CHAPTER 3

THEORETICAL FRAMEWORK OF MORALE

The chapter presents the theoretical framework of employee morale. It also highlights the determinants of morale and its impact of individual behavior. Finally attempt made to bring out the relationship theoretically between employee morale and behavior aspect.

3.1 INTRODUCTION

Morale is term usually applied to civilian population and armies during wartime, its presence or absence is often considered vital to the outcome of the war. The term is also applied to athletic teams and here also it can contribute to success. Sports persons know that high morale can overcome many obstacles and physical disadvantages. Similarly the term is also applied to industry. The term has achieved considerable attention on the part of management.

In the words of Heins Bogartz (1994), in the context of industrial development, the crux of the battle lies in improving the level of productivity given the technological and other material inputs, productivity becomes the function of human input. The value of human input lies in the will to work, which
is dependent upon motivation and morale. [1] The sustained growth in productivity in Japan is attributed to the hard working nature or the will to work of Japanese.

3.2 EMPLOYEE MORALE: MEANING AND DEFINITION

Morale is the most frequently used term in organizational literature. Almost all scientists unanimously agree to the importance of morale for it is a hallmark of sound behavioral climate. [2] Morale is fundamentally psychological and multi-dimensional concept. [3] It is an individual’s attitude in a group of Endeavour. [4] It refers to the spirit of organization and the managerial climate. It is mostly regarded as a long-term condition of the employees in an organization. [5]

According to Yoder, “Morale is a feeling, somewhat related to spirit de crops, enthusiasm or zeal. Morale is synthesis of an employee’s diverse reaction and feeling for his job, his working conditions, his superiors, his organizations, his fellow workers, his pay and so on [6]. For a group of workers, morale according to a popular usage of the word refers to the overall tone, climate or atmosphere of work perhaps vaguely sensed by the members. If workers appear to feel enthusiastic and optimistic about group activities, if they have sense of mission about their job, if they are friendly with each other, they are described as having a good or high morale. It they seem to be dissatisfied, irritated, cranky, and critical restless, and pessimistic, they are
described as having poor or low morale. [7] Poor or low, according to Edwin ‘B’ Flippo, is “evidenced by surliness, insubordination, a feeling of discouragement and dislike of the job, company and associated. [8]

3.3 OTHER DEFINITIONS OF MORALE CAN BE DIVIDED INTO THREE PARTS.

A) CLASSICAL APPROACH

Garden Allport (1944), the famous psychologist provides a basic understanding morale. According to him, morale like health and sanity has to do with background conditions of living it is found that on the fringe rather than in a focus of consciousness. It has to do with individual effort in a group of Endeavour. [9]

Ceuin (1958) has a number of defamations of morale from various sources.

1) Morale defined as absence of conflict,
2) Morale defined as good personal adjustment,
3) Morale defined as a feeling of happiness,
4) Morale defined as group cohesiveness,
5) Morale defined as a collection of job related attitudes,
6) Morale defined as a ego involvement in one’s job,
7) Morale defined as an individual’s acceptance of goals of the group. He finds each definition less satisfactory and proposes what he feels to be more general definitions which include the best aspects of all seven. He defines morale as the extent to which an individual’s needs are satisfied and extent to which individual’s perceives that satisfaction as stemming from his total job situation.\[10]\n
According to Jeff Harries (1976) one of the more evasive and controversial concerning topics worker’s behavioral that of workers morale.\[11]\n
There has been no universal position taken concerning the effects of the morale on workers performance nor has there been even a complete definition of what it is.

**B) PSYCHOLOGICAL APPROACH**

Mooney (1947), states that the morale is the sum total of several psychic qualities which includes courage, fortitude, resolution and above all confidence.\[12]\n
Ralph Currier Davis (1957) has defined morale as mental condition which leads individual and groups willingly to subordinate their personal objectives temporarily and within reason to further the company objectives.\[13]
In the words of John F. Mee (1951) good morale evidences by employee enthusiasm voluntary conformance with regulations and orders to willingness to co-operate with others in the accomplishment of an organizations objectives. Poor morale is evidenced by surliness, insubordination, a feeling of societies. \[14\]

Huneryager and Hockmann (1972), define morale as synthesis of an employee’s diverse reactions to, and feeling for, his job, his working conditions, his superiors his organization, his fellow workers, his pay and so on. \[15\]

Haimann (1976) defines, “Morale as a state of mind and emotions, affecting the attitude and willingness to work which, in turn, affect individual as well as organizations objectives. \[16\]

\section*{C) SOCIAL APPROACH}

According to Kornhauser (1944), Morale as it operates in the industry may be considered as a tendency of employees to work together enthusiastically for a common purpose. \[17\]

According to Stanger (1958) Morale must always be defined in terms of an individual-group relationship, it is an index of the extent of which the individual perceives a probability of satisfying his own motives through co-operation with the group. \[18\]
Vietelis (1962), viewed about morale as an attitude of satisfaction with the desire to continue in and willingness to strike for a goals of particular group or organization. [19]

Waston (1962) describes group morale as including a positive goal, a sense of togetherness among team members, an awareness of danger and sureness of improvement and progress. [20]

Blum and Naylor (1968) have defined industrial morale as the possession of a feeling on the part of employee, of being accepted and belonging to a group of employee’s thorough adherence to common goals and confidence in the desirability of these goals. [21]

Pestonjee (1973) concluded that,

1) Morale is an attitude of employees which predisposes them to view their leaders (supervisors), their company and its policies as contributing to or thwarting their need satisfaction.

2) Morale is generated by virtue of an individual’s group membership.

3) Since morale is a group phenomenon it entails consideration of such factors as group involvement and progress in attainment of group goals. [22]
Thus he considered that employee morale is a general attitude of workers based upon their faith in fairness of employees policies and behavior, adequacy of immediate leadership a sense of participation in the organization and an overall belief that the organization is worth working for.

Y. K. Bhushan (1976) defines morale as it is an expression of attitudes which the members of an organization develop and adopt towards the organization. Its members of an organization develop and adopt towards the organization, its members, and its purpose and to leaders.[23]

3.4 OTHER DEFINITIONS BY AUTHORS.

Miller and from give there definitions of morale, “First Morale refers to the total satisfaction which the individual (or group members) acquires as a result of his membership and involvement of an organizational setting second, it relates to the state of motivational drives through which the individuals (or group members) tend to accomplish goals and face the future challenges. Third it is concerns or “e spirit de crops” revealed by a group which make efforts towards the accomplishment of its goals. [24]

In the opinion of Kahz and Katz “Morale is a combination of attitudes towards the company, job and the immediate supervisor.”[25]
Harell considers morale as “a group concept having five components:

1) A feeling of togetherness i.e. of belonging to a group and not being isolated;
2) A clear goals (which will be targets of production) set before them;
3) There must be an observed or perceived progress towards the attainment of the goal i.e. expectation of success. (d) Within the group each members feels that he has a meaningful task to perform, and (e) a supportive or stimulating leadership. [26]

According to Jucius, “Morale is a state of mind or of a willingness to work which, in turn affects individuals and organizational objectives”. Morale he adds, consist of “what is it”? And “what does it do”? Where does it reside? Whom does it affect? And what does it affect? Jucius answers his own questions thus;

What is it: It is an attitude of mind, a spirit de-crops, a state of well-being, and an emotional force.

What does it do: It affects output the quality of products, costs, co-operation, enthusiasm, discipline, initiative and other ingredients of success?
Where does it reside: It resides in the minds and emotions of individuals and in the reactions of their group or groups.

Whom does it affect: It affects the employees and executives in their interactions; ultimately, it affects the consumer and the community.

What does it affect: It affects the employee of group’s willingness to work and co-operate in the best interests of the individuals or groups and the organizations for which they work. [27]

In a very general way, Morale may, therefore to define as a mental process which, once started, permeates the entire group and creates a mood which results in the formation of a common purpose. It directly affects on the worker’s strength, dependability, pride, and confidence in, and devotion.

3.5 SOME RELATED CONCEPTS

3.5.1 MORALE AND MOTIVATION

Motivation is thought of as degree or intensity of effort an individual is willing to put in order to achieve a certain goal.

Morale is thought of as state of motivational drives through which the individual or group experience confidence in the ability to achieve goals and to cope with future challenges.
3.5.2 MORALE AND JOB SATISFACTION

Morale is the sum of satisfactions which the individual or group experience because of one’s membership and involvement in an organization.

Job satisfaction is contentment which one gets from one’s job.

3.6 FACTORS AFFECTING ON MORALE

According to McFarland, the important factors which have affecting morale are a) the attitudes of the executives and managers towards their subordinates; b) working condition; including pay hours of work, and safety rules c) effective leadership and intelligent distribution of authority and responsibility in the organization’s) the design on the organizations structure which facilitates the flow of work; and e) the size of the organization. [28]

According to Kornhouer (1944) factors of morale are

Factors of employment relations- this factor can be sin-divided in to:

1) direct contact with management, primarily with immediate supervisors,
2) physical surrounding and working conditions,
3) contact with fellow workers
4) Invitation and suggestions from fellow workers or elsewhere.

5) Emotional factors arising from contacts with fellow workers.

Factors in the individual- these factors include aptitudes, age, sex, health etc. Factors outside the plant this factor includes home conditions, recreation, adult education. [29]

Thomas spates (1946), gave the following list of basic morale factors; a) the morale tone of business) good leadership, committed in writing to high principles. c) the practice of keeping people informed d) freedom of expression e) total work environment that appeals to the dignity of the individual f) sympathetic appreciation of individual differences i) steadiness and certainty of employment j) Equitable wage and salary structure k) recognition through individual evaluation) a plan of promotional opportunity l) a training programme designed. [30]

F.F. Bradshaw and Krugman (1951) listed the following factors which accordingly to them profoundly influence morale.

1) Food and physical welfare.
2) Desire for achievement and getting over difficulties.
3) Reproduction (home-making).
4) Desire for activity, variety and novelty.
5) Release from emotional tension.
6) Security of status
7) Worthy group membership
8) Sense of personal worth
9) A sense of participation [31]

The findings of Roach determined that twelve factors influence on the level of morale.

1) General working attitudes towards the company.
2) General worker attitudes towards supervision being received.
3) The level of satisfaction with job standards subordinations.
4) The level of consideration of supervisor and his subordinates.
5) The work load and the work pressure level.
6) The treatment of individuals by management.
7) The level of workers pride in the company and its activities.
8) The level of worker satisfaction with salaries.
9) Worker reactions to the formal communication
10) Intrinsic job satisfaction levels of the workers.
11) Workers job satisfaction with the progress and opportunities for further progression.
12) The workers attitude towards fellow workers. [32]
Apple white decreased the factors affecting the level of morale to five

1) Image of the organization in the employees mind
2) The general quality of supervision perceived by the employee
3) The financial satisfaction or material reward granted to the worker.
4) Friendliness of fellow workers, and their ability to work together without friction.
5) The level of the intrinsic job satisfaction. [33]

Several criteria seem important in the determination of levels of employee’s morale,

1) **The organization itself:** The organization itself influences a workers attitude to his job. For example, organizational goals would seem to him to be distant 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 nature of the work:** perhaps the biggest factor that affects morale of employee is the nature of work he confronts. Many jobs of a routine or specialized nature make for the boredom of employees for obsessive thinking and alienation. If an employee asked to do some challenging tasks his morale may be high. Management
has to consider the skills, competence and willingness of the individual to perform the job. A job that may be quite dull and dead may be satisfying to the individual resulting in high morale.

3) Managerial philosophy: An employee’s strong feeling toward his job may seen by some caused by how permissive his supervisor his. The treatment of subordinates by their leader can have profound influence on the morale. It is generally felt that a participative style will enhance morale and a directive style will have negative impact on the morale.

4) The level of satisfaction: The satisfaction which individual obtains in his job is largely the result of the extent to which different aspects of his work situation are relevant to his job related value systems- such as opportunity to learn a job steadiness otherwise of the co-workers, working conditions, cleanliness, working hours, communication, recognition individual adjustment and group relationship outside the job.\(^{[34]}\) If the job factors and the satisfaction they bring perceived to favorable to the worker. Morale will tend to be higher if the factors seem unfavorable.

5) Adequate compensation: Adequate compensation policies boost the morale of employees. Inadequate compensation leads to low morale.
6) **Working conditions:** Morale will be generally high when employees are placed in a clean, safe comfortable and pleasant environment. People generally feel suffocated if they are placed in congested environment, which adversely affects the morale. Good working conditions therefore sin-qua-non for high morale of the employees in an organization.

7) **The employee’s age:** Till recently it was believed that there was a “U” shaped relationship between age and morale. Morale was thought to be highest when people started on their job, but subsequently declined until people reached their twenties. Then morale began rise to again. But today’s belief is that age and morale are directly reacted. That the other things being equal older employees seem to have higher morale because perhaps younger workers are more dissatisfied “new breed” with higher expectations than their elders. Studies have reported that employers, therefore, hire workers of somewhat higher age, for the perceive in them these qualities.

   a. Stability that comes with maturity.
   b. A serious attitude towards job.
   c. More reliability less absenteeism and proven steady work habits.
   d. A sense of responsibility and loyalty.
e. Fewer tendencies to distract by outside interests on influence. [35]

8) The employee’s educational and occupational level: There has been found an inverse relationship between educational level and employee morale. [36] In other words the higher the educational level of an employee, the lower his job satisfaction- because he compares his own attainments with those of others. The higher he thinks he should be the more dissatisfied. The occupational level of employee also influences his level of morale, for example executives are on the whole more satisfied than managers. Managers are more satisfied than the subordinates and so forth.

9) The employee 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 (whether his family affects his performance on the job, and therefore his morale. The influences and pressures of a formal or informal group have significant effect on morale of workers. [37]

10) Workers perception of the past rewards and future opportunities for rewards. : If the worker regards the rewards fair and satisfaction from them sufficient, morale will tend to be higher than if the perceptions are in
opposite direction. If the worker looks to the future and perceives opportunities for the future appear to be bleak, morale will tend to be deepened.

11) **Supervision received:** The actions of the management exercise a tremendous influence on the morale of employees. High rates of turnover, for example indicate that the leadership ineffective.

12) **Concept of self:** How employees perceive themselves influences their attitudes to the organizational environment for example the morale of individuals who lack self-confidence or who suffer from poor physical or mental health is generally low.

It may point out here that morale does not depend on any one of these factors but on theirs preponderance in any one situation. One or two of these factors may be missing; and yet the morale of the workers may be fairly high morale is like a table of five legs; if one of these legs is broken, the table will lose some of its stability.

According to Dr. Leighton, these five factors are;[38]

1) The confidence of the individual members of a group in the purposes of the group.
2) The confidence of the different members of the group in their leadership at all levels and ability and concern of the leadership for them;

3) The confidence which the members of group have in their counterparts in the same group, the feeling, that they know what they are doing, and they will be loyal to their group, that the others will be there when the ball is passed on them.

4) The conditions in group, including working conditions (such as pay, hours of work, cleanliness of the surroundings prospects of raise in pay, etc.) and the mental emotional and physical conditions of the members of the group.

5) Organizational efficiency: - which means two things; the methods of operations are set up; the way the orders are given, information is passed up and down and supplies are made available workers.

3.7.1 IMPACT OF MORALE ON BEHAVIOUR OF INDIVIDUAL

High morale among the employees is likely to bring the following good results;

1) Job satisfaction.
2) Higher productivity.
3) Better goods and services.
4) Cheaper goods and services
5) Lower costs.
6) Higher profits
7) Better wages
8) Employment stability
9) Employee identification with company.
10) Employee initiative, regularity and punctuality

People with high morale generally tend to increase productivity, to enjoy their work, to show more initiative and drive, to take on added responsibilities, to come up with various ideas and suggestions to improve the operations, eliminate waste, cut costs, and save raw materials, to show great loyalty to the boss and the company. But it may be hasty to conclude that high employee morale alone will contribute to all the beneficial results cited, but given proper management, and leadership high productivity or high profits cannot be realized. Conversely given every other factor, management cannot operate efficiently if the employee morale is low. The popular notion is to believe that high morale is synonymous with high productivity. But available evidence, report Brayfield and Crockett, does not support the general proposition that high morale and high productivity go hand in hand. But this should hasten one to the conclusion that employee morale has nothing to do with increasing productivity. Other things being
equal, employee morale can cause productivity of the organization to increase. [39]

3.7.2 LOW MORALE AND ITS IMPACTS ON EMPLOYEE BEHAVIOUR

Low employee morale manifests itself in many ways and way contributes to the following:

1) Apathy and non-involvement
2) Fatigue and monotony.
3) Labour turnover.
4) Work stoppers
5) Absenteeism
6) Disciplinary problems
7) Restriction of output
8) Increased Grievances.
9) Labour unrest.

Employees with low morale tent to show the least interest in their jobs and in what they are doing. Work is drudgery and misery to them. They are generally dissatisfied. They show their dissatisfactions in various ways, by being irregular to work, by taking leave often, by pleading sickness, by not putting forth their best, by criticizing foremen and management constantly and by a distinct lack of interest.
In many cases low employee morale may be caused by many misconceptions and unwarranted fears, which reflect in employee attitudes which seem to say:

1. They (management and shareholders) make all money for themselves.
2. They believe that they have all the answers.
3. They benefit when we work hard.
4. They may fire us if we increase output.
5. They want to introduce changes all the time at our expense.
6. They don’t care.
7. They hire and fire as they please.
8. They don’t share
9. They thing we are stupid and dumb.[40]

Such employee’s misconception and the like lead to deliberate soldering or withholding of energy and they create attitudinal blocks, which cause injury to the organizational effectiveness and development. This results in poor morale and not be served when he contributes to the company interests.

Having taken into consideration the effects of good employee morale, it is no wonder that management is interested in finding out what the employee morale and attitudes are and how to provide for optimal of high employee morale.
Figure 3.1
Model showing results of absence of morale on behavior
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