HUMAN RESOURCE MANAGEMENT II

CHAPTER 7: MORALE

CHAPTER 7

INTRODUCTON

- Morale is an attitude of an employee towards his job, his superior and his organization

- Morale is purely emotional

- It is an attitude of employee towards his job, his superior and his organization

- This may range from very high to very low

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DEFINITION

- Edwin B. Flippo defines morale as "a mental condition or attitude of individuals and groups, which determines their willingness to co-operate. Good morale is evidenced by employee enthusiasm, voluntary conformance with regulations and orders and willingness to cooperate with others in the accomplishment of an organization's objectives. Poor morale is evidenced by surliness, insubordination, a feeling of discouragement and dislike of the job, company and associates".

- Michael J. Jucius defines "Morale as a state of mind or of a willingness to work which in turn affects individuals and organizational objectives."

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IMPORTANCE OF MORALE

■ It contributes to sound superior-subordinate relations

■ It leads to employee satisfaction and commitment

■ It reduces employee grievances

■ Morale helps the employees to build teams easily to maximize their contribution

■ Implementation of ERP and BPR can be possible with the employees of high morale

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MORALE RESULTS IN….

- Team building
- High level commitment, sincerety and employee loyalty
- Increase in employment pride
- Sound superior-subordinate relations
- Employee empowerment
- Reduction in accidents, grievances, industrial conflicts
- Reduction in absenteeism and labour turnover

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INDIVIDUAL AND GROUP MORALE

- Morale may be concerned with an individual

- An individual's morale is related with knowing one's own expectations and living up to them

- Group morale reflects the general *esprit de corps* of a collective group of personalities

- Group morale and the morale of the individual are interrelated but not necessarily identical but more usually the two share common feelings

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FACTORS AFFECTING MORALE

- Roach determined that there are 12 factors that influence the morale

    - General worker's attitude towards the company

    - General worker's attitude towards the supervisor

    - The level of satisfaction with job standards

    - The level of consideration the supervisor shows to his subordinates

    - The work load and the work pressure level

    - The worker's attitude towards fellow workers

Contd.

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FACTORS AFFECTING MORALE

- Intrinsic job satisfaction level of the workers
- The treatment of individuals by the management
- Workers reactions to the formal communication network in organization
- The level of workers satisfaction with salaries
- The treatment of individuals by the management
- Workers satisfaction with the progress and opportunities for further progression

CHAPTER 7

MEASUREMENT OFMORALE

Following are the popular methods of morale measurement

- Observations

- Attitude Surveys
  - Interview method
  - Questionnaire method

- Company records

CHAPTER 7

MORALE AND PRODUCTIVITY

On the basis of several research studies, Miller and Form have given four combinations of productivity and morale

- Low productivity- high morale
- High productivity-low morale
- High productivity-high morale
- Low productivity-low morale

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WARNING SIGNS OF LOW MORALE

- High rate of absenteeism
- Tardiness,
- High labour turnover
- Strikes and sabotages
- Lack of pride in work
- Wastage and spoilage

CHAPTER 7

MAINTENANCE OF MORALE

- Morale can be maintained by two ways
    - Preventive measures
    - Remedial measures

- Measures include
    - Creation of whole job
    - Job enrichment and Job rotation
    - Modifying the work environment
    - Adaptation of "how shall we do it" attitude
    - Point individual prosperity in company prosperity
    - Flexible working hours

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IMPROVEMENT OF MORALE

■ Whenever something is found to be wrong with the workers, it is obvious that there must be some cause of this situation.

■ The causes could be policies or practices of the organization are defective or Executives are at fault or that the views of those whose morale is

Contd.

CHAPTER 7

low do not agree with those of the company or of its executives. In such cases,a three-fold action may be initiated

- It is essential to change the policy
- Misconceptions should be removed
- A reasonable attempt should be made to educate and convince the employees