

Organisational Measures to Enhance Employee Morale Current Trends and Practices

Ramasamy Kuselar, Etefa Gudina Kitessa

Dept. of Management, College of Business and Economics, Wollega University, Nekemte, Ethiopia

Abstract: There is always a positive correlation between employee morale and his sense of well being on the job this may be manifested in the form of positive motivation, job performance, higher productivity and job satisfaction of an employee. However, all though employee morale can be attributed as an inborn trait of an employee it has to be systematically boosted up and minted by healthy management practices. High morale can be result of multifarious factors experience by him. Both within the work environment and his life and relationship with other entities like his yearly education, friends, family and society. In this article an attempt has been made to trace most of the interacting forces that can be improved and morale of an employee that may help the organisation to achieve its goal.

Keywords: Employee morale, Measurement, Enhancing maintaining employee morale, Tools and techniques, Morale and productivity

I. INTRODUCTION

Any management with real interest in motivating its employee must be aware of their impact on the morale of the worker while implementing their policies and practices. Employee morale gains importance as the most-Crucial factors in improving employee satisfaction and his performance on the job. Work group's motivational morale Contagious in nature and therefore, it is important to promote and sustain the morale of every individual worker. The following article is elaborate expression of every aspect of organisational practices to enhance and sustain workforce morale and motivation. It includes morale boosting tactics for individual worker as well as dealing with collective motivation and morale

Morale is closely connected with motivation and milliners to work. Job satisfaction is the measuring rod for morale. If an employee is satisfied with his job, his morale is said to be high and encase he is dissatisfied, his morale is low motivation includes the people to work to their satisfaction is a manner most beneficial to the organisation. Good motivation leads to high morale. According to mrityunjay Banerjee, "motivation is intimately connected with moral. Good motivation leads to high morale. Poor morale is the manifestation of a weak or defective motivation process.

II. IMPORTANCE OF MORALE

Morale is the primary concern of the management because higher production and productivity of workers are the

direct result of high morale. The management is really interested in higher production and productivity in order to achieve the desired goal.

High morale assists the management to overcome the several labour problems such as labour turnover, absenteeism, indiscipline, grievances, etc. It also helps seek co-operation of the works in running the organisation and thus getting the higher production at minimum possible cost by reducing the wastage of man, machines, materials and time. It may serve as an index of good industrial relations.

There are three main approaches to morale

The concept of employee morale in organisation can be understood in three different ways namely:

- 1) Classical Approach: Under classic approach morale may be directly linked to the employee motivation manifested in the form of satisfaction of day to day needs. Such need satisfaction has been found to result in high morale among the employees.
- 2) Psychological Approach: In the second approach apart from basic needs the psychological needs like freedom of expression mental attitude and behaviour and people relationship are focused upon. These also have been influenced on employee.
- 3) Social Approach: The third approach employee morale is observed to be contagions to colleagues and other people at large. High employee morale inspires the sense of achievement of all people associated with the affairs of the company.

III. MEASUREMENT OF MORALE

In the foregoing paragraph we have discussed the important of maintain a high morale conditions among employee. To be objectives in introducing appropriate management approaches to maintain employee morale there should be a measured index are present level of morale among employee that can be determined by the following means. According to John M.Pfiffner there are two ways of measuring morale.

3.1 Direct Method

Under this method employees are directly contacted while at work to explorers their, views and feelings about their job. Simultaneously their performance is measure through amount

of work turned out. There two responses correlated for the degree of satisfaction expressed by employee and their job performance. This gives a measure of employee satisfaction on their job.

3.1.1 Observation technique:

Under this method is evaluator observes the employee while at their work they record the behaviour, attitude, work feeling and sentiment, towards their work and organisation. They observe and record on two different occasions. The observations are compared to decide on the high or low morale condition shown by employee.

3.1.2 Interview Technique:

Under this technique employees are interviewed away from their job. It can be guided interview by distributing of questionnaire that reflects management interest to measure employee morale through the responses. In the second approach employee may be given freedom for an open expression of their reactions to their jobs, job environment people relationship and their level of satisfactions. The data thus collected may be analysed to arrive at the extent of employee morale in the organisation.

3.1.3 Attitude survey technique.

This is the technique in which the employees are required to respond to an attitude survey questionnaire prepared by external specialist. The data is analysed to determine to nature of attitude among employees towards their job and job environment.

3.1.4 Prospective Technique

This technique involves requiring the employees to react to a series of written or verbal materials like short stories test, word association etc. The data so collected is used to assess the level employee morale.

3.2 Indirect Method

Under the employee performance data as available in corporate records like production output, profitability, rate of labour turnover, absenteeism accident rate and their severity are made by management to decide on the level of employee morale on the job. This method is not an absolute method and therefore must be used cautiously.

3.2.1 Why Employees Lack Morale

- 1) Mismatch between job requirement and employee interest.
- 2) Employee may not be well informed above the scope of his career prospects due to lack of communication.
- 3) Low colleagues support
- 4) Real (or) perceived lack of professional growth for the employee
- 5) Lack of feed back above employee performance from within and outside the organisation.

- 6) Lack of opportunity the develop personal skill for the present and future position
- 7) Frequent shift in announced corporate goals to understand
- 8) The expected rewards from job.
- 9) Management disregard for effective people management
- 10) Lack of proper corporate leadership
- 11) A general lack of interest in their present job.

3.3 Management Approaches For Enhancing Employee Morale

Introducing maintain a sound wage administration policy. That should include

- 1) Satisfying personal salary requirements matching with individual merits, qualifications and experience as well as the job complexity.
- 2) Incentives overtime payments etc to take care of extended nature of work
- 3) Guaranty of appropriate retirement benefits.
- 4) Proving conditions of job security to remove fear of job. Employee under constant threat of losing a job may not show a high sense of morale on their job.
- 5) Delectation of authority employee tend to more efficiency on their job when they believe that they enjoy sufficient powers delegated to them that will satisfy the sense of freedom to function for employees.
- 6) Introducing fair grievance handily procedure to ensure impartial treatment among the employees.
- 7) Opportunity provided to employee to show their leadership quality on their job.
- 8) Introducing suggestion scheme to invite employee participation in appropriation matters of corporate affairs.
- 9) By introducing and practicing fair joint consultation with union and employee groups. Such approach will helps to satisfy the employee's sense of belong to the company leading to high employee morale.
- 10) Whenever possible management should take the lead to invite employee groups for exchange of views and suggestion.
- 11) Steps to recognise employee contribution on a regular basis and extrardinary situation. A pat on bat for good work dons is always a welcome future in keeping up employee morale.
- 12) Providing goal clarity and stability through appropriate communication through meetings, notice boards and bulletins

IV. RELATIONSHIP OF MORALE AND PRODUCTIVITY

It is generally assumed that morale and productivity go hand in hand, i.e., there is a direct and positive correlation between them. Even now many manager believe that higher the morale higher the productivity and vice versa. However,

this is not true in all cases. In general, there is some positive correlation between morale and productivity but they are not absolutely related. They may not increase in the same proportion. Morale is only one of the factors influencing productivity. Many other factors like technology, style of supervision, employee training, etc. Also influence productivity.

Infect morale and productivity may be related to each other in the following four possible ways:

- 1) High morale, high productivity.
- 2) Low morale, Low productivity.
- 3) High morale, Low productivity.
- 4) Low morale, high productivity.

High productivity:

High morale High productivity	Low morale High productivity
High morale Low productivity	Low morale Low productivity

Low productivity:

Morale Productivity Matrix

- 1) High morale with high productivity where proper motivation and supervision exist.
- 2) Low morale with low productivity exists where motivation and supervision are defective.
- 3) High morale with low productivity exist where employees are not fully trained and supervisors incompetent.
- 4) Low morale with high productivity exists where management is anti – workers or production oriented.

Thus, there is no certain relationship between morale and productivity because they are so many other factors which influence morale and productivity.

V. CONCLUSION

Management focus employee morale is of at most of important in fulfilling organisational goals of productivity and employee satisfaction. Such management practices call for systematic planning and implementation of management practices most conducive to achieve this purpose. The above article exhaustively deals with management system and practices of an organisation to boost employee morale and its impact on his performance, managers and supervisor have to play a key role in boosting employee morale. Therefore management has to be constantly aware of this need to sustain employee morale by following concepts established by research and published and practices.

REFERENCES

- [1] Raja.p., & Kumar, S.R.(2015). Factors affecting employee morale and strategies adopted to build high employee morale, IJAR 1(10): 264-265
- [2] Juliet, R. & Bashiru, O.B(2014). Fostering Employee morale through Effective Remuneration Practice, European Journal of Business and management, 6(16)
- [3] Ngambi, H.C (2011). The Relationship between leadership and employee morale in higher education, African Journal of Business Management 5(3). 762-776.
- [4] Vasantham, S.T.(2014). Employee morale and Employee retention, International Journal of Management (IJM)2 (11).
- [5] Upadhyay, D. & Gupta, and Morale, welfare measures, Job satisfaction: The key mantras for Gaining competitive Edge, IJPS 2(7)
- [6] Mong, A., Verma, N., & Monga, OP (2015). A study of Job satisfaction of Employees of ICICI bank in Himachal Pradesh, Human Resource Management Research 5(1):18-25
- [7] Islam J.N., Maharan H.K. and Datta R.(2012). A study on Job satisfaction and morale of commercial bank in Bangladesh, International journal of Economics and Research Jul-Aug.pp.152-172
- [8] Patel Bhoomi and Tarjani Desai(2013). Effect of work place Fun on Employee morale and performance. International Journal of scientific Research Vol,2(5) 323-325
- [9] Saxena chhai Rani (2012). Employee morale on indication of success or failure of an organization, Bauddhik vol.3(2) pp.16-21,
- [10] Usmni sani, kumara kalpina, and Hussain Javed ((2013). Diversity, Employee morale and customer satisfaction: The three musketeers, Journal of Economics, Business and management, Vol,3, No.1, Jan pp.11-18.
- [11] Zia I sayma(2011). Effects of organizational team Building on employee is morale & Job retention, Business Management Dynamics Vol.1(7)pp.31-37