CHAPTER – 07
MOTIVATION AND MORALE OF EMPLOYEE
MOTIVATION

The level of the performance of an employee's a function of his abilities and motivation. The first determine what he can do, the second determines what he will do. Where there is a strong positive motivation, the employee's output increases, but where it is a negative or a weak positive motivation, his performance level is low. One of the key elements in human resource management is motivation. It is a core management which shows that every human being earnestly seeks a secure friendly and supportive relationship which gives him a sense of worth in face to face groups which are most important to him.

A supervisor should strive to treat individuals with dignity and recognition of their personal worth.

Motivation is the process of arousing action sustaining the activity in progress and regulating the pattern of activity. It attracts factor in the continuation also serve as objectives have been attained.

OBJECTIVES OF MOTIVATION:-

In Indian Industries the term motivation is used to create conditions in which peoples are willing to work with zeal, initiative, infest and enthusiasm, with a high personal and group morale satisfaction with a sense of responsibility, loyalty and discipline and with pride and confidence is a most cohesive manner so that the goals of an organization are achieved/effectively.

Motivation techniques especially in Indian Industries are utilized to stimulate employee growth.
By a survey it was in Indian Industries that most of the managers of industries believe that motivation is one of the most important factors in managing human resources today.

**TYPES OF MOTIVATION: - POSITIVE OR INCENTIVE: -**

No work is ever performed without an incentive of some kind or other. Incentive covers the entire range of human desires. The purpose of paying financial incentives over and above the basic pay is to induce an employee to make greater efforts to increase the production. The increased productivity and profit must be associated with an increase in the wages if the workers are expected to take greater interest in their work.

The main object of involving different types of incentive scheme is to link higher productivity with increased pay of the different types of incentive system. The most widely used incentive scheme in Indian industries is the piece-rate system. Another incentive system is prevalent in Indian industries is the payment of production bonus usually at a differential rate for the output produced in excess of the normal output for a unit of time.

Engineering and chemical industries of India have mostly the organization wide incentive system. The organization wide/group incentive system which aims to achieve the higher productivity and profit through the harmonious labour-management relation and also through a team work and cooperation of all is the most commonly accepted payment in Indian industries.
As in the case of Indogulf there is also provision of incentives. If a worker works in a factory for more then management gives twice the rate of his ordinary rate of wages in respect of such incentive work. Indogulf also provides bonus to thin employee for motivating them.

In Indogulf another scheme of motivating employee is up gradation of employees after every 3 year. In this thin job band changes.

In this motivational scheme their salary increased. Indogulf for motivating employees there is continuous management development a programme organizes so that workers and employees can motivate to their work.

There is also a different type of seminars conducted within the India and outside India for improving their efficiency and capacity.

In Indogulf increased earnings would enable the employees to improve their standard and of living and help the organization to improve their production capacity. They also help in reduced supervision, better utilization of equipment, reduced scrap, reduced lost time, reduced absenteeism and turnover and increased output.

**MOTIVATION OF TOP EXECUTIVES, SUPERVISORS AND WORKERS:**

**MOTIVATION OF TOP EXECUTIVES:** - Motivation is persons responsible for achieving organizational goals through people. They are held accountable for their own performance as well as the performance of those who are their subordinates.

In India, on the basis of experiences and information, gathered from a large number of executives, at different levels, arrived
at the conclusion that "at lower level, executives are motivated by status, praise from above and from their peers, and to a limited extent by pay and security.

In a recent study, concerning so manufacturing organizational, both in the public and private sectors, covering 3378 supervisors (first-line and second-line), Dr. Sharma has reached the following conclusion.

**ORGANIZATIONAL CLIMATE IN 50 INDIAN ORGANIZATION**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Characteristics</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>All India Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Superintendent M &amp; T Relations</td>
<td>0 (-)</td>
<td>19 (38%)</td>
<td>31 (62%)</td>
<td>63.21%</td>
</tr>
<tr>
<td>2.</td>
<td>Safety &amp; security</td>
<td>4 (8%)</td>
<td>19 (38%)</td>
<td>27 (54%)</td>
<td>60.30%</td>
</tr>
<tr>
<td>3.</td>
<td>Monetary Benefits</td>
<td>3 (6%)</td>
<td>30 (60%)</td>
<td>17 (24%)</td>
<td>52.43%</td>
</tr>
<tr>
<td>4.</td>
<td>Objectivity &amp; Rationality</td>
<td>4 (8%)</td>
<td>34 (68%)</td>
<td>12 (24%)</td>
<td>52.43%</td>
</tr>
<tr>
<td>5.</td>
<td>Recognition and Appreciation</td>
<td>11(22%)</td>
<td>26 (52%)</td>
<td>13 (26%)</td>
<td>51.32%</td>
</tr>
<tr>
<td>6.</td>
<td>Welfare Facilities</td>
<td>11(22%)</td>
<td>31 (62%)</td>
<td>8 (16%)</td>
<td>48.39%</td>
</tr>
<tr>
<td>7.</td>
<td>Scope for Advancement</td>
<td>11(22%)</td>
<td>35 (70%)</td>
<td>4 (12%)</td>
<td>47.32%</td>
</tr>
<tr>
<td>8.</td>
<td>Grievance Handling</td>
<td>17 (34%)</td>
<td>27 (54%)</td>
<td>6 (12%)</td>
<td>45.83%</td>
</tr>
<tr>
<td>9.</td>
<td>Training &amp; Education</td>
<td>21 (42%)</td>
<td>25 (50%)</td>
<td>4 (8%)</td>
<td>43.46%</td>
</tr>
<tr>
<td>10.</td>
<td>Participative Management</td>
<td>30 (60%)</td>
<td>18 (36%)</td>
<td>2 (4%)</td>
<td>39.68%</td>
</tr>
</tbody>
</table>
“Safety and security” with an average rating around 60%, seems to be the most well looked after factor, followed by monetary benefits, with a rating of 56%.

On the other extreme, “Participative Management” with an average rating around 4% is reportedly receiving the least amount of attention. The other six factors fall between the said two extremes, with “welfare facilities” scoring the middle position among various aspects.

In Indogulf, organization plays an important role in motivating the top executives. The various motivation techniques, which are used in Indogulf’s, are as follows: -

1) DELEGATION OF AUTHORITY: - In Indogulf to motivate the executive, delegation of authority is followed. Executives can delegate some of his responsibility to the nearest subordinates. This technique increases the efficiency of executives and also creates confidence in subordinates.

2) APPRAISAL, PRAISE AND RECOGNITION: - In Indogulf when an executive performs well he appraised and praised by the organization. Executive’s recognition may be shown in the form of praise, of a pat on the back of the employee or a recommendation for a pay raise, promotion or assignment of more interesting tasks.

3) PROMOTIONAL AVENUES: - For motivating the executives’ promotion are also used after every three-year. They get more salary and more financial benefits from the organization.

MOTIVATION OF SUPERVISORS: - Supervisors are a very important luck in the chain of administration. They are considered
to be plant leaders and are the best media of the management to communicate its attitude and policies to the workers.

The qualities in supervisors go a long way in creating better industrial relations. Much of the success of any organization depends upon the attitudes of the supervisors.

In Indogulf the motivational technique use for supervisors is opportunity for growth. Indogulf conduct many development programmes for the supervisors within the campus and outside of the organization so that they can develop themselves in recent future.

Another important motivational technique is recognition of their suggestions. The supervisors always expect suggestions. If the suggestion given by supervisor is excellent for organization development and progress then supervisors received some cash awards from the organization. Supervisor’s suggestions scheme is always demanded in every month.

A third motivational technique, which is more familiar in Indogulf, is Job security. Supervisors in Indogulf always ensured by the organization that catastrophes would be avoided as far as possible.

There is always opportunity for implementing elaborate programme of fringe benefits. Adequate income and authority and power are also used to increase their efficiency.

**MOTIVATION OF WORKERS:** - Some eminent behavioural thinkers like Keith Davis Michael and Barry Ganguli are of the opinion that some of the maintenance factors of Prof. Hurzberg such as pay and benefits, job security, working condition, status, opportunity for promotion communication and leadership and supervision become the strong motivating factors for the workers.
In less developed country like India where there is a tremendous under utilization of human capacity, the aforesaid factors have proved to be strong motivating force for the rank and fill. A survey of 200 factory workers in India reports that management gives top priority to job security, earnings and personal benefits—all lower order needs.

Hence, the Maslow’s theory of Need Hierarchy holds well in the case of collar workers in India.

In Indogulf for the workers motivation different types of communication channels are used.

There is always communication meet conducted after every five month for interaction between all employees and leadership. There is always meeting with their departmental HR.

Communication as a motivational technique in Indogulf working effectively. There are other communication channels viz. Publication of house magazine “Jagat Shaktiman” which shares information regarding various organizational activities and plant news.

There is E.Board facility. It is a local Internet for communicating all company-related information and lastly ‘Aditya Disha’ by which accessibility on all computes through the local proxy server is possible.

**MORALE: FACTORS AND MEASUREMENT:**

Morale is an exclusive thing. It is not easy to define control or measure. But it excises a potent influence on the human relation’s climate in an organization. Morale is generally referred to sprite corps, a feeling of enthusiasm, zeal, hope, confidence in individuals or groups that they will be able to cop with the task assigned to them. A person’s
enthusiasm for his job reflects his attitude of mind to work, environment and to his employer, and his willingness to strive for the goals set for him by the organization in which he is employed. Morale is a synthesis of an employee's diverse reactions to and feelings for his job, his working conditions, his superior, his organization and so on.

Feelings, emotions sentiments, attitudes and motives – all these combine and lead to a particular type of behaviour on the part of an individual or his groups and this is what referred to an employee or group morale.

FACTORS AFFECTING MORALE: - Employee morale is a very complex phenomenon and is influenced by many factors on and off the shop floor. The attitudes of employees are significantly influenced by the way in which they perceive a number of important factors such as:

1) THE ORGANIZATION: - The organization influences a workers attitude to his job. For example, organizational goals would seem to him to be distance and unreal when he has little opportunity for establishing organizational objectives. The public reputation of an organization may build up, for better or worse, his attitude towards it.

2) THE EMPLOYEES ACTIVITIES: - The relationship of an employee with his family and work group does influence his behaviour and his attitude while he is on the job. His off-the-job activities affect his performance on the job and therefore his morale.

3) FELLOW-WORKERS: - The influences and pressures of a formal or informal group have a significant effect on the morale of workers.
4) **THEIR SUPERVISORS:** - The actions of management exercise a tremendous influence on the morale of employees. For example, a high rate of turnover indicates that the leadership is effective.

5) **CONCEPT OF SELF:** - How employees perceive themselves influences their attitudes to the organizational environment. For example, the more of individuals who lack self-confidence or who suffer from a poor physical or mental health is generally low.

6) **PERSONAL NEEDS:** - The satisfaction of the personal needs of workers does effect their morale. An increase in pay, however, may not motivate them to increase production.

   It may be pointed out the moral does not depend on any one of these factors but on their preparation in any one situation.

**MEASUREMENT:**

   The indicators of morale are the various attitudes and behaviour pattern of employees, which have to be properly and correctly interpreted to determine the kind of organizational/climate and mores, which prevail at a given time. Since it is an intangible and subjective concept, it cannot be directly measured or evaluated. Employees may be unwillingly to express their feelings of satisfaction or dissatisfaction with their job to the management.

   The questionnaires administered to them may not reveal their cannot be determined by occasional interviews or casual observation. A properly designed programme has therefore to be utilized to test the morale of individuals.
PRACTICES IN INDIAN INDUSTRIES: -

The most Commonly methods, which are used far measuring the morale in Indian industries, are as follows: -

1) OBSERVATION:-

This is the first important tool far a measuring employees morale By this method executives observe the behavior of their employees, listion to them while they talk and note their actions concealing an these method The Haimann says, The supervisor is in the test position to measure by observation the morale of his subordinates from day to day, but the must not brush are de any worthwhile indicator. The serious shortcoming of observation as a yard stick for measuring current morale is that activities and events indicate a change to a lowered morale which has already occurred. The manager should therefore be extremely keen in his observation so that he may do as much as is possible to provide to prevent such changes.

2) ATTITUDE OR MORALE SURVEYS: - This Method is generally used to discover the feelings of employees about their jobs, their supervisors, company policies or the organization as a whole. It is classified into two categories.

a) INTERVIEW METHOD: - By this method, employees are interviewed so that a judgement may be arrived at about the different aspect of their job and the company for which they work.

b) QUESTIONNAIRE METHOD: - This method is generally used to collect employee opinions about the factors, which
affect morale and their effect on personnel objectives. Morale attitude surveys are generally conducted with a view to:

a) Finding out what employees really thinks
b) Finding out about the kind of education and information they need.
c) Improving morale and keeping a check on the effectiveness of personnel programme.
d) Determining the training needs of employees and
e) Finding out what employees really like. Attitude survey must be used for subordinates and supervisory staff to determine employee’s reactions to such different subjects as employment test wage rates and employee training programme.

3) COUNSELLING:— This is again a very important tool used for measuring employees morale in India Industries. This method is mainly used to find out the causes of dissatisfaction of the employees and to take remedial action, and offer advice on personnel matters. This method is mainly and for giving reassurance and courage to face up to his problems and re-orienting his basic goals and values.

4) COMPANY RECORDS AND REPORTS:— This is the last method. These methods are usually prepared by the personnel department at regular intervals with the assistance of supervisors and department heads. The records and reports provide the following information.

1) The number of workers who quit their jobs or are released every month or year in relation to the total work force that is labour turnover.
2) The man-house or Mondays lost by employees who were absent from their jobs for various reasons.

3) The number and kinds of workers grievances communicated to supervisors or other personnel. Besides the suggestions received from employees for changes or improvements in company policies.
INDOGULF: 78
ABG OVERALL: 70
INDIA MFG. BEST: 78

OHS OVERALL PEOPLE SATISFACTION: (INDOGULF vs. ABG OVERALL vs. INDIA MFG. BEST)
4) The quality and value of spirit grinds and subjects, and the
complaints of the customers resulting from the substandard quality
of products because of carelessness on the part of workers.

5) Attention to personnel records and the behaviour of workers,
including reports personnel interviews, ratings by supervisors and
information gleaned from exit interviews with workers and
disciplinary action taken against employees and the suggestions
made by them.

As far as concerned in Indogulf there is always continuous
measurement of morale of employees working in the company.

Organization Health Survey was conducted by “Galloo” an
International Health Agency in Indogulf and found that a Indogulf has
the maximum no. of employee’s satisfaction.

By the chart it is clear that Indo-gulfs employees satisfaction is
best in Indian manufacturing industries which is 78%. This survey was
conducted among the 97 best Indian manufacturing industries.

It was the greatest achievement of Indogulf that employees of
Indogulf are maximum satisfied with the rules, policies and
management of the company.

For improving the employee’s morale and satisfaction towards
them work the management always make efforts to get various
suggestion from the employees.

This indicates that Indogulf’s management is continuously
making gind efforts for the satisfaction of employees and striving them
to provide best.
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