MORALE:
THE CONCEPT AND ITS SIGNIFICANCE

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Morale: the Concept and its Significance

Snap Shots

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Organisation and Morale

- Organisation has become an **integral and important** part of human life.

- It provides a **means** by which **human efforts** are properly **directed** more towards productive and **effective achievement** of **common purpose**

- It adds **definiteness** to the **objectives** to be **accomplished** by **allocating the duties and responsibilities** to the individual members.

Organisation and Morale

- In every organisation **people are working** within a subtle **environment of attitudes**.

- Each **employee has attitudes** that range over the entire **spectrum of human behaviour.**

- **Understanding and managing** employee's **behavior in** the **work organisations** become **challenging jobs** for managers because of **complexities** involved in the **process.**

- The **emerging problem** of **stimulating** a feeling of **togetherness,** a sense of **identification with the job** has affected the

EMPLOYEE'S MORALE

Morale

" **It is a state of mind & emotions affecting the attitude & willingness to work, which in turn, affects individual & organisational objectives**"

Morale

- Morale is the **mental attitude of individual or of a group**, which enables the employee to realise that the **maximum satisfaction** of his drives **coincides** with the **fulfilment of the objective** or the concern

- Morale is **used to describe** about overall **"tone" or "climate"** prevailing in **members of group**, society or association

- In the **context of civil service** morale, the term is used to **describe the overall attitudes** of a civil servant **collectively** towards, **all aspects of their work-** the job, supervisor, fellow civil servants, working conditions, overall ecology of administration etc.

Morale

Morale has been defined in terms of

- ### What it is?
  It is an attitude of mind & esprit de corps, a state of well being & an emotional force."

- ### What does it do?
  It affects output, the quality of a product, costs, co-operation, enthusiasm, discipline, initiative & other ingredients of success.

- ### Where does it reside?
  It resides in the minds & emotions of individuals & in the reactions of their group or groups.

- ### What does it affect?

  It affects an employee's or a group's willingness to work & cooperate in the best interest's of the individuals, groups & the organisations for which they work.

  ### Whom does it affect?

- It affects the employees & executives in their interactions. Ultimately, it affects the consumers & the community.

  Morale regarded *as* Individual Phenomenon as well as Group Phenomenon

- Culture is the personality of an organisation, it is deeply rooted and taken for granted. Culture guides emplyees on how to think,feel and act.

- Employee sense of morale is a key component of organisational culture.

- If low morale or negativity grab hold, and becomes the "Culture", it can break the employee causing great damage to the effectiveness of the organistion

- And Culture always wins.

Morale and Motivation

- **<u>Two concepts are inter-related but differ from each other</u>**

- Morale is composite of attitude and feelings whereas motivation is the process of inspiring people

- Moral is a group Phenomenon while motivation is basically an Individual's willingness to work

- Morale indicates predisposition towards all aspects of work but motivation towards the job itself.

- Morale is a function of group relationships, while motivation is of needs and incentives

- Morale is concerned with the mobilisation of sentiments while motivation is with energy mobilisation

Types of Morale

- Morale is referred to:

    -High Morale

    -Low Morale

High Morale exists when employee attitudes are favourable to the total situation of a group and to the attainment of its objectives

Represented by terms such as team spirit, zeal, enthusiasm, loyality, dependability and resistance to frustration

Low Morale exists when attitudes inhibit the willingness and ability of an organisation to attain its objectives

Described by phrases such as apathy, bickering, jealousy, pessimism, disobedience of the orders of the leader, lack of interest in one's job and laziness

Indicators of High Morale

- Willing cooperation for the attainment of organisational objectives

- Loyalty to the organization

- Good discipline and conformance with rules, regulation and orders

- Strong organisational stamina

- High degree of interest in the job

- Display of initiative

- Pride in the organisation

Indicators of Low Morale

- *Work place conflicts- interpersonal and interdepartmental.*
- *Sense of negativity, lack of cooperation*
- *Lack of sense of belongingness,*
- *Absenteeism/ turnover*
- *Stress.*
- *Trouble with the supervisor.*
- *Performance shortcomings.*
- *Lack of pride in work.*
- *Wastage & Spoilage.*
- *High labour turnover .*
- *Increase in insignificant complaints, He said/ she said syndrome*

Indicators for Measuring Morale

- Morale is an intangible & subjective concept it cannot be directly measured or evaluated.

- A properly designed programme has, therefore, to be utilised to test the morale of individuals in an organization.

- Morale can be measured by the using following indicators:

Morale survey,	Employee turnover
Productivity, Absenteeism,	*Observation*
Grievancec,	Fatigue and monotomy,
Need for Discipline,	*Waste and scrap,*
Quality record,	*reports of General Meetings*
counselling,	*exit interviews,*
training reports,	*suggestion system, complaint box system*
Questionnaires	*Company records & Reports.*
Speaking with departing personnel	*Outside Consultants*

Initiatives for Building High Morale

- Morale building is a dynamic and perpetual exercise.
- Both individual and collective efforts are required to develop and maintain high morale
- Initiatives required towards improving morale could be:

  Prompt settlement of Grievances,
  - *Collective Bargaining regarding service conditions,*
  - *Joint consultation in the decision making process, Rewarding Achievements,*
  - *Sharing of information with employees,*
  - *Employee Counselling,*
  - *Team building*
  - *Regular feedback*
  - *Training & Development*

Initiatives for Building High Morale

- *Good leadership, Fair treatment,*
- *Proper working conditions,*
- *Attitude surveys,*
- *Flow of communication,*
- *Use of bulletin boards,*
- *Conflit handling,*
- *Review meetings.*
- *Job satisfaction.*
- *Active participation.*

- *Friendly atmosphere*

Motivation: *effective tools for Morale building*

Motivation:effective tools for Morale building

- Motivation is the process by which Inner Striving Condition which activates or moves individual into action and continues him in the course of action enthusiastically.
- Motivation is the art of stimulating someone or oneself to take desired course of action.
- Motivation is not a simple concept; instead it pertains to various drives, desires, needs, wishes and other forces.
- Administrators motivate by providing an environment that induce organisation members to contribute.
- Theories of motivation studied and used towards improving morale are as follows:

Theories of Motivation

- *Maslow's Hierarchy of Needs*
- *Fredrick Herzberg's Two-Factor theory*
- *Douglas McGregor's - X and Y theory*
- *David McCellands's achievement motivation theory*
- *Alderfer's ERG theory*
- *Vroom's Expectancy theory (VIE)*
- *Porter-Lawler model of motivation*
- *Adam's Equity theory*
- *Ouchi's theory Z*
- *Fear and Punishment theory*
- *Reward theory*
- *Carrot and Stick theory*

■ Importace of morale can not be over emphasised as positive morale:

-influances the productivity of a group

-reduces the amount of supervision

-reduces employee turnover, waste and strike

-willing cooperation

-loyalty to the organisation and leader

-good discipline etc.

Status of Morale in Indian Civil Service

- The demoralising effect of the following reasons have resulted in the destruction of morale of the bureaucracy. These are:

- Blind, unquestioning obedience Main criterion for placement
- Power-seeking behaviour of politicians and self-seeking behaviour of civil servants
- Corruption
- Politicisation resulting in political-cum-policy cobweb
- Adhocism in appoinments
- Discrimination on the basis of caste, region
- Inter-cadre tensions
- Bye-passing seniority

Focus on the following is needed

- Sense of Belonging among employees
- Sense of Unity of Purpose
- Sound Superior- subordinate relationship
- Visionary at the top
- Employee's clarity about goals