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SUMMARY TABLES OF STUDIES OF EMPLOYEE ABSENTEEISM.(U)  
JAN 78 S R RHODES, R M STEERS

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This report summarizes in tabular form the results of 104 empirical studies of employee absenteeism. Summary information is provided for each study, including: (1) the specific factor under study; (2) the investigators; (3) the nature of the sample; (4) the sample size; (5) whether the study was a group or individual design; (6) the types of absence measures used; and (7) the findings. Study findings are further categorized by factor. The summary tables are intended to serve as a reference document. It is hoped that the availability of this document will facilitate more integrative research on the subject of employee absenteeism.

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SUMMARY TABLES OF STUDIES OF EMPLOYEE ABSENTEEISM

Susan R. Rhodes and Richard M. Steers  
University of Oregon

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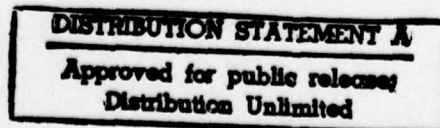
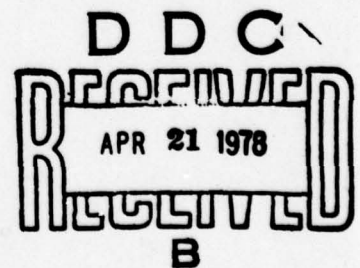
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### Abstract

This report summarizes in tabular form the results of 104 empirical studies of employee absenteeism. Summary information is provided for each study, including: 1) the specific factor under study; 2) the investigators; 3) the nature of the sample; 4) the sample size; 5) whether the study was a group or individual design; 6) the types of absence measures used; and 7) the findings. Study findings are further categorized by factor. The summary tables are intended to serve as a reference document. It is hoped that the availability of this document will facilitate more integrative research on the subject of employee absenteeism.

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## INTRODUCTION

The following report summarizes available research dealing with the causes and correlates of employee absenteeism in work organizations. In all, the results of 104 studies are reviewed. The impetus behind this summary arose out of a felt need to have recorded in one place the major details and findings of absenteeism research. While several reviews or partial reviews on the subject exist, relevant information concerning the nature and size of the samples, the measurement technique employed, and so forth, have often been omitted. Hence, it was believed that further research of a comprehensive nature on the topic of absenteeism would be facilitated by the availability of major study findings in tabular form for easy reference. Such is the purpose of this report.

For ease of presentation, the study findings are divided into seven categories. These categories are: 1) general job attitudes; 2) economic factors; 3) organization-wide factors; 4) immediate work environment factors; 5) job content factors; 6) personal factors; and 7) organizational change (or experimental) studies. Findings are further broken down within each of the seven categories to reflect various facets of each category.

For each table, the following information is presented: 1) the specific factor under study; 2) the investigators; 3) the nature of the sample; 4) the sample size; 5) whether the study was a group or individual design; 6) the types of absence measures used; and 7) the results.

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Extensive footnotes are employed where elaboration is necessary.

A major problem that has emerged in absenteeism studies is the use of divergent absence measures. This practice has apparently resulted in numerous contradictory findings that would have been avoided if similar measurement techniques had been employed. In order to highlight these differences, we have identified five different approaches to the measurement of employee absenteeism. These are: 1) frequency, or number of separate absence occasions; 2) total number of days absence; 3) sickness or certified absences; 4) uncertified or unauthorized absences; and 5) all other absence measures, which includes such measures as Monday-Friday absences.

No attempt is made here to present a model of employee absenteeism. Such a model is proposed, however, in a companion Technical Report by Steers and Rhodes (ONR Technical Report No. 14, University of Oregon, January 1978). This report, entitled "Major Influences on Employee Attendance: A Process Model," presents an attempted integration of the various findings reported here.

Because of the nature of reviews or summaries, a good deal of information must necessarily be condensed into tabular form. In doing so, many of the circumstances surrounding the various studies (or possible methodological errors) are obscured. As such, caution is in order in attempts to interpret these tables and it is recommended that primary sources be consulted when initiating a new study on a specific topic. Thus, the purpose of these tables is to provide general summary information and references to original sources. It is not the purpose of these tables to explain the reasons behind the findings or the situational or

methodological constraints that contributed to them.

It is hoped that the summary tables reported here will serve to stimulate research on absenteeism of a comprehensive nature, so we can move beyond the continued practice of reporting a series of bivariate correlations and move toward more sophisticated model development on the topic. By so doing, we clearly stand a better chance of understanding why people often avoid coming to work and what can be done to improve the situation.

## KEY TO ABBREVIATIONS USED IN TABLES

1. In the third column of the tables that follow, a "G" after sample size indicates that the study used a group design instead of an individual design. Hence, the n reported is the number of groups, not individuals.
2. In the fourth column of the tables that follow, five different measures of employee absenteeism are identified that have been used in the various studies. These are as follows:

<u>Code</u>	<u>Definition</u>
F	Frequency, or number of separate absence occasions
T	Total number of days absent
S	Sickness or certified absences
U	Uncertified or unauthorized absence
0	All other absence measures

3. In the "Results" column, codes and their definitions are as follows:

<u>Code</u>	<u>Definition</u>
-	Significant negative relation between variable and absenteeism
+	Significant positive relation between variable and absenteeism
0	Non-significant relationship found between two variables under study
F	Female absenteeism
M	Male absenteeism
>	Greater than

SUMMARY TABLES OF  
ABSENTEEISM STUDIES

Table 1. GENERAL JOB ATTITUDES

Factors & Investigators	Sample	n	Measure	Result
<b>a. General job satisfaction</b>				
Giese & Ruter (1949)	Retail sales personnel	25(G)	0	-
Kerr et al. (1951)	Production workers	19(G)	{ T,S U	+ -
Lundquist (1958)	Swedish factory workers	8(G)	T,F,0	0
Talacchi (1960)	Departmental workers	42	0	-
Vroom (1962)	Canadian blue collar males	489	F	-
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0
Waters & Roach (1971)	Female clerical workers	160	F	-
Waters & Roach (1973)	Female clerical workers	152 <sup>1</sup>	F	-
Hrebiniak & Roteman (1973)	State government managers	40	T	-
Newman (1974)	Male & female nursing home staff	108	U	0
Dittrich & Carrell (1976)	Governmental clerical employees	19(G)	0	0
Nicholson et al. (1977b)	British blue collar males	95	0	0
Garrison & Muchinsky (1977)	Male & female white collar workers	195	0	{ 0 <sup>2</sup> -3
Ilgen & Hollenback (1977)	Female clerical workers	164	T,S,U	-
<b>b. Organizational commitment</b>				
Steers (1977)	{ Hospital employees Research scientists & engineers	382 119	T T	0 -
<b>c. Job involvement</b>				
Vroom (1962)	Canadian blue collar males	489	F	0
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	-
Siegel & Ruh (1973)	Blue collar workers	238	T	0

Factors & Investigators	Sample	n	Measure	Result
d. <u>Intrinsic motivation</u> Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	-
e. <u>Behavioral intention</u> Newman (1974)	Male & female nursing home staff	108	U	0

Table 2. ECONOMIC FACTORS

Factors & Investigators	Sample	n	Measure	Result
<b>a. <u>Wage rate</u></b>				
Lundquist (1958)	Swedish factory workers	8(G)	T, F, 0	- 04
Baumgartel & Sobol (1959)	Male & female white collar and female blue collar workers	3,900	T	
Fried et al. (1972)	Male factory workers	40(G)	T	-
Weaver & Holmes (1972)	Female government employees	286	T(S)	0
Bernardin (1977)	Male white collar sales workers	109	F	- .5
Beatty & Beatty (1975)	Black female hard core unemployed clerical workers	20	T	
<b>b. <u>Degree of incentive work</u></b>				
Kerr et al. (1950)	Production workers	29(G)	{ T, S, 0 U, 0	+ 0
<b>c. <u>Overtime</u></b>				
Gowler (1969)	British male hourly production workers	1(G)	T	+ 0
Buck & Shimmin (1959)	British male operatives	32	F	+ 0
Martin (1971)	{ British male light engineering workers British female light engineering workers	varies varies	S, U S, U	+ +
Flanagan (1974)	Industrial workers	NA(G)	T	0
<b>d. <u>Workers about to be laid off</u></b>				
Owens (1966)	Male British railway repair workers	2(G)	U	+ 0
Hershey (1972)	Manufacturing hourly paid workers	2(G)	F(S)	0

Factors & Investigators	Sample	n	Measure	Result
<u>e. Unemployment level</u>				
Behrend (1951)	British mineworkers	NA	NA	-
Behrend (1953)	{ British male factory workers	22(G)	0	-
	{ British female factory workers	13(G)	0	-
Crowther (1957)	British factory workers	18(G)	T	-
<u>f. Length of work week</u>				
Isambert-Jamati (1962)	French female production workers	3,697	F	+5
Flanagan (1974)	Industrial workers	NA(G)	T	+

Table 3. ORGANIZATION-WIDE FACTORS

Factors & Investigators	Sample	n	Measure	Result
a. <u>Satisfaction with pay</u>				
Metzner & Mann (1953)	{ White collar males White collar females	NA(G) NA(G)	F F	- 0
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0
Waters & Roach (1971)	Female clerical workers	160	F	0,6
Waters & Roach (1973)	Female clerical workers	152	F	0,6
Newman (1974)	Male & female nursing home staff	108	U	0,7
Nicholson et al. (1976)	British blue collar workers	1,222	T,F,0	0
Smith (1977)	Managers	27(G)	0	-2,3
Garrison & Muchinsky (1977)	Male & female white collar workers	174	T(0)	0
Nicholson et al. (1977b)	British male blue collar workers	95	0	0
b. <u>Satisfaction with pay equity</u>				
Lundquist (1958)	Swedish factory workers	8(G)	T,F,0	0
Patchen (1960)	Oil refinery workers	487	F	-
Dittrich & Carrell (1976)	Governmental clerical employees	19(G)	T	-
c. <u>Organizational control policies</u>				
Morgan & Herman (1976)	Unionized blue collar workers	60	F	0

Factors & Investigators	Sample	n	Measure	Result
<u>d. Satisfaction with promotion</u>				
Metzner & Mann (1953)	{ White collar males White collar females	NA(G) NA(G)	F F	- 0
Patchen (1960)	Oil refinery workers	487	F	-
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0
Waters & Roach (1971)	Female clerical workers	160	F	0
Waters & Roach (1973)	Female clerical workers	152 <sup>1</sup>	F	0
Newman (1974)	Male & female nursing home staff	108	U	0 <sup>7</sup>
Nicholson et al. (1976)	British blue collar workers	1,222	T, F, 0	0
Smith (1977)	Managers	27(G)	0	-2, 3
Garrison & Muchinsky (1977)	Male & female white collar workers	174	T(0)	0
Nicholson et al. (1977b)	British male blue collar workers	95	0	0
<u>e. Satisfaction with company policies and practices</u>				
Metzner & Mann (1953)	{ White collar males White collar females	NA(G) NA(G)	F F	- 0
Waters & Roach (1971)	Female clerical workers	160	F	0
Waters & Roach (1973)	Female clerical workers	152 <sup>1</sup>	F	0
<u>f. Satisfaction with company</u>				
Nicholson et al. (1977b)	British male blue collar workers	95	0	-
<u>g. Organization size</u>				
Ingham (1970)	Factory workers	8(G)	T, F	+
<u>h. No. of different job titles in organization</u>				
Indik (1965)	Delivery drivers	32(G)	T	+

Table 4. IMMEDIATE WORK ENVIRONMENT FACTORS

Factors & Investigators	Sample	n	Measure	Result
<b>a. Work unit size</b>				
Covner (1950)	Plant & office workers	38 (G)	F	+ <sup>5</sup>
Kerr et al. (1951)	British production workers	29 (G)	T, S, U, 0	0
Acton Society Trust (1953)	Factory workers	91 (G)	NA	+
Hewitt & Parfitt (1953)	Factory workers	18 (G)	T, F	+
Metzner & Mann (1953)	{ White collar men	NA (G)	F	0
	{ White collar women	NA (G)	F	0
	{ Blue collar men	NA (G)	F	0
Argyle et al. (1958)	Production departments	86 (G)	0	0
Revans (1958)	Blue collar workers	varied <sup>8</sup> (G)	0	0
Baumgartel & Sobol (1959)	Blue & white collar workers	11 (G)	T, F	+
Indik & Seashore (1961)	Factory workers	NA (G)	NA	+
Indik (1965)	Delivery drivers	32 (G)	T	+
<b>b. Satisfaction with supervision</b>				
Metzner & Mann (1953)	{ White collar males	NA (G)	F	-
	{ Blue collar males	NA (G)	F	-
	{ White collar females	NA (G)	F	0
Lundquist (1958)	Swedish factory workers	8 (G)	T, F, 0	0
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0
Waters & Roach (1971)	Female clerical workers	160	F	0
Waters & Roach (1973)	Female clerical workers	1521	F	0
Newman (1974)	Male & female nursing home staff	108	U	0 <sup>9</sup>
Nicholson et al. (1976)	British blue collar workers	1,222	T, F, 0	0
Smith (1977)	Managers	27 (G)	0	-
Garrison & Muchinsky (1977)	Male & female white collar workers	174	T (0)	2, 3
Nicholson et al. (1977b)	British male blue collar workers	95	0	0

Factors & Investigators	Sample	n	Measure	Result
<u>c. Supervisory style</u>				
<u>Democratic supervision</u> Argyle et al. (1958)	Production department	87(G)	0	-
<u>General vs. close supervision</u> Argyle et al. (1958)	Production department	87(G)	0	0
<u>Pressure for production</u> Argyle et al. (1958)	Production department	87(G)	0	0
<u>Employee- vs. production-centered</u> Argyle et al. (1958)	Production department	87(G)	0	0
<u>Punitive vs. nonpunitive</u> Argyle et al. (1958)	Production department	87(G)	0	0
<u>d. Satisfaction with supervisory style</u>				
<u>Close supervision</u> Hackman & Lawler (1971)	telephone operators, installers & repairmen	208	F	0
<u>Human relations ability of supervisor</u> Lundquist (1958)	Swedish factory workers	8(G) 8(G)	{ F,0 T,0 }	- 0
<u>Technical &amp; organizational skill</u> Lundquist (1958)	Swedish factory workers	8(G) 8(G)	{ T,F,0 0 }	+ -

Factors & Investigators	Sample	n	Measure	Result
e. <u>Supervision ratio</u> Revans (1958)	Mine workers	830(G)	0	-
f. <u>Satisfaction with co-workers</u> Metzner & Mann (1953)	{ White collar males Blue collar males White collar females	NA(G) NA(G) NA(G)	F F F	- - 0
Lundquist (1958)	Swedish factory workers	8(G)	T,F,0	0 <sup>6</sup>
Waters & Roach (1971)	Female clerical workers	160 <sup>1</sup>	F	0 <sup>6</sup>
Waters & Roach (1973)	Female clerical workers	152 <sup>1</sup>	F	0 <sup>6</sup>
Newman (1974)	Male & female nursing staff	108	U	0 <sup>10</sup>
Nicholson et al. (1976)	British blue collar workers	1,222	T,F,0	0 <sup>2,3</sup>
Garrison & Michinsky (1977)	Male & female white collar workers	174	T(0)	0
Nicholson et al. (1977b)	British male blue collar workers	95	0	-
g. <u>Satisfaction with physical working conditions</u> Waters & Roach (1971) Waters & Roach (1973)	Female clerical workers Female clerical workers	160 <sup>1</sup> 152 <sup>1</sup>	F F	0 0
h. <u>Friendship opportunities</u> Kerr et al. (1951)	Production workers	29(G)	{ U T,F,S,0	- 0
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0

Table 5. JOB CONTENT FACTORS

Factors & Investigators	Sample	n	Measure	Result
<b>a. Job level</b>				
Baumgartel & Sobol (1959)	White & blue collar males & females	NA(G)	T	-5
Isambert-Jamati (1962)	{ French male industrial workers	NA(G)	F	-5
	{ French female industrial workers	NA(G)	F	-
Waters & Roach (1971)	Female clerical workers	160 <sup>1</sup>	F	-
Waters & Roach (1973)	Female clerical workers	152 <sup>1</sup>	F	-11
Hrebiniak & Roteman (1973)	State government managers	40	T	-2,3
Garrison & Muchinsky (1977)	Male & female white collar workers	195	T(0)	0
<b>b. Satisfaction with work itself</b>				
Kerr et al. (1951)	Factory workers	29(G)	{ T,0 U	+
Metzner & Mamm (1953)	{ Blue collar males	NA(G)	F	-
	{ White collar males & females	NA(G)	F	-
Lundquist (1958)	Swedish factory workers	8(G)	T,F,0	0
Indik (1965)	Delivery drivers	32(G)	T	-
Waters & Roach (1971)	Female clerical workers	160	F	-
Waters & Roach (1973)	Female clerical workers	152 <sup>1</sup>	F	-
Newman (1974)	Male & female nursing home staff	108	U	-
Dittrich & Carrell (1976)	Governmental clerical employers	19(G)	0	-7
Nicholson et al. (1976)	British blue collar workers	1,222	T,F,0	0
Smith (1977)	Managers	27(G)	0	-3
Garrison & Muchinsky (1977)	Male & female white collar workers	174	T(0)	{ -2 0
Nicholson et al. (1977b)	British male blue collar workers	95	0	-

Factors & Investigators	Sample	n	Measure	Result
<u>c. Autonomy</u>				
Baumgartel & Sobol (1959)	{ Male blue collar workers Male white collar workers Female white collar workers Blue collar workers Telephone operators, installers & repairmen White & blue collar & professional employees in industrial and service organizations	NA(G)	T,F	-
Turner & Lawrence (1965)		NA(G)	T,F	0
Hackman & Lawler (1971)		NA(G)	T,F	0
Hackman & Oldham (1976)	Telephone operators, installers & repairmen	403	T	-
	White & blue collar & professional employees in industrial and service organizations	208	F	-
<u>d. Task identity</u>				
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	-
Hackman & Oldham (1976)	White & blue collar & professional employees in industrial and service organizations	658	T	0
<u>e. Variety</u>				
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0 <sup>12</sup>
Hackman & Oldham (1976)	White & blue collar & professional employees in industrial and service organizations	658	T	-
<u>f. Feedback</u>				
Hackman & Lawler (1971)	Telephone operators, installers & repairmen	208	F	0
Hackman & Oldham (1976)	White & blue collar & professional employees in industrial and service organizations	658	T	0

Factors & Investigators	Sample	n	Measure	Result
g. <u>Motivating potential score</u> Frank & Hackman (1975) Hackman & Oldham (1976)	Bank employees White & blue collar & professional employees	28 658	U T	- -
h. <u>Responsibility</u> Baumgartel & Sobol (1959)	{ Male blue collar workers Male white collar workers Male white collar workers Female white collar workers	NA(G) NA(G) NA(G) NA(G)	T,F T F T,F	- 0 + 0
i. <u>Satisfaction with responsibility</u> Waters & Roach (1971) Waters & Roach (1973)	Female clerical workers Female clerical workers	160 152	F F	0 0
j. <u>Satisfaction with sense of achievement</u> Hackman & Lawler (1971) Waters & Roach (1971) Waters & Roach (1973)	Telephone operators, installers & repairmen Female clerical workers Female clerical workers	208 160 { 90 62	F F F F	0 - - 0
k. <u>Satisfaction with PIM in job</u> Hackman & Lawler (1971)	Telephone operators & clerks	208	F	0
l. <u>Task repetitiveness</u> Kilbridge (1961)	Male & female production workers	6(G)	T	0
m. <u>Employee control over work pace</u> Fried et al. (1972)	Male factory workers	40(G)	T	-

Factors & Investigators	Sample	n	Measure	Result
n. <u>Employee control over corrections and adjustments</u>				
Fried et al. (1972)	Male factory workers	40(G)	T	-
o. <u>Employee control of flow of materials</u>				
Fried et al. (1972)	Male factory workers	40(G)	T	0
p. <u>Employee control of machine</u>				
Fried et al. (1972)	Male factory workers	40(G)	T	0
q. <u>Participation in decision making</u>				
<u>Local level existing influence</u>				
Nicholson et al. (1977b)	British blue collar males	95	0	-
<u>Medium level existing influence</u>				
Nicholson et al. (1977b)	British blue collar males	95	0	0
<u>Distant level existing influence</u>				
Nicholson et al. (1977b)	British blue collar males	95	0	0

Table 6. PERSONAL FACTORS

Factors & Investigators	Sample	n	Measure	Result
a. <u>Age</u>				
Naylor & Vincent (1959)	Female clerical workers	220	T	0
Baumgartel & Sobol (1959)	Male blue collar workers	2,487	T,F	0, +5,4
	Male white collar workers	565	T,F	+5
	Female white collar workers	698	T,F	+5
	Female blue collar workers	148	T,F	+5
de la Mare & Sargean (1961)	Industrial workers	140	F,0	+
Sellelt (1964)	Female factory workers	88	{ T(S) F	0
			{ T(0)	-
		392	{ T(S,U)	0
Cooper & Payne (1965)	Male manufacturing workers	13	T,F(S,U)	+5
Hill (1967)	British production workers	100	{ T(S) F	+5
			{ U	-
Martin (1971)	{ British male light engineering workers British male light engineering workers British female light engineering workers British female light engineering workers	48 44 42 34	U S U S	- + - +
Weaver & Holmes (1972)	Female government employees	286	T(S)	+
Flanagan (1974)	Industrial workers	NA(G)	T	0
Beatty & Beatty (1975)	Black female hard-core unemployed white collar	20	T	+0,14
Nicholson & Goodge (1976)	{ British female blue collar food processing workers British female blue collar food processing workers	303 303	T F,U,0	0 -
Bernardin (1977)	Male blue collar sales workers	109	F	+2,3
Garrison & Muchinsky (1977)	Male & female white collar workers	195	T	-
Nicholson et al. (1977a)	British female sewing machine operators	407	{ T F,0	0 mixed

Factors & Investigators	Sample	n	Measure	Result
<u>Age cont.</u>				
Nicholson et al. (1977a)	British male blue collar workers	815 <sup>11</sup>	{ T F 0	0.15 -0.15 -
Isambert-Jamati (1962)	{ French male industrial workers French female industrial workers	4,352 3,697	F F	curvilinear <sup>5</sup> curvilinear <sup>5</sup>
Ilgen & Hollenback (1977)	Female clerical workers	166	{ S T,U	0 -
<u>b. Tenure</u>				
Metzner & Mann (1953)	{ White collar males Blue collar males	NA(G) NA(G)	F F	- 0.5
Hill & Trist (1955)	British factory workers	289	{ T,16 0,17 0	+0.5 -0.5 +
Baumgartel & Sobol (1959)	{ Male & female white collar Blue collar males Blue collar females	1,263 2,487 148	T T T	curvilinear + +
Martin (1971)	{ British male light engineering workers British female light engineering workers	varied varied	S,U S,U	0 0
Waters & Roach (1971)	Female clerical workers	160	F	-
Weaver & Holmes (1972)	Female government employees	286	T(S)	0
Waters & Roach (1973)	{ Female clerical workers Female clerical workers	62 90	F F	0 0
Nicholson & Goodge (1976)	British female blue collar food processing workers	303	{ T F,U,0	- 0
Bernardin (1977)	Male white collar sales workers	109	F	-0.18
Garrison & Muchinsky (1977)	Male & female white collar workers	195	T	+0.2 -0.3
Nicholson et al. (1977a)	{ British female sewing machine operators British male blue collar workers British male blue collar workers	407 815 <sup>11</sup> 815 <sup>11</sup>	{ T F,0 T F,0	0 mixed 0 mixed

Factors & Investigators	Sample	n	Measure	Result
<b>c. Family size</b>				
Naylor & Vincent (1959)	Female clerical workers	220	T	+5
Isambert-Jamati (1962)	French female industrial workers	3,697	F	+5
Beatty & Beatty (1975)	Black female hard-core unemployed	20	T	+
Nicholson & Goodge (1976)	British female blue collar food workers	303	{ F,U,0 T	+
Ilgen & Hollenback (1977)	Female clerical workers	166	{ T(S) T(O)	0
Garrison & Muchinsky (1977)	Male & female white collar workers	195	T	+2 0
<b>d. Travel distance</b>				
Knox (1961)	Argentine male blue collar workers	3(G)	0	+5
Isambert-Jamati (1962)	{ French female industrial workers French male industrial workers	3,697 4,352	F F	+5 0
Hill (1967)	British production workers	100	S,0	0
Martin (1971)	{ British male & female light engineering workers who started or left during study British male light engineering workers British female light engineering workers	varied varied varied	U S,U S,U	+
Nicholson & Goodge (1976)	British female blue collar food workers	343	T,F,U,0	0
<b>e. Sex</b>				
Covner (1950)	Plant & office workers	868	F	F > M
Kerr et al. (1951)	British production workers	29(G)	{ T,S U	F > M M > F
Kilbridge (1961)	Production workers	946	0	0
Isambert-Jamati (1962)	French industrial workers	8,049	T	F > M <sup>5</sup>
Yolles et al. (1975)	Female hospital workers	NA	F	F > M
Flanagan (1974)	Industrial workers	NA(G)	NA	F > M
Garrison & Muchinsky (1977)	{ Male & female white collar workers Male & female white collar workers	195 195	T T	F > M F > M <sup>3</sup>

Factors & Investigators	Sample	n	Measure	Result
<b>f. Marital status</b>				
Naylor & Vincent (1959)	Female clerical workers	220	T	0
Martin (1971)	Male & female light engineering workers	NA	S,U	0
Waters & Roach (1971)	Female clerical workers	160	F	0
Waters & Roach (1973)	{ Female clerical workers	62	F	0
	{ Female clerical workers	90	F	0
Nicholson & Goodge (1976)	British female production workers	varies	T,F,U,0	0 <sup>4</sup>
Garrison & Muchinsky (1977)	Male & female white collar workers	195	T	{ 0 <sup>2</sup> -3
<b>g. Anxiety</b>				
Sinha (1963)	Industrial workers	110	T	+
Bernardin (1977)	Male white collar sales workers	109	F	+
<b>h. Financial responsibility</b>				
Buck & Shimmin (1959)	British male operatives	32	F	0
<b>i. Race</b>				
Flanagan (1974)	Industrial workers	NA(G)	T	nonwhite > white
<b>j. Education</b>				
Waters & Roach (1971)	Female clerical workers	160	F	0
Weaver & Holmes (1972)	Female government employees	286 <sub>1</sub>	T(S)	0
Waters & Roach (1973)	Female clerical workers	152 <sub>1</sub>	F	0
<b>k. Prior job-related training</b>				
Weaver & Holmes (1972)	Female government employees	286	T(S)	-

Table 7. ORGANIZATIONAL CHANGE STUDIES

Factors & Investigators	Sample	n	Control Group	Measure	Result
a. <u>Alcoholic rehabilitation program</u> Alander & Campbell (1975)	Hourly alcoholic workers	2 (G)	Yes	T, 0	.5
b. <u>Training managers/supervisors</u> Copenhaver (1973) Wexley & Nemeroff (1975)	Food service workers Medical center employees	1 (G) 3 (G)	No Yes	NA 0	.5 -
c. <u>Orientation program</u> Rosen & Turner (1971) Smith (1972)	Black hard-core unemployed Blue collar workers	2 (G) 2 (G)	No Yes	0 T, 0	0.5 -
d. <u>Introduction of performance appraisal &amp; feedback</u> Kim & Hammer (1976)	Male & female blue collar unionized employees	4 (G)	No	T	0
e. <u>Introduction of goal setting</u> Ivancevich (1974a) Latham & Kinne (1974) Wexley & Nemeroff (1975) Kim & Hammer (1976)	Blue collar & sales workers Logging crews Medical center employees Male & female blue collar unionized employees	3 (G) 2 (G) 3 (G) 4 (G)	Yes Yes Yes No	T 0 0 T	- - - 0

Factors & Investigators	Sample	n	Control Group	Measure	Result
<b>f. <u>Introduction of rewards for attendance</u></b>					
Lawler & Hackman (1969) Nord (1970)	Custodians {Retail store employees School teachers	5(G) 1(G) 1(G)	Yes No No	T T 0	-5 -5 -
Schefflen et al. (1971) Tjersland (1972)	Custodians Telephone company employees	5(G) 2(G)	Yes Yes	T {0 F	-5 -5 0
Pedalino & Gamboa (1974) Johnson & Wallin (1976)	Unionized assembly line workers Production & office workers	5(G) 1(G)	Yes No	T T	- -
<b>g. <u>Change in supervisory methods</u></b>					
Bragg & Andrews (1973) Copenhaver (1973) Wexley & Nemeroff (1975) Powell & Schlacter (1971)	Unionized workers Food service workers Medical center employees Highway construction & electrical crews	3(G) 1(G) 3(G) 6(G)	Yes No Yes No	NA NA 0 T(S)	-5 - - +
<b>h. <u>Change in work schedule</u></b>					
Steward & Larsen (1971) Pocock et al. (1972)	Blue collar workers British blue collar workers	1(G) 1(G)	No No	NA {(F(S,U) F(0)	+5 + 0
Tjersland (1972)	Telephone company employees	2(G)	Yes	0	0
Nord & Costigan (1973) Golembiewski et al. (1974)	Non-unionized blue collar employees R & D employees	1(G) 3(G)	No Yes	F T T	-5 -5 -5
Greene (1974) Ivankevich (1974b) Robison (1976)	Psychiatric professionals & staff Manufacturing workers Managerial, blue collar & white collar employees	1(G) 2(G) 1(G)	No Yes No	0 U U	+5 - 0

Factors & Investigators	Sample	n	Control Group	Measure	Result
<b>i. <u>Change from hourly to salary</u></b>					
Hulme & Bevan (1975)	Blue collar workers	5 (G)	No	NA	5
Glaser (1976)	Donnelly Mirrors employees	1 (G)	No	NA	+5
<b>j. <u>Introduction of participation in decision-making</u></b>					
Smith & Jones (1968)	Manufacturing workers	5 (G)	Yes	T, F	5
Lawler & Hackman (1969)	Custodians	5 (G)	Yes	T	-
Oster (1970)	Black male & female press operators	2 (G)	Yes	NA	-
Scheflen et al. (1971)	Custodians	5 (G)	Yes	T	-5
Powell & Schlacter (1971)	Highway construction & electrical crews	6 (G)	No	T(S)	+
Bragg & Andrews (1973)	Manufacturing workers	3 (G)	Yes	NA	-
<b>k. <u>Job or sociotechnical system redesign</u></b>					
Trist et al. (1965)	Coal miners	2 (G)	Yes	S, U, 0	5
Davis & Valfer (1966)	Civilian production workers on military base	11 (G)	Yes	NA	0
Ford (1969)	Female clerical workers	5 (G)	Yes	0	5
Beer & Huse (1972)	Female non-union assembly workers	1 (G)	No	NA	-5
Smith (1972)	Blue collar workers	2 (G)	Yes	T, 0	-5
Ketchum (1972)	Blue collar workers	1 (G)	No	NA	-5
Copenhaver (1973)	Food service workers	1 (G)	No	NA	-5
Lawler et al. (1973)	Telephone operators	1 (G)	No	NA	-5
King (1974)	Clothing pattern workers	8 (G)	Yes	T	-20
Frank & Hackman (1975)	Bank employees	4 (G)	Yes	U	0
Gomez et al. (1975)	Female clerical workers	1 (G)	No	NA	0
Hackman et al. (1975)	Keypunch operators, leaders & alternates	2 (G)	Yes	0	0
Hautaluoma & Gavin (1975)	Managerial, white & blue collar workers	1 (G)	No	0	-5
Malone (1975)	Electrical instrument employees	1 (G)	No	NA	-5
Spiegel (1975)	City welfare department	1 (G)	No	NA	0
Glaser (1976)	Blue collar workers	varies (G)	No	NA	-21, 0, 22

Factors & Investigators	Sample	n	Control Group	Measure	Result
<u>Job or sociotechnical system redesign cont.</u>					
Locke et al. (1976)	Federal government clerical workers	6(G)	Yes	T	-5
World of Work Report (1977)	Swedish manufacturing workers	2(G)	Yes	NA	-
<u>1. Change in work assignments</u>					
Melbin (1961)	Male psychiatric aides	136	No	0	+
<u>m. Introduction of absenteeism control system</u>					
Seatter (1961)	Production workers	NA	No	T(0)	5
Rosen & Turner (1971)	Black hard core unemployed	2(G)	No	0	0
Baum & Youngblood (1975)	University students in classroom situation	2(G)	Yes	0	-
Nicholson (1976)	Female food processing workers	1(G)	No	T	05
				S	+5
				U	-

## FOOTNOTES

1. Sample of 152 includes subjects from 2 separate studies.
2. Paid absence.
3. Unpaid absence.
4. Effects of age and seniority are partialled out.
5. Significance level not reported.
6. Two scales measuring co-worker satisfaction.
7. Results generalized based on 3 absence measures in 16 organizations. In 6 out of 48 cases a negative relationship was found.
8. Result from 5 separate studies.
9. Results generalized based on 3 absence measures in 16 organizations. In 2 out of 48 cases a negative relationship was found.
10. Results generalized based on 3 absence measures in 16 organizations. In 7 out of 48 cases a negative relationship was found.
11. When satisfaction is partialled out, the correlation between job level and absence is not significant.
12. Relationship between variety and absence is negative for those rating high on higher order need strength.
13. In 2 out of 3 firms.
14. Two different time periods.
15. In 8 out of 12 cases.
16. Sanctioned absence.
17. Unsanctioned absence.
18. Effects of pay and age are partialled out.
19. 12 separate organizations.
20. Absenteeism levels were relatively low prior to intervention.
21. 3 separate studies.
22. 1 study.

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