

CHAPTER - 2

AFFILIATION - AN APPROACH TO THE HUMAN BEHAVIOUR :

REVIEW OF LITERATURE

In modern industrial set up, the workers manning the industries are faced with multiplicity of problems. As the process of industrialisation emerged and increased the labour problems within the industry and outside, the industry also increased. Such problems cannot be tackled by a single discipline approach but of a multi-discipline.

Human relation is an important and potential area of research in the field of psychology. Human relation studies can be defined as studies of relations between people engaged in the industrial production between one individual and another (e.g. relation between the first line supervisor and the worker), between a person to a group (e.g. relation between a worker and his trade union) and between a group and a group (e.g. relation between a management and trade unions).

AFFILIATION AND HUMAN BEHAVIOUR

Psychologists have been attacking the problem of human behaviour from more than one angle. Affiliation plays a very complex and vital role in human behaviour. In the recent years, need for affiliation has received an increasing

attention. A number of excellent laboratory experiments and field studies supported by well developed theoretical statement have resulted in interesting and provocative answers and questions on the subject of man's affiliative motive.

A list of causes and effects of man's association with his fellows would encompass nearly all the social psychologies in general and related science as well. A promising beginning towards understanding this urge to be sociable has been made by Stanley Schachter (1954)¹ of the University of Minnisota. Schachter has persued the affiliation motive towards its origin than anyone else. People do mediate goals for one another, and it may be necessary to associate with other people or belong to a particular group in order to obtain specific individual goals, e.g. to hold a job or to get maximum benefit for his labour it may be necessary to join a union; to play a bridge it may be necessary to become a member of the bridge club etc.

RESEARCHERS ON AFFILIATION

In contrast to the achievement not much research has been done on 'affiliation' but affiliation is a potential area of research in psychology. It has been suggested by Trotter(1920)² many years ago that there exists an "affiliation want" which

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1. Stanley Schachter (1959) The Psychology of Affiliation. Standford University Press, Standford, California.
 2. W. Trotter (1920). Instincts of the herd in peace and war - The Macmillan Company, New York.

is one of the four instincts that govern the human life. Later theories have denied instinct nature of the need for affiliation but nevertheless posit such a need as playing an important role in social grouping. The social grouping theory had been emphasized by McClelland Atkinson, Clark, Lowell (1953)³. In the same manner Schachter (1954)⁴ Elton Mayo (1939)⁵ conducted his human relation theory in the line of affiliation only. The theory which he evolved from these studies states that workers tend to cluster together into informal groups in order to fill a void in their lives. He condemned impersonal factory system and stated that the growth of trade union is pronounced outburst of suppressed desire.

Affiliation motives are very powerful motives in determining behaviour of people in 'on-the-job' as well as in 'off-the-job' situations. Mayo's (1956)⁶ extensive study along with Roethlisberger and Dickson in the Western Electric Company brought about a significant change in management thought and

3. McClelland D.C., Atkinson J.W., Clark R.A. and Lowell E.L. (1953) The Achievement Motive - New York, Appaleton Century-crofts Inc, New York.

4. Schachter Opt.Ct.

5. Elton Mayo (1945) The Social Problems in Industrial Civilisation. Harward Business School, Buston, Massachusetts.

6. Mayo- In Roethlisberger F.J. and Dickson W.J. (1956) Management and Worker - Harward University Press - 11th printing.

practice, stressed the role of affiliation motive in the adjustment of the workers to work and in productivity. However, his study with sociological orientation gives an impression that affiliation is an essential motivator for all men and it is the most important determiner of behaviour in work situation.

Affiliative behaviour as well as affiliative motives are very complex phenomena. Schachter presented empirical data which show that affiliative behaviour may be means rather than an end in itself and underlying sources for the behaviour may be varied. For example insecurity is an important determinant of affiliative tendency in the organisational set up. Murry^a (1938)⁷ also describes a number of variations of affiliation need and mentions that most of the personality needs could be associated with affiliation need. Therefore, study of the effect of 'affiliative motive' on job behaviour needs deeper study. Only those cases where affiliation is an 'end' in itself should be considered for determining effect of affiliative motives on job behaviour. Affiliative motives could be as powerful in determining behaviour as any other motives.

7. Murry^a (1938) Exploration of Personality. New York - Oxford University Press.

ANXIETY, FEAR AND SOCIAL AFFILIATION

Some people are more prone to affiliation than others.

W.F.whyte (1954)⁸ states that the rate busters who remained aloof from the work restricting factory group tended to be different in personality types from the regulars. They were rather flinty independent people. On the other hand, Schachter found that the affiliative desire is much stronger among the somewhat tense people who are sensitive to every shift in social winds than among the more carefree who simply take life as it comes. In another study, pepitone and Kleiner (1957)⁹ varied the amount of threat experienced by group members and found that high threat yielded greater increase in attraction to the group than low threat. In a second study Kleiner (1960)¹⁰ it was found that reduction of threat increases the attractiveness of a considerate who played the role of group member.

Schachter (1959)¹¹ reported that anticipated exposure to a painful external stimulus determines the degree to which persons wish to affiliate with each other; the greater the

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8. Robert W. Whyte (1954). Motivation reconsider the concept of competence. Psychological Review, Vol.66, No.5.
 9. Pepitone and Kleiner R.J.(1957) The effect of threat and frustration on group cohesiveness - Journal of Abnormal and Social Psychology - 54-192-199.
 10. Kleiner R.J.(1960) The effect of threat reduction upon interpersonal attractiveness. Journal of Personality, 28- 145-55.
 11. Schachter. Opt. Ct.

anticipated pain, the stronger the desire to await the onset of the pain in the company of others in the same predicament. Based on this postulate Irvin Sarnoff and Philip G. Zimbardo (1961/62)¹² in their research stated that there is a strong positive relationship. If the tendency towards affiliation is partially a vestige of childhood fears of abandonment, then we may desire other's company in later life when we are anxious. To test the latter part of this proposition - that we desire company when we are anxious comparable groups of adults subjects were exposed to different degrees of anxiety and then they were asked whether they wished to be with someone or remain alone. The result showed a significant tendency for the highly anxious subjects to want to be with other people and for the others who were only mildly anxious to be indifferent about affiliation. Schachter's result is as follows:

<u>Condition</u>	<u>Together</u>	<u>Subjects preference</u>	
		<u>Don't care</u>	<u>Alone</u>
High anxiety	63%	28%	9%
Low anxiety	23%	60%	11%

If we summarise above result, we might say that man's desire for other's company perhaps related to early experience, that

12. Irvin Sarnoff and Philip G. Zimbardo (1961-62). Anxiety, Fear and Social Affiliation. Journal of Abnormal and Social Psychology, 356-363.

this desire increases when he becomes anxious, and that when we are anxious our preferences are strongest for relationship with people in similar circumstances. In another study, Irvin Sarnoff and Philip G. Zimbardo (1961-62)¹³ stated that there is a strong positive relationship between fear and the index of affiliative tendency, but a strong negative relationship between anxiety and affiliation. It is also found that ^{as} fear increases affiliation also increase, while on increase in anxiety results in decrease of affiliation. Affiliating with others can aid us in the attainment of many of our goals.

AFFILIATION AND SOCIAL COMPARISON

It is possible that under various conditions people may need to affiliate in order to compare the abilities. This idea was postulated by Festinger (1954)¹⁴ in his theory of social comparison. Adopting social comparison theory under investigation, Schachter postulated that the arousal of any strong emotion evokes a need for comparison. He also mentioned such other motivational forces as the subjects need for reassurance, distraction, escape and information.

13. Irvin Sarnoff and Philip G. Zimbardo, Opt. ct.

14. Festinger L.H. (1954) A theory of social comparison Process. Human Relations - 117-140

Under the postulation of social comparison theory, Singer and Shockley (1965)¹⁵ compared the abilities and affiliation tendencies of students. 39 female students were randomly assigned to either a condition in which they had a knowledge concerning their performance, on an experimental task or one in which they did not have this information. All subjects were then given a choice of waiting for the next part of study, alone or with others. Those who had no knowledge about their performance chose to affiliate significantly more than did those who had such information.

AFFILIATION, BIRTH ORDER AND SEX DIFFERENCE:

Some studies indicate that women are more prone to affiliation than men. Booth (1972)¹⁶ found that women had more contact with their close friends, confided more on them and engaged more spontaneous activities. Langrome (1963)¹⁷ in his studies on sex and personality differences in relation to fantasy found the same results. In a study by T.D. Agrawal and S.N. Upadhyay, related to sex and age differences in affiliation, behaviour, found prominence of affiliation motive among females as compared with males. This finding corresponds with observation that females show unconscious dependency needs more than males. Order of birth also influences the

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15. Singer J.E. and Shockley V.L. (1965)-Ability and Affiliation. Journal of Personality and Social Psychology 195-200.
 16. Booth A. Sex and Social Participation - American Sociological Review 1972 - 183-192.
 17. Langrome C.W. (1963) Sex and Personality differences in relation to fantasy. Journal of Counselling Psychology, 27 270-272.

affiliation motive. In Schachter's studies he found that the first born child is more prone to affiliative tendency than others.

A strongest support for the existence of need for affiliation is provided by a series of investigations which attempted to show that the need for affiliation can be manipulated through deprivation in the manner as physiological needs such as hunger. Gewirtz and Baer (1958)¹⁸ concluded that social deprivation enhances the effectiveness of social reinforcer and need for affiliation. However, Walter and Karal (1960)¹⁹ were unable to replicate these findings with college students. Stevenson and Odom (1962)²⁰ demonstrated that the enhanced effects of social reinforcements after social deprivation could not be accounted for in terms of general deprivation. Thus, although there are some conflict results, it can be established that need for affiliation can be manipulated like psychological need.

RESEARCHES ON TRADE UNIONS

Unlike any other area, psychologists have contributed less in understanding trade union and their problems as compared to

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18. Gewirtz and Baer (1958). Deprivation and Satiation of Social reinforcers as drive conditions. Journal of Abnormal and social psychology, 165-172.
 19. Walter R.H. and Karul P.(1960) Social Deprivation and Verbal Behaviour. Journal of Personality, 89-107.
 20. Stevenson H.W. and Odom R.D.(1962) The Effectiveness of Social Reinforcement. Journal of Abnormal and Social Psychology, 429-431.

labour economists, sociologists or business management has done. Labour problem constitutes an area that can only be studied by a number of disciplines together; mention may be made about subjects like labour economics, industrial psychology, industrial relation, industrial hygiene and Taxiology, industrial medicine etc., each of which tries to understand and provide solution to what is collectively called 'Labour Problems'.

Trade union is essentially an organisation created by the workers to protect their rights. Although the economic activities of unions are most prominent, participation in the union activities itself is of some social and psychological importance for the workers. As Golden and Ruttenberg (1948)²¹ pointed out, part of the motives of workers in joining union is social and psychological in nature and is related to their desire for effective participation in the making of decision that affect them in their work and community life. In a study work attitude as a predictor of unionisation activity, W. Clay Hammer (1975)²² concluded that

the prediction is based on the generally accepted assumption that when a unionisation attempt is made, a work force, that feels a high degree of dissatisfaction will be more likely to seek union representation than work force that feels less dissatisfied.

21. Golden C.S. and Ruttenberg H.J. (1948) Motives for union membership in human factors in management. McDonald & Evans, London (1948).

22. W. Clay Hammer and Frank J. Smith (1978) Work attitude as a predictor of unionisation activity. Applied Psychology Journal.

In another study related to university faculty interest in unionisation, Robert E. Allen and Timothy J. Keaveny (1981)²³ reported that job status is associated with attitude towards unionisation. Further arguing, he stated that there is relation between attitude towards unionisation and salary and job performance in determining future pay hikes. With the ^gRegression analysis, he found that instrumentality (economic ground) is most important predictor for unionisation.

The research findings indicate that dissatisfied employees are most likely to organise than satisfied employees. After studying a sample of manufacturing employees, Shriesheim (1978)²⁴ reported that satisfaction with economic factors is a dominating force in ~~unionisation~~ unionisation.

The relationship between specific aspects of worker satisfaction with economic variables and attitudes have received some attention. Jaques (1961)²⁵ concluded that satisfaction with pay is not simply a matter of getting as much money as one can. There appears to be an equally strong desire to earn the right amount, that is, to receive neither too little nor too much related ^{to} one's job

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23. Robert E. Allen and Timothy J. Keaveny (1981) Correlates of University Faculty interest in unionisation. A replication and extension. Department of Business Administration, University of Wyoming. Journal of Applied Psychology, Vol.66 N-5.
 24. Schriesheim C.A.(1978) Job satisfaction, attitudes towards unions, and voting in a union representation election. Journal of Applied Psychology, 63.548-552.
 25. Jaques E.(1961) Equitable payment, New York Wiley.

responsibilities. Kochan (1979)²⁶ reported that for white-collar employees, perceptions of pay equity are significantly related to a propensity to unionise. Among blue-collar worker, however, the relationship was not significant. Bigoness (1978)²⁷ reports effects of the pay, satisfaction with the pay and promotion are taken into account, satisfaction with other aspects of the job makes virtually no contribution to explaining attitudes towards collective bargaining. The main reason for joining a union where usually a demand for higher wages, better working conditions and other benefits. Being dissatisfied with their job conditions, the workers looked to the union for fulfilling these and other needs. Some studies have revealed that workers satisfied with the job and work conditions do not like to join the union.

Organisation of workers into unions is an accepted and prevalent pattern of the contemporary industrial set up. Sinha D. and Pai (1963)²⁸ studied motives in joining the trade union and workers' perception of the union function.

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- 26. Kochan T.A.(1979), How American workers view labour unions - Monthly Labour Review, 102.
 - 27. Bigoness W.J. (1978), Co-relates of faculty attitude towards collective bargaining. Journal of Applied Psychology, 63. 228-233.
 - 28. Sinha D. and Pai M.U.(1963) Motivation Analysis of union membership. Indian Journal of Social Work 21(3) 29.

Representation of grievances, job security and higher wages were found to be most important motivators. Workers considered yearly bonus and fringe benefits as an important thing. Supervisors join the union for higher wages and for job security.

Das R.S. (1960)²⁹ compared engineers with unionist in terms of their perception of incentive to workers. He has studied 21 job incentives, the differences were more pronounced among the engineers than among the trade unions. It was also found that the importance of incentive for the workers as reported by the engineers differed from the reports of the unionist.

In another study, Vaid (1965)³⁰ surveyed a sample of 654 Delhi Textile workers and concluded that three sets of motivations lead the workers to join the union. They are work rules, socio-psycho-political and economic. By and large, the 'watch-dog' functions of a labour union is assured to be the most important in the eyes of the workers. An average worker did not appear to be motivated by such things as desire to

29. Das R.S. (1960) Comparison of job incentives of engineer and trade unionist. Indian Journal of Social Work, 23. pp 343-349.

30. Vaid K.N. (1965) Why workers join unions? Indian Journal of Industrial Relations 1(2) , 208-230.

participate in and co-operate with the management nor very much with the working conditioning or the political aspirations. For an average worker, representation of grievances, economic motives and security needs are of prior importance.

Vaid (1965)³¹ has prepared a monograph on trade unions in India which contains valuable psychological information on motivational side of the trade unionism. In another study, Vaid (1962)³² studied 87 unions and 58 leaders in the Delhi regions. The study shows that Delhi union shows all the features of Indian trade unionism, such as high mortality, multiplicity, inter-union rivalry, small size and industrial type of organisation. They are loose in structure and lack full time paid office bearers; they are dominated by leaders and obliged with political parties.

Nanda (1969)³³ studied union response to crises. The author described various strain and stress through which the union had passed, and how ultimately it succeeded in resolving the crises. Rival unionism and ideological conflict in trade

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31. Vaid K.N. (1965) Trade Union in India. Delhi Sriram Centre for Industrial Relations.
 32. Vaid K.N. (1962) Growth and practice of trade unionism an area study. Delhi School of Social Work.
 33. Nanda A.C. (1969) Union Response to Crises. Industrial Journal of Industrial Relations,

union movement have been studied by Pandey (1967-68)³⁴. Every worker in a factory is subject to cross pressures for loyalty from the two membership group - the company and labour union. It is also to be expected that if a worker is a member of a union, he perceives, judges and feels about things in the work situation in the manner in which union perceives these; consequently, a union member's perception is different from that of worker who has not joined the union. A morale survey was carried out by Ganguly (1956)³⁵ in a Calcutta engineering factory on analysis, it was found that over each morale dimension the outside union is most dissatisfied, the inside union was most satisfied, and non-union group occupied a middle position. Similar study by Ganguly (1954)³⁶ measured the morale of factory workers in terms of their satisfaction with job, wages, security, supervisory practices and company policy. The result showed that whereas 38 % of non-union employees were generally satisfied with their employment relation, only 23 % of union members were satisfied. Analysis showed this negative relation to be present even when factors like supervision, earning, education of workers etc. etc. were kept constant.

34. Pandey (1967-68) Rival unionism in an industrial centre. A study of Kanpur. Indian Journal of Industrial Relation.

35. Ganguly (1956). Attitude of union and non-union employees in Calcutta Engineering Factory. Journal of Applied Psychology: 40. 2 , 78-80.

36. H.C.Ganguly (1954) A study of effect of union membership on Industrial morale. Indian Journal of Psychology, 29.

Another area of union is related to commitments to unionism. Commitment to unionism as an institution which denotes a psychological bond between its members and the union.

Commitments to unionism was studied by Monga and Ashok Maggu (1981)³⁷. The study mainly explored the factors underlying the phenomena of commitment to unionism. They have concluded that anti-management sentiment was not sufficient factor to evoke commitment to unionism. It could be true in case of trouble and tension and not in a situation of calm or in the absence of any anti-management impetus.

The level of commitment to unionism in Indian situation has been repeatedly reported to be low. Croach (1966)³⁸ reports dis-interest in the part of Indian workers in union activities. Pandey and Vikram (1969)³⁹ in their study of trade unionism in the building industry mentioned that members' participation in union activities is generally low. The authors find that unionism in the industry is of recent origin, weak and fragmented because of migratory nature of the work force. They also observed that union participation and knowledge of unions is

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37. M.L.Monga and Ashok Maggu (1981). Commitment to unionism Source. Productivity. October-November, 1981. Xavier Labour Relation Institute, Jamshedpur.
 38. Croach H. (1966) Trade Union and Politics in India. Bombay Manaktalas, pp 28-29.
 39. Pandey S.M and Vikram C.M (1969). Trade Unionism in Delhi's Building Industry. Indian Journal of Industrial Relations. 4(3) pp. 298-321.

low among the workers. Sheth (1969)⁴⁰ and Sharma (1974)⁴¹ also found that the level of participation among the workers is very low. Sheth (1969)⁴² concluded that workers tend to be indifferent in the initial periods of their career, then develop a bond to the union as they mature and later may again start withdrawing from it.

Cultural obstacles are not a blockade to the union. In a study Sharma and Baldev (1968)⁴³ observes that the traditional Indian culture appears to present no serious obstacles to the process of commitment among the industrial workers. It has also been reported that participation in union activities is high during the course of trouble in the plant. It is also reported that the average member of a union is indifferent or apathetic to it with regards to its day to day work. Dayal and Sharma in their study of banking industry, relating to clerical staff, mentions that although a vast majority of clerical employees are members of unions and consider union necessary, they are not highly interested in them. They pay union dues quite regularly

40. Sheth N.R. (1969) Workers' participation in trade union activity. Industrial Journal of Industrial Relation,

41. Sharma (1974) The Indian Industrial Workers issue in Perspective. Bombay Vikas Publishing.

42. Sheth N.R. Opt. ct.

43. Sharma and Baldev (1968). Commitment to industrial worker - The case of the Indian Automobile worker- Indian Journal of Industrial Relations, 4(1) pp 3.33.

but attend union meeting only rarely. Croach (1966)⁴⁴ describes the Indian worker as a status conscious, possessing a persistent mentality to obey and hence disinterested in union work.

The review of the concepts and existing data, shows the trade union affiliation studies are still in a primitive stage, and this area needs serious study by researchers. The third chapter deals with the methodology of the present research.

SUMMARY

The relation between a worker and his trade union is an important area of industrial relation. Trade union is essentially an organisation, basically dedicated to promote the interest of the workers. Workers form a union because of affiliative tendencies. Psychologists are attacking the human behaviour from more than one angles. Affiliation is one of the important areas, which received attention from them.

(1) 'Affiliation' want is one of the important motive which govern the human beings. It is also equally an important motivator in work situation. Stanley Schachter, from the University of Minnisota was one of the psychologist

44. Croach Opt. ct.

who pursued the affiliation motive towards its origin than any one else. Schachter presented empirical data which shows that affiliative behaviour may be a means rather than an end itself. Marry also describes about affiliation need and mentions that most of the personality needs could be associated with affiliation need.

(2) The contribution of Psychologists in understanding the trade union problem is much less. The main area of the research is related to the unionisation, motivation of the workers, attitude of the workers towards management and perception of the management towards union etc. Research indicates that the main reasons for joining a union were usually a demand for higher wages, better working condition, and other benefits. Being dissatisfied with their job conditions the workers looked to the union for fulfilling their demands and other needs.

(3) The present study is aimed to project the trade union affiliation. The workers show the affiliation towards their union, because union is a protective weapon, and it provides a vehicle for the satisfaction of their needs.