

MORALE:

Man does not live by bread alone. It is used to describe an over all tone or climate prevailing in members of group, society, or association. If they are happy the morale is high; If they are disturbed it is low. It is the summation of the attitudes of people. Esteem is a powerful motivation of energetic and rightly oriented act. It is the sum of several psychic qualities that includes courage, fortitude, resolution and above all confidence. High morale among the employees is essential for the success of an organization.

Meaning:

Morale is an inner feel attitude towards self, work, colleague.

It is used to describe an over all tone or climate prevailing among the number of members in a group, society or association.

Morale may be high which leads to unrest and low psychologically physical and mental.

Nature and importance of Morale

Nature of Morale:

Generally, the term 'morale' is used to explain an overall 'climate' prevailing among the members of a group.

Morale represents a

1. composite of feelings, attitudes, and sentiments that contribute to general feelings of satisfactions.

2. It is a state of mind and spirit affecting willingness to work, which, in turn, affects organizational and individual objectives.

3) It built upon the opportunity to acquire distinction, prestige, and personal power

4) High morale and low morale:- If the enthusiasm and willingness to work of a group is high, we can say morale is high and vice versa. Just as good health is essential for an individual, high morale is necessary for an organization.

5. Morale versus motivation:

Morale should be distinguished from motivation. Although both are cognitive concepts, they are quite different. Morale is a composite of feelings, attitudes and sentiments that contribute to general feeling of satisfaction at the workplace. But motivation is something that moves a person to action.

6. Morale affects productivity:

Morale has a direct effect on productivity. High morale leads to high productivity and low morale leads to low productivity.

7. Measurement of morale:

It is hard to measure morale directly as it is an intangible state of mind of the workers.

How the morale can be increased or Building up Morale

Morale had an intellectual as well as an emotional quality. The morale can be increased only through the proper motivation

1.Both the mind as well as an emotional of the employee have to be trained

Intellectually-It built upon information, understanding and communication which emanate from employees participation in the planning, supervising and staffing activities.

Emotionally-it has to be nurtured on sound leadership,team,spirit and indoctrination

2.Team Spirit

Should function under a team spirit than a line of authority

3.Known importance of work

4.Good qualities of superior-No corruption,malpractice

5.Loyalty,integrity,Devotion

Loyalty to nation

Devotion to work

High sense of integrity

Factors which help to build up morale in Public Services

1.Treat employee as Human being-

2.Pride for their work

- 3.Type of group and size of the work group
- 4.Behaviour of top ranking executive
- 5.Administrative leadership-promote participation and proper relation among the employees-guide and encourage them
- 6.Personal policies and practices-Concern the physical,mental,emotional aspect of employee life
- 7.Internal relationship and communication

Where morale resides?

1. Reside in mind
2. Attitude
3. Emotion of individual as well as group

When it affects?

1. Environment or surrounding
2. Office
3. Public
4. Family

Factors determine Morale

The important factors in the determination of levels of morale are as describe below:

1. The Organization:

The first factor affecting the employee morale is the organization itself. The organization influences the worker's

attitudes to their jobs. The public reputation of an organization may build up for better or worse, their attitudes towards it.

2. The Nature of Work:

The nature of the work, the worker is expected to perform also affects his attitude towards the job as well as his morale. If the employee is expected to perform routine or specialized jobs, he will feel bored and alienated. Repetition of the same task again and again makes the working situation worse for the employees.

3. The Level of Satisfaction:

The level of satisfaction, a worker derives from his job is another determinant of morale. If the job factors and the satisfaction they bring is perceived to be favourable by the employee morale will tend to be higher than if there factors seem to be unfavourable. The job factors include the factors such as opportunities for promotions, job security, steadiness of employment, opportunities to learn the job and to use his own ideas, pay working conditions, recognition, cooperativeness of co-workers, group relationship etc.

4. The Level of Supervision:

The level of supervision received by an employer has a tremendous influence on his morale. High rate of employee turnover indicates that the leadership is ineffective. On the other hand, if employees are given freedom to do the job, their morale will be high. Nobody likes to be supervised all the time.

5. Concept of Self:

The morale of persons who have lots of self confidence or who enjoy good mental and physical health is generally high as compared to those who lack self confidence or suffer from poor physical or mental health.

the job. His off the job activities e.g. whether his family life is happy or not, whether he has excessive drinking habits etc. The influences and pressures of a formal and informal group have a significant effect on the morale of workers.

Kinds:

Morale can be divided two

One is high morale another is low morale. Let us analysis the factor that high morale and the factor that indicate low morale

Benefits of High Morale

Morale of employees must be kept high to achieve the following benefits:

1. Willing cooperation towards objectives of the organization.
2. Loyalty to the organization and its leadership or management
3. Good discipline—voluntary conformity to rules and regulations

4. High degrees of employees' interest in their jobs and organization
5. Pride in the organization
6. Reduction of rates of absenteeism and labour turnover
7. Happy employees are productive employees

The consequence of High Morale:

1.Team Spirit:

Team spirit than . The first element in making morale in public services is that each service should be constituted by production of team instead of an official hierarchy.

2. Zeal and enthusiast:

With the result of H. M among the personnel, the feeling of self respect is developed.

3.Loyalty:

Leads to good relationship among the employees

4. Feeling of cooperation:

Achieve their goal through cooperation

5. pleasure in work

6. what he thinks of organization

Indicators of Low Morale:

Low morale indicates the presence of mental unrest. Such a situation will have the following adverse consequences;

- 1. High rates of absenteeism and labour turnover**
- 2. Excessive complaints and grievances**
- 3. Frustration among the workers**
- 4. Friction among the workers and their groups**
- 5. Antagonism towards leadership of the organization**
- 6. Lack of discipline**

Consequence of low morale:

1. inefficient and indifferent
2. jealous
3. misuse of manpower
4. fall in productivity
5. inferiority complex
6. lack of interest
7. discipline, and unity instead anarchy and mismanagement prevail

Measures to Improve Morale:

Morale building is a continuous process which cannot be stopped even for a moment. Morale cannot be maintained at a high level forever. It is dynamic. Morale building may be done either on individual basis or on group basis. Morale building on group basis is always preferable. Group morale can be increased by understanding the group dynamics. It will automatically achieve the individual morale.

Following are the important steps to achieve high morale among employees:

1. Fair remuneration:

Remuneration should be fair and equitable since this is the most important factor affecting the employee morale. The basic and incentive pay plans should be fair.

2. Incentives:

Monetary and non-monetary incentives to the employees are important to motivate them. Employees can be offered extra perks to improve morale. These can include time off, the option to work from home, a flexible schedule, or simple recognition when work is well done.

3. Work environment:

The condition of work should be friendly for the employee's mental and physical well-being. Employees may be more concerned with intangible benefits, such as work- life balance and the atmosphere in the workplace.

4. Job satisfaction:

Well-placed employees take pride and interest in their work and feel satisfied.

5. Two-way communication:

Two-way communication (upward and downward) is necessary to know the sentiments of employees in the organization.

Organization policies and programmes should be properly communicated to employees.

6. Training:

In this ever-evolving world of new technologies and ideas, employees need to stay up-to-date with developments in their field. Training gives psychological satisfaction to employees and improves their performance.

7. Worker's participation:

Workers must be consulted and taken into confidence whenever a change is to be introduced.

8. Social group activities:

These activities encourage employees to take on a community-service project together. Employees will likely enjoy the opportunity to give back to their local community.

Management should encourage social group activities by the workers. This will help to develop greater group cohesiveness for building high morale.

9. Counselling:

Employee counselling helps the employees with their problems and complaints, and provides an opportunity to get back on track since the counsellor is impartial. It helps to reduce absenteeism and labour turnover. The release of emotional tension alone may serve to minimize dissatisfactions.

10. Treating employees with respect:

Conclusion:

After examining both high and low morale, it is explicit that morale is the inspiring power of administrative behavior. It is the life power of organization for any organization the morale is such mental power which leads the organization to success.

Whether the morale of civil servant is high or low?

The morale of civil servant is low:

1. Political reason – interference of political person
2. politicized bureaucracy
3. corruption of political boss
4. Non recognition of merit
5. Peters principle
6. Inadequate salary
7. Frequent transfer
8. Perverted politico administrative system

How to improve:

1. Service should be made a life career
2. proper reward for good work
3. good service condition
4. post retirement benefit
5. right placement of employee
6. relationship between higher and lower
7. confidence of employee in the integrity
8. if necessary collaboration between management and union