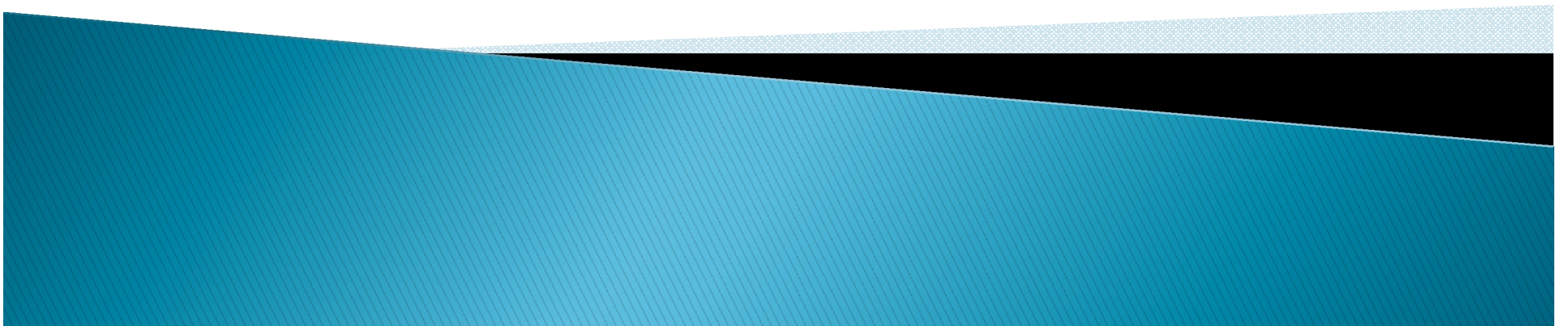


Morale



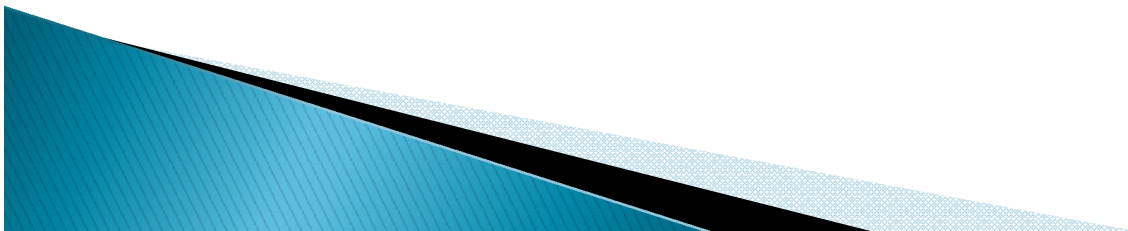
Employee Morale

- ▶ Morale is a word with multiple meanings.
- ▶ Mayo defined it as “ the maintenance of cooperative living”. In this sense it refers to a sense of belonging to a group.
- ▶ Dr Keighton described morale as “capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose.” Thus, acceptance of a goal, and commitment on the part of the group to work for it, are important components of high morale according to this view .



Components of Morale

- ▶ Intrinsic job satisfaction
- ▶ Satisfaction with company
- ▶ Satisfaction with supervision
- ▶ Satisfaction with rewards
- ▶ Satisfaction with co-workers




- ▶ **Measurement of morale**

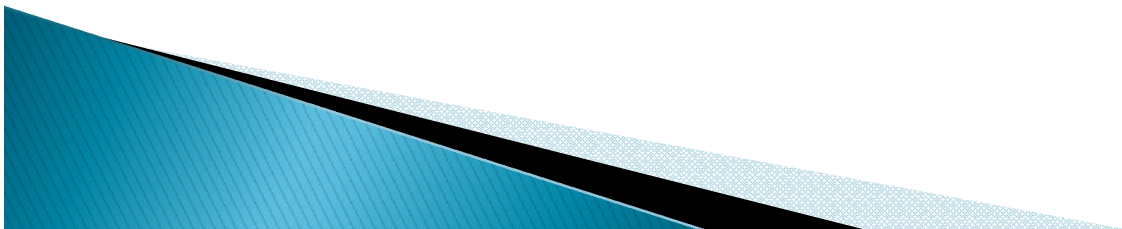
- ▶ **It is not easy to measure morale:** Employees are, often, reluctant to express their opinions and attributes in a fearless, bold manner. The concept is intangible and subjective in nature.

- ▶ The various methods of measuring morale are listed below.

- ▶ **Observation:** Managers can spot changes in the behaviour of employees (through their gestures, submissive or aggressive talks, acceptable or unacceptable behaviour etc.) through careful observations. This not a reliable way of measuring morale, since observations could differ.



- ▶ **Surveys:** Morale surveys can be undertaken to discover the feelings of employees towards their colleagues, jobs, and supervisors, company politics and the organization as a whole.
- ▶ **Records:** Company records regarding absenteeism, grievances, spoiled work, labour turnover, strikes etc., could also be examined in order to find the level of employee morale.
- ▶ **Suggestion boxes:** Employees may also be given an opportunity to offer suggestions, ventilate their grievances and lodge their complaints.



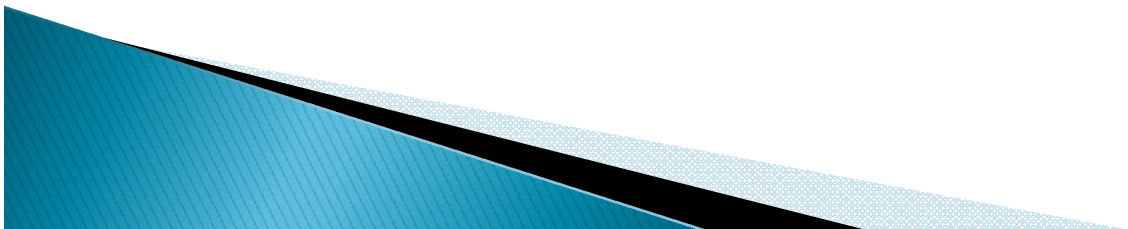
Factors affecting Morale

- ▶ **The organization:**
- ▶ If the goals set by management are worthwhile, useful & acceptable, then workers develop a positive feeling towards job & organization.
- ▶ The reputation of the company Persons working in reputed organizations experience feelings of pride and a spirit of loyalty.
- ▶ **Leadership:** The actions of managers exert a strong influence over the morale of the workforce.
- ▶ Fair treatment, equitable rewards and recognition for good work affect morale greatly.
- ▶ Workers feel comfortable when they work under a sympathetic, caring leader in place of one who is authoritarian, dictatorial and dominating.


Important steps for improving Morale

- ▶ Maintaining reasonable level of morale is not an easy job.
- 1. **Remuneration:** The remuneration must be fair and equitable. It should be fair in relation to employees' skills and abilities and equitable in relation to the wages prevailing in the industry..
- 2. **Job security:** The employee must be sure of his job and its continuity.
- 3. **Participation:** Employees must be treated as 'resources', not as 'tools'. They must be allowed to participate in all important decisions affecting their lives in the organization.

Participation makes employees more committed to their job and allows them to exchange their ideas and suggestions with others.
- 4. **Job enrichment;** Enrichment is a process of making jobs more responsible, challenging and interesting. Enriched jobs offer employees opportunities for achievement, recognition and growth.

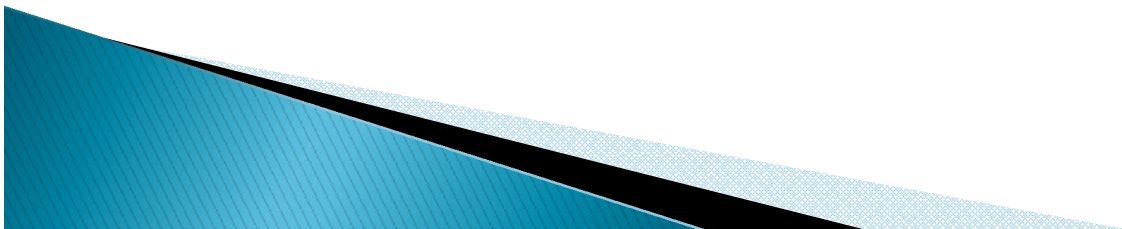


Important steps for improving Morale

- 5. Organization structure:** Tall structures increase the distance between the manager and his employees. Communication gets distorted often and control becomes difficult.
- ▶ Flat structures permit the employee to move closer to the manager and discuss the implication of commands on a face-to face basis.
 - ▶ A healthy interchange of ideas can take place often, paving the way for a positive work climate.
- 6. Grievance redressal:** many a time, grievances are the cause of low employee morale. The use of a well-established procedure helps in redressing employee grievances promptly.
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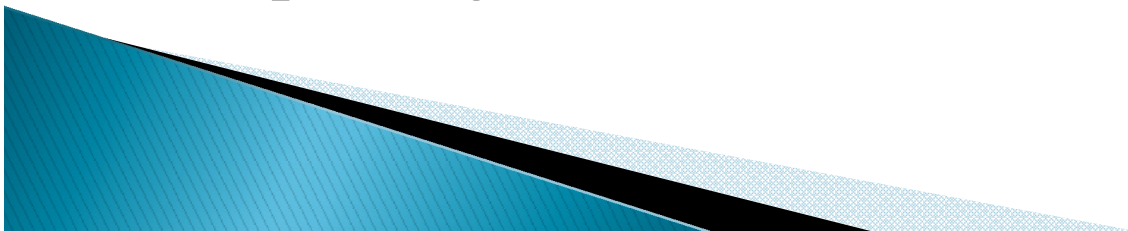
Important steps for improving Morale

- 7. Employee counselors:** The counsellor's basic function is to assist employees with their problems and complaints in order to tackle important outcomes of poor employee morale, i.e., absenteeism, tardiness, turnover, etc.
- 8. Sound leadership:** Top management must be genuinely interested in the employees at all levels.
 - ▶ They must undertake sound human resources practices (prompt grievance redressal, safety measures, discipline rules, welfare activities, equitable compensation schemes) for building good employee relations.



Important steps for improving Morale

9. Provide employee perks such as casual Friday, free lunches, and cash bonuses or gift certificates.
10. Offer bonuses, whether financial incentives, company cars, or other prizes.
11. Understand that the work environment can greatly affect employee morale
12. Use 360 degree feedback surveys as a way to illustrate to employees that you support and encourage an atmosphere of continuous improvement and dedication to improving work conditions.



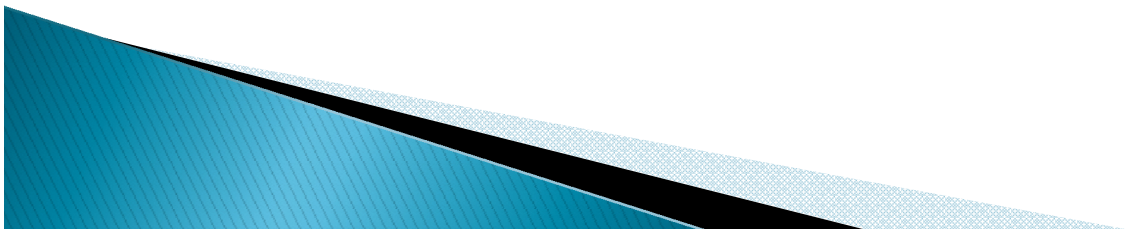
13. Encourage communication between employees and management.
14. Revise the company mission statement to include all employees and departments to ensure each employee feels as though they are an integral part of the company's future.
15. Make sure the values and ethics of the company are of those employees can take pride in.
16. Find ways to make life more pleasant in general for employees.
17. Be loyal to your employees.
18. Give employees a chance to help others
19. Change the atmosphere.
20. Have Fun



Evaluation Of Morale

1. Workplace Assessment

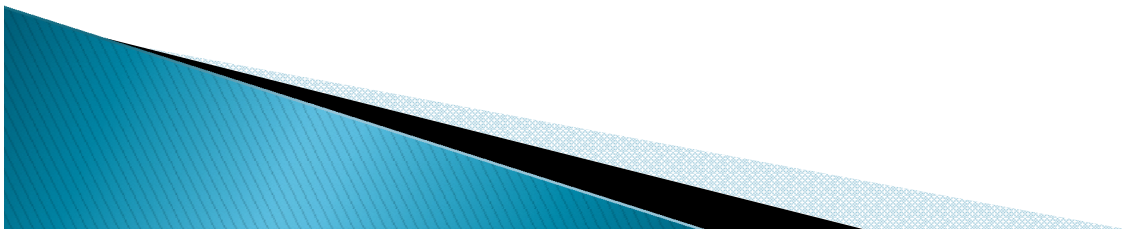
- ▶ One of the best and most revealing methods to assess employee morale is to simply ask open questions in an informal atmosphere, in an attempt to gauge satisfaction.
- ▶ You may need to look at their body language to establish their true feelings if they are too shy or wary to be completely truthful.



Evaluation Of Morale

2. Survey

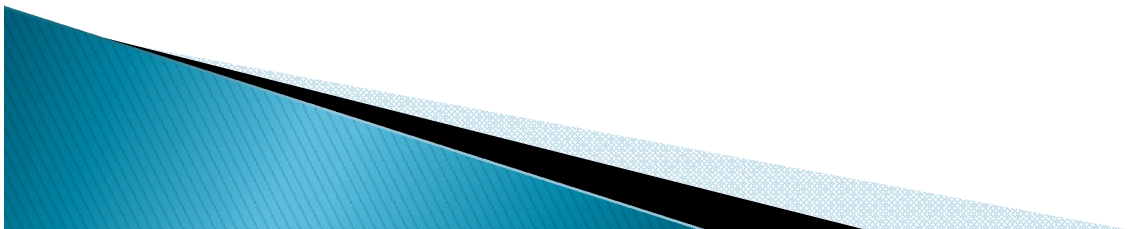
- There are many Internet services that will help you create a survey, which will allow employees to rate their morale in an anonymous setting.
- This is beneficial in that workers are more likely to be truthful if they know that they will not be held to account for, or quizzed further over, complaints or suggestions made



Evaluation Of Morale


3. Interview

- ▶ Another morale-assessing method is to conduct interviews with individual workers, reassuring them that anything said within the confines of your office is confidential and will not be shared with anyone else.
- ▶ However, this method may not be truly beneficial, as employees can feel under pressure and may be prone to not being entirely truthful for fear of being viewed negatively.



Evaluation Of Morale

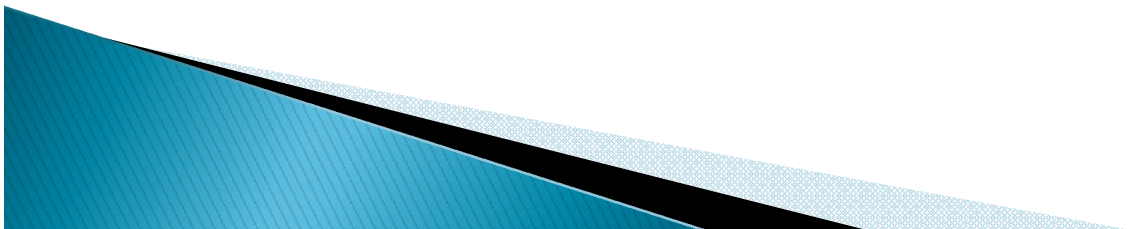
4. Suggestion Box

- ▶ Another anonymous method for assessing morale--and cheaper than soliciting the services of an Internet company--is to have a simple suggestion box, located somewhere private so that employees can scribble down their suggestions and grievances and put them in a box which is away from their colleagues.
 - ▶ Then, once a month, you--as the manager--read through the suggestions and identify any areas where morale can be improved.
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Types of Morale

High Morale:

- It will lead to enthusiasm among the workers for better performance.
- High Morale is needed a manifestation of the employees strength, dependability pride, confidence and devotion.

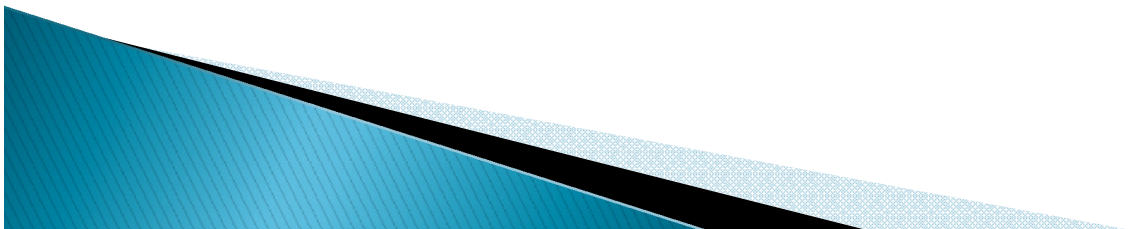


High

Morale:

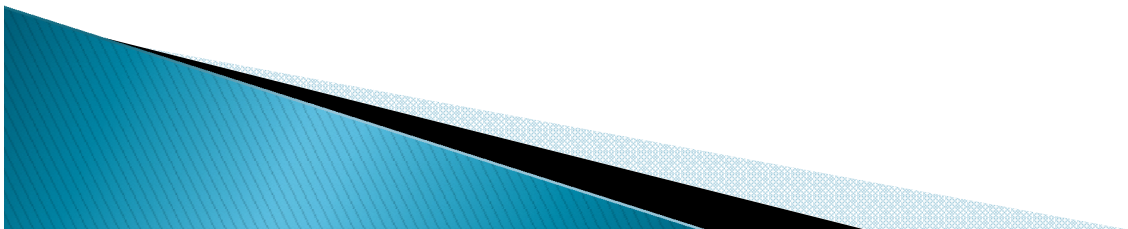
▶ **Some of the advantages of high Morale such as:**

1. Willing cooperation towards objectives of the organization.
2. Loyalty to the organization and its leadership.
3. Good Leadership.
4. Sound superior subordinate relations.
5. High degree of employee's interest in their job and organization.



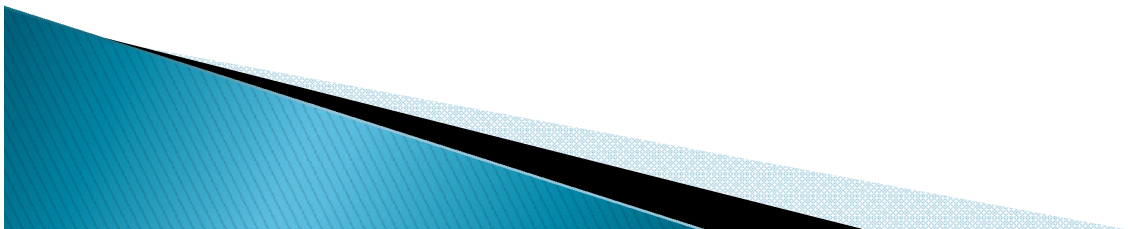
High Morale:

6. Pride in the organization
7. Reduction in absenteeism and labour turnover.
8. Reduction in grievance.
9. Reduction in industrial conflict.
10. Team building.
11. Employee empowerment.



Evaluation Of Morale

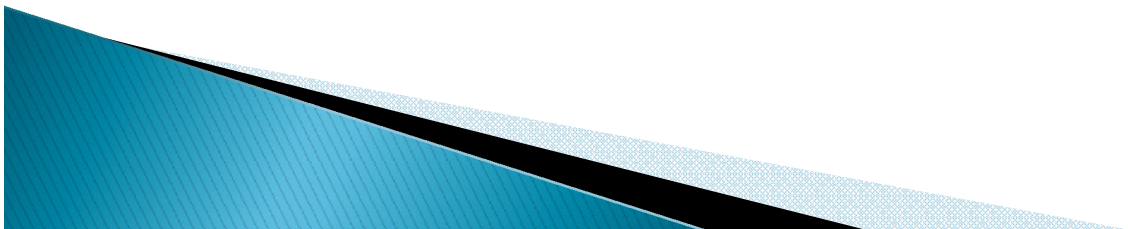
- ▶ **Low Morale:**
- ▶ Low Morale indicates the presence of mental unrest.
- ▶ The mental unrest not only hampers production but also leads to ill health of the employees.
- ▶ Low Morale exists when doubt in suspicion are common and when individuals are depressed and discouraged i.e., there is a lot of mental tension



Low Morale:

▶ Such situation will have the following adverse consequences.

1. High rates of absenteeism and labour turnover.
2. Decreased quality
3. Decreased Productivity.
4. Excessive Complaints and Grievances.
5. Frustration among the workers
6. Lack of discipline.
7. Increase errors, accidents or injuries.



Thanks

