencies, labour force, suppliers and resource persons.

Structure

There are two types of organizations, formal and informal. Informal organizations do not have a specified structure. Formal organizations are build based upon the objective set for it. Organizational structure in such organization is hierarchical in nature, with people at each level having their own objectives, which contributes towards fulfillment of over allorganizational objectives. In such organisastion people at lower levels report to higher level managers. The tier system has the principle of unity of command inbuilt in it. The organization structure may depend upon the size, number of products/services produced, skill and experience of the employees, managerial staff and geographical location of the organization. An organization may have several levels and pyramid like organizational structure or flat structure. The efficiency of the organization will depend upon the free flow of the information, efficient communication system prevailing in the organization, well-defined authority and responsibility supported by detailed policies, rules and regulations. The organization must have well laid out systems, which are understood by workers, supervisors and managers. The leader must keep open mind while dealing with subordinates and exercise full control over various systems, levels and ensure planned productivity and achieve high level of job satisfaction.

Technology

Managing technology is an important job of any management. It is an important element of any unit. Selection of technology, procurement, installation, operation and maintenance is important and no compromise should be made in procuring **latest or advanced technology**. Various systems and sub- systems should support technology that exists in an organization. Based on the technology, an organization should formulate job structure and resultant procurement of human resource so that they are complimentary to each other. Adequate attention is also be paid to service industry. For example an appropriate drill, procedures are installed in hospital industry to ensure that the patients' record is maintained properly. On line operations of all systems relating to admission record, past treatment, drugs, availability of beds, schedule of operations maintained so that the level of patients satisfaction is raised. In minimum number of days, maximum numbers of patients should be treated. Various processes required to regulate these functions form the important part of service industry.

Jobs

Job is an assignment assigned to an individual. It encompasses various tasks within it. For example, Personnel manager wants to fill up twelve vacancies in production department within three months. Job will have various tasks inbuilt in it like designing of job specification, selection of media, advertising vacancies, scheduling of selection and recruiting process. Manager, therefore have to manage various tasks to accomplish a particular job. This may form a part of managerial functions. Adequate delegation, supervision, application

of various control techniques makes the job simpler for the manager. Introduction of computers have made managerial functions simpler, as required information is available for decision making.

Processes

Management of processes and its inter-dependence is very crucial to high productivity and higher job satisfaction. What is important for a manager is to ensure high morale of the work force. To ensure this, he must identify various managerial dictums. Select appropriate subordinates to carry out a job based on aptitude, personality traits, mental build up and attitude. He should also involve himself and lead subordinates by personal example. In defence services, it is the quality of leadership, that motivates troops to achieve near impossible task where every thing appears to be going wrong. Various role models assist leaders in identifying as to which process, method or approach would be suitable to mould subordinates in suitable frame that may be required by any organization. Nothing motivates workers better if you give them their entitlements in full and train them to take up higher jobs. By doing so, manager must develop and build an organizational culture that will bind employees to a common cultural bond. During day-to-day functions, managers must be transparent and maintain a high degree of value system and display ethical behaviour. There are no short cuts to this and will pay rich dividends in times to come.

External Environment

What we have so far discussed is various components of an organization that should be managed properly. External environment also plays an important role in managing the points discussed above. When we talk about managing people in the organization, what we have to study and manage is the influence of culture and its impact on the individual. A manager should examine as to how he is going to **cope up** with the changes. Study of external environment is very wide and encompasses economic, cultural, social, government rules and regulations, legal aspects, political climate, demographics and its impact. If one scans the external environment that is prevailing in Indian context, one will find that individuals are racing to catch up the **upper class** as it relates to standards of living, material possession, higher education, attempt to copy western culture, food habits, dressing pattern and the like. Beauty parlors, pubs and cyber cafes around each corner are an ample evidence of the impact of external environment. This trend has an impact on what products or services are on priority in the society and indicates the behaviour of an individual. If the above factors are evaluated appropriately, a manager will be able to examine and predict human behaviour in the organization. It is therefore important to evaluate market situation, competitors, and availability of raw material, technology, availability of skilled, semi skilled and non-skilled personnel. In addition, evaluate prevailing culture and how individuals are likely to respond to the call of the organization. Some factors like government rules, and political stability keep changing, the organizations must cater for such contingencies. Manager must therefore keep in mind the internal and external factors and make the best amalgam and work to achieve organizational effectiveness.

SUMMARY

Study of organizational behaviour is very interesting. It is the art on the part of manager

to understand, describe, forecast and modify individual behaviour. Lot of studies have been undertaken in the field of organizational behaviour and vast literature is available, which need to be studied by practitioners in the field of managing human resources. Various models and research instruments are available to investigate human behaviour. Various fields like psychology, social psychology, anthropology, sociology, politics, economics, and medical sciences have contributed to the field of organization behaviour. Various models in the above fields have enriched the study of organization behaviour. It is the field of study that investigates the impact on individuals, groups and organizational structure have on individual behaviour so that the knowledge so achieved can be suitably modified and applied for organizational effectiveness. The study of organizational behaviour relates to the study of attitude, perception, learning, values at individual level. The study is undertaken pertaining to managing stress, conflicts, intergroup behaviour, decision making at group level. Management of change, development of organizational culture, designing and redesigning of jobs, and various organizational development strategies are required to be undertaken by leaders for organizational effectiveness. It is the responsibility of the managers to evolve appropriate strategies to study organizational components. The first component is people. The study of organizational behaviour involves identifying need spectrum of the people, managing interpersonal relationship, understanding of individual objectives and co-relating organizational strategies accordingly. The second component is understanding of organizational structure and its modification based on the need of the hour. Manager should decide upon the nature of structure and ensure unity of command, number of levels that may be required for effective command and control. Communication, delegation of authority, well defined policies, rules, regulation, systems, procedures and processes. Introduction of latest technology is an essential part of organizational development that should be taken care of by the manager responsible for running the organization. Jobs should be allotted to the individual based on the aptitude and the processes must be compatible with the technology being used. One of the most important components is environment. While internal environment relates to various personnel policies and corresponding managerial actions, the external environment relates to cultural, social, legal, and governmental rules and regulations that should be taken care of. Technological changes has made it imperative on the part of managers that they should take care of employees and meet their social expectations so that organizational goals can be achieved.

TEXT QUESTIONS

- Q. 1. Define organizational behaviour. What are various factors that are considered to regulate individual behaviour.
- Q. 2. What are various fields that have contributed to the field of organizational behaviour. Explain their contributions.
- Q. 3. Explain various components that should be taken care of while studying organizational behaviour.
- Q. 4. Explain the field of organizational behaviour. Why the study is challenging.

Case-1

NATIONAL CADET CORPS (NCC) – A BOON FOR SOCIAL DEVELOPMENT

V.G. Kondalkar

National Cadet Corps (NCC) is a national organization having junior wing and senior wing both for girls and boys. Junior wing NCC is meant for secondary school level and senior wing is applicable for college students. The objective of NCC organization is to inculcate discipline for the youth of our nation. An Army Officer of the rank of Lt General called Director General (DG) heads NCC organization at national level. The organization has a vast network at each state level headed by an officer of the rank of Brigadier known as Deputy Director General (DDG) of a particular state. In every state there are number of Group Headquarters located at important cities depending upon school and college density and compositions. Under Group Headquarters there are number of NCC Battalions (Boys/ Girls). Number of battalions in each Group Headquarters varies depending upon the size of the area. In the same fashion, number of groups under a DDG varies.

NCC is applicable to all school/ college going children. It is voluntary organization in nature.

DDGs, group commanders and battalion commanders organize various events round the year. These are as under:

- (a) Participation in professional training that includes the following:
 - Weapon training, including firing of rifles, sten guns, light machine guns.
 - Drill.
 - First aid training in various contingencies.
 - Basic field craft and guard duties.
 - Basic battle craft at a level of a section (section comprises of ten men)
- (b) Organization of training camps where teamwork, comradeship, cooperation and events mention in (a) above are practiced. The training camps are generally of the duration of two weeks. Such camps are held twice a year.
- (c) After completion of two and four years of training, B certification and C certificates respectively are awarded to the cadets. The certificates have preference for admission to various professional courses like medicine. It also has a weightage for government jobs. A person having C certificate need not appear in the written examination conducted by UPSC for commissioned officers of the defence services which is a major concession. Such students have to face Service Selection Boards direct, for selection in the defence services as commissioned officers.
- (d) Individual having C certification (which is achieved after four years of NCC training) gets six months seniority in defence services.
- (e) NCC is considered as one of the best organizations of our country. The organization has produced better citizens.

During the course of the attachment, the cadets are given full NCC kit. Refreshment is provided during parade days (twice a week). The cadets are provided meals, transportation and medical facility.

The training in the organization is a costly affair to the exchequer of the state government. NCC officers have to interact with civil administration at state level, district level, and with principals/ directors of the colleges. They have to deal with local population, medical authorities, RTO and all agencies related with civil administration. This involves advance planning, good communication and inter-personal relationship. Social, cultural and ethnic activities are promoted in the NCC. Annual training camps are held at state or national level. Cadets, develop friendship with various individuals and learn to live in a community environment during training camps. NCC covers land, air and naval branches and all cadets are put through training in the skill development of respective wings.

Discussion Questions

- Q. 1. Why NCC is considered as one of the best organizations.
- Q. 2. How does the organization relate to field of organizational behaviour. What are various agencies that the officials have to interact.
- Q. 3. What are the benefits of NCC.
- Q. 4. How does the management interact with external environmental forces?

Practical Assignment

Visit a NCC unit in your city and find out organizational structure, daily routine of cadets and training schedule.

Case-2

Overcoming Absenteeism at Unique Schweppes Ltd

Unique Schweppes Ltd was multinational Public limited Company with its head office at London. The company's 51 % shares were held by Unique and 49% by Government financial Institutions and individual shareholders. Unique owns three factories and three partly manufacturing units i.e. they had 6 primary manufacturing units located at Jammu, Nagpur, Agra, Pune, Gorakhpur and Hyderabad. The total manpower in these six units was 1900, and was held by Mathew Thomas as managing director. Five directors looking after various financial areas like technical, operations, commercial, HR and marketing, supported him.

Agra unit was situated near Mathura with a manpower capacity of 450 employees, including 41 executives, 12 managers and remaining operators. A representative union was also registered in the name of Association of Chemical Workers in the company. This unit was working in 3 shifts and for all the seven days. The average age of the employees was around 30 years. Agra unit was the only automated plant among the plants of Unique India. It had a unique feature of cross-functional activities at the managerial level with the result a strong networking was observed. Emphasis on financial relations among the employees was given to promote simplified working and better understanding among them. Unique was known for its welfare facilities like – free canteen, free transportation, free uniform, medical re-imburement up to 5% of the gross salary and all other benefits according to the statutory norms. They also provide with housing loan facilities to employees through HDFC and State Bank of India. Unique re-imbrued the interest amount on house

loan exceeding 4%. The loan entitlement is dependent upon the income of workers. In spite of all the facilities provided to the workers absenteeism was very high thus creating problems in the production.

In July 1995, HR executive, Alok Gupta received a complaint from line supervisor, Prakash Sharma that production was suffering due to absenteeism in his department. Alok Gupta was perplexed. The reason being that with 52 weekly off, 9 casual leaves and 22 earned leaves provided to the workers in line with Factory Act 1948 under Section 52, the absenteeism rate was still 18 %.

In January 1996, a meeting was called by Alok Gupta and in consultation with Prakash Sharma, it was decided that warning should be given to chronic cases and the workers who had started remaining absent should be counseled. In spite of doing this no change was observed until April 1996. Alok Gupta reported to Priya Kumar, Human resources manager about increasing complaints related to absenteeism. Priya Kumar, Alok Gupta and Prakash Sharma in a brain storming session concluded that punishment was not the solution. An Incentive scheme was felt to be the solution to the existing problem. Thus, the management offered the employees the scheme of doubling the amount of annual interest free loans from Rs 5000 to Rs 10 000 to those who were regular at their work. A plan chalked out for this:

- (a) Employee who had worked for more than 280 days out of 365 days would get Rs 10,000 interest free loan. Employees who were present for more than 230 working days, amount of free loan would be Rs 5000. For less than 230 there would be no loan facilities.
- (b) In a period of 4 months, if an employee availed no leave then he would be entitled for additional payment of Rs 500. If a half-day leave, it would be Rs 350 and for one day leave it would be Rs 250. Similarly, some workers who had not shown any improvement in their attendance, it was decided that charge- sheet would be issued. However, when the charge sheet was issued to such cases the union members resisted.

A meeting called by Priya Kumar in which he briefed about the problem of absenteeism and justified the action taken by the management. Ultimately union members were convinced but insisted on counselling and introducing new incentive schemes instead of disciplinary actions alone. During counselling sessions management found some of the reasons which led to absenteeism were high salary, festival celebration, dual employment, very good family background, age factor and defective recruitment policies as fresher were taken from ITI and where less serious about their work and less motivated towards accomplishment of the organizational goals.

It was observed in the beginning of 1999, that the rate of absenteeism had decreased from 18% to 16 %. But it was not satisfactory and hence management decided to put in more efforts in the form of new incentives schemes which were best on social recognition like; tea party, attendance awards, recognition by senior executives at work place and celebrating family day on 17 September i.e., on Vishwakarma Jayanti.

By the end of 1999, they had introduced all monetary as well as social benefits schemes yet three employees among the nine employees who had been issued the charge sheet in September, 1998 had not shown any improvement and remained absent for more than 200

days out of 280 working days. Therefore, the management finally decided to terminate them, and termination letters were issued to them. In the year 2000, a remarkable decline was found in the rate of absenteeism. It had reduced from 16% to 12%.

QUESTIONS

1. In your opinion, which alternative steps would be more effective for reducing absenteeism?
2. What is the role of non-financial incentives over the financial incentives?
3. How do you evaluate the impact of termination on absenteeism?

The case has been adapted from the "Case Method in Management education" edited by Dr Upinder Dhar and Dr. Santosh Dhar. Publish by Excel Books, New Delhi, 2002.
