CONCEPTUAL FRAME WORKS ON EMPLOYEE MORALE AND SATISFACTION IN WORK PLACE

P.Kandhakumar[1], DR. J. Isaac Balasingh[2]

[1] *Assistant Professor, Department of Management Studies, Einstein College of Engineering, Tirunelveli, Tamilnadu.*
[2] *Professor, Department of Management Studies, G.U. Pope Engineering College, Sevaiyarpuram, Tamilnadu.*

ABSTRACT

It is a universally accepted truth that morale of the employees is a factor which plays a vital role in the productivity of an organization. The morale of the employees is a dependent factor which influences employee's satisfaction and employee's performance thereby. This conceptual article attempts to describe the factors influencing employees moral and various researchers' contribution towards morale factors in work place. This article finds scope to undergo further research and also aims to understand the relationship between morale, employee satisfaction and employee performance. In this article the researcher tries to understand the contribution of various views, opinions and ideas related to morale of the employees. The conclusion part of this research shall be implemented in organizations for the betterment of the employees and to improve their satisfaction level.

Keywords: *Morale, Motivation, Organization, Performance and Satisfaction.*

1. INTRODUCTION

Morale is the most important Psychological state of mind of a person which is expressed as self-confidence, loyalty toward an organization and/or enthusiasm. Morale of an employee determines the behavior either positively or negatively in an organization. Morale is directly related to employee motivation level and satisfaction in their job. Morale ultimately reflects in the performance of the employee and leads to retention.
Morale can be defined as a person's attitude towards being part of a group or organization. It reflects the satisfaction and sense of achievement that they get from being part of the group. High morale means the interest in being part of the group and a possible desire to do something else.

Today each and every organization is trying to maintain positive morale among its employees, because employees with positive morale performs better, reveal low rate of absenteeism, low wastages, high productivity and tend to behave in a loyal manner. Similarly the employees with negative morale tend to behave negatively. It is understood that the satisfied employees in an organization are with high morale. Moreover low morale employees can cause threat such as high employee turnover and drop in productivity. Hence it is very important to understand the factors that affect morale in an organization and rectify those factors.

2. INDICATORS OF MORALE
1. Increase in absenteeism
2. Lack of interest towards maintaining standards of tidiness and cleanliness of the premises.
3. Low degree of turnout, alertness for directions /command and low enthusiasm.
4. Increase in in-disciplinary activities and increased "answering back".
5. Decrease in achievement levels of the employees.

Considering the above factors the organization should develop positive morale among employees. Therefore the following factors shall be considered to establish positive morale employees in an organization.

3. WAYS TO ESTABLISH POSITIVE MORALE

i.   Selecting right people initially:
Instead of motivating the employees after recruiting, the companies should recruit highly positive employees with good attitude and employees with interest towards their job and achievements. An effective interview system to identify right candidate is very essential. Even good leadership, good management style and good interpersonal relationship will not work if wrong employees were hired.

ii.   Understanding the motivating factors in better manner:
The management has to understand the factors motivating each employee in an organization. The management should pay special attention in identifying the factors motivating the employees; they shall compare their motivation and the performance then and there.

iii.   Motivation factors for continually changing and long lasting:
The morale change should be continuous and long term change which will help the organization's growth; hence the management shall focus on permanent change. The company should realize that each and every individual employee has different likings and disliking's and different motivational factors.

iv.   Attractive work atmosphere:
The company should offer an appropriate work hour, workloads, attractive monetary benefits, accountability and good career growth.

v.   Better Intrinsic rewards:
Among all rewards system the company should pay more attention on intrinsic rewards. Attractive Incentives and bonus plans shall motivate the employees to be more close to the management.

vi. Good communication to develop management and employee relationship:
Adequate communication to maintaining good employee and boss relationship is essential. Good communication will build good repot between employee and employees, employees and management.

vii.   Vision and common team goals to create overall good business environment:
The company shall create vision and common goal to employees which shall bring good binding to the employees towards the organization. Only a good working environment can create a sustainable morale among the employees.

viii.   Respect and recognition of employee interest:
    The company should treat the employees with respect and recognize the effort of them. Only then the employees will be happy with the management and their morale level will be positive.

ix.   Happiness in personal life:
Not only organization factors are influencing employees morale also the personal factors also influences the morale of the employees, the few personal factors influencing the employees are spouse, children, friends, extended family, health, financial, etc. Similarly the travel from home to work place should be reasonable and not tired some. A balance work life and employees with quality of life are also found with morale. Hence the company should develop the quality of life of the employees.

x.   Establishment of good relationship:
The management should enhance good relationship among employer and employees and between employees. The relationship among the employees is one of the major reasons for employee retention. Good companies pay special attention on betterment of the relationship and they ensure effective communication system among the employees.

xi.   Ensuring discipline and sincerity:
Generally it is understood that the companies were the employees are more disciplined and sincere the morale is high. Therefore the management should discipline and sincerity among the employees.

3. MORALE AND SATISFACTION

Job satisfaction can be defined as an individual's general attitude toward his or her job (Robbins et al. 2003). Similarly Cranny et al. (1992) defined job satisfaction as an affective (emotional) reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired.

Locke (1976) gives a comprehensive definition of job satisfaction as "a pleasurable or positive motional estate resulting from the appraisal of one's job experience." Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. There are three important dimensions to job satisfaction as follows (Locke 1976) Job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred. Job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participants feel that they are working much harder than other

in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss and/or coworkers and they will be dissatisfied. On the other hand, if they feel that they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job and then they will be job satisfied.

A satisfied employee tends to be absent less often, to make positive contributions and to stay with the organization very eagerly (Hakim 1993). But a non-satisfied employee may be absent more often, may experience stress that disrupts co-workers, and may be continually looking for another job. Contrary to what a lot of managers believe, however, high levels of job satisfaction do not necessarily lead to higher levels of productivity. One survey indicated that, also contrary to popular opinion, Japanese workers are less satisfied with their jobs than their counterparts in the USA (Lincoln 1989).

This measure is basis itself on five facets of job satisfaction. The first facet is the work itself, satisfaction with work itself is measured in terms of the core job characteristics such as autonomy, skill variety, feedback, task identity, and task significance (Hackman and Oldham 1975). Supervision, the second facet, is measured in such ways as how supervisors provide feedback, assess employees' performance ratings, and delegate work assignments. Co-workers, the third facet, are measured in terms of social support, networking, and possible benefits attached to those relationships (Cranny et al. 1992).

Pay, the fourth facet, is an important source of satisfaction because it provides a potential source of self-esteem as well as the generic opportunity for anything money can buy (Brockner 1988). Obviously satisfaction with pay is measured primarily by current income but also by opportunities for salary increases. Promotion is the final facet and the one that the JDI explicitly assesses how perceptions about the future can affect job satisfaction. Today the facets of the JDI are generally assessed by modifying the adjective checklist and using a Likert scale on statements such as, "opportunities for advancement are plentiful" measured from one (strongly disagree) to five (strongly agree) (Cranny et al. 1992).

4. FACTORS INFLUENCING MORALE AND SATISFACTION

Bardwick (1996) connects leadership and trust with wartime leadership experiences to peacetime conditions. What people see, hear, and experience as being true forms trust. When communication is weak or does not exist, trust is lost to confusion and cynicism. There is a decline in morale and confidence in leadership and organizational beliefs fade. To gain trust, there must be integrity. Bardwick continues that there must be respect for one another. Everyone's input is needed. Good leaders do not consider input as demeaning. "Hearing others, like empowering others, isn't a matter of process, it is instead, a matter of respect" (p.153). Bardwick (1996) notes that leaders inspire confidence and understand that inaction may increase feelings of anxiety, powerlessness, and insecurity. When ability is doubted, confidence and effectiveness are damaged. Leaders are perceived as being able to make things better. Leaders overcome fright with confidence, vacillation with certainty, hesitation with action, weakness with strength, floundering with expertise, cowardice with courage, cynicism with optimism, and despair with a conviction that the future will be better.

According to Heskett et al (1994), more satisfied employees, stimulate a chain of positive actions which end in an improved company performance. In another research it is said that employee satisfaction influenced employee productivity, absenteeism and retention, Derek R. Allen & Merris Wilburn, (2002).

Alam Sageer, Dr. Sameena Rafat and Puja Agarwal (2012), in their study have concluded that employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. So, every organization should develop strategies that strengthen the work environment and increase the employee morale and employee satisfaction to enhance employee performance and productivity, which ultimately results in high profits, customer satisfaction as well as customer retention.

5. IMPACT OF MORALE AND SATISFACTION ON EMPLOYEES PERFORMANCE

Duncan N. Nyaberi & Aloys Nyagechi Kiriago (2013), conducted their research with the motive to determine how retrenchment in Telkom Kenya has affected the morale of employees and to determine how retrenchment process has affected job security of surviving staff. The study adopted the descriptive survey research design. Descriptive research portrays an accurate profile of persons, events, or situations. Surveys allow the collection of large amount

of data from a sizable population in a highly economical way. It allows one to collect quantitative data which can be analyzed quantitatively using descriptive and inferential statistics (Saunders et al., 2007). Therefore, the descriptive survey was deemed the best strategy to fulfill the objectives of this study. A stratified random sampling technique was employed to select the respondents since a stratum is a subset of a population that shares at least a common characteristic. The researcher first identified the relevant stratums (the managers and the support staff), and their actual representation in the population. Random sampling was then used to select a sufficient number of subjects from each stratum.

Out of the population of 185 managers, 19 were selected for the sample while 93 were selected from the population of 935 support staff in the company. This gave a total sample size of 112 respondents. From the study, the researcher concluded that retrenchment in Telkom Kenya greatly affected the morale of employees. This was due to the fact that since other employees were laid off, the majority of the surviving employees feel more traumatized at the workplace.

The study also concludes that the retrenchment process has greatly affected the job security of the surviving staff. This is because from the study, the majority of the employees did not feel secure working in Telkom Kenya and given a chance, they would leave for the organization for another opportunity elsewhere.

Raju and Srivastava (1994) performed a study on the factors contributing to commitment to the teaching profession on 454 teachers in Delhi, India. Their goal was to test for the intercorrelations between 18 psychosocial predictors. These predictors were external expectations; desire to utilize skills, religiosity, and intrinsic motivation, inner direction, self-accountability, perceived status, perceived advancement, perceived challenge, interest in the profession, social support, group attitudes, choice satisfaction, other job opportunities, overall job satisfaction, teaching role salience, intention to stay with the profession, and desire for skill improvement.

The results showed that committed teachers exhibited the following tendencies:
1. Perceived that the teaching profession enjoys a high social status and felt proud of being teachers;
2. Generally showed more interest in teaching and professional activities;
3. Considered there was scope for vertical mobility within the profession;
4. Found more conducive and positive attitudes to teaching among their colleagues and other teachers;
5. Received both direct and indirect support in their teaching endeavors from significant others.

Lee and Busch (2005) conducted a study on what motivates instructors to participate in distance education (DE). They found a strong correlation between willingness to teach DE and the amount of training received, a strong correlation between willingness to teach DE and students' evaluation of the course, and also a strong correlation between willingness to teach DE and students' evaluation of instructor. There was not a significant correlation between willingness to teach DE and the instructors opinions that creating a DE course involved more effort than a face to face course. This would tend to show that these instructors were motivated by good training and preparation and by the acknowledgement of a job well done given by the students. The added work involved was not a de-motivator for the instructors.

Linda (1998), Babajide (2001) and Ajala (2004) report that the leadership style and communication climate in organization has significantly influenced workers' morale. In essence, the level of workers' participation and involvement in making decisions that affect organizational interest tend to influence their morale. This implies that, knowledge and level of awareness of workers on issues and problems affecting organization where they have invested their talents and skills could also affect their morale, job satisfaction, and intention to stay or quit an organization.

Dayo Akintayo (2012) has observed that conducive working environment and workers` morale have significantly contributed to perceived workers' productivity in industrial organizations in South-West Nigeria. In essence, working environment tends to influence the morale of the workers vis-a-vis their productivity at varying degrees depending on the types of organization. The implication of the findings is that for promotion of workers improved morale and their productivity at workplace, there is a need for conducive working environment which involves effective organizational support programmes, job incentives, training and development programmes, flow of information across board for sustainable goal achievement. Also, for effectiveness and efficiency on the job, appropriate strategies for promoting the workers' morale and productivity need be entrenched in the cardinal goals of the organization. The management style of the managers needs to foster workers' participation in decision making

process in order to boost their morale, efficiency and productivity in any work organization. Based on the findings of the study; the following recommendations are made: The working environment which tends to attenuate the organizational support programmes, provision of adequate pension payment, substantive welfare package and provision of adequate pension schemes for workers should be provided. This will definitely facilitate improved workers' morale and productivity in work organizations. The physical social infrastructures and political climate of the organizations should be friction free. In essence, democratic style of management that could be people - oriented and production- oriented should be adopted by the managers in managing organizational resources. This will afford the workers opportunity to participate actively in decision making process and virtually sustain their interest, morale and productivity at workplace. Training and development programmes that could build the capacity of the workers in terms of updating their skills and knowledge of the jobs towards adjustment to changes in working environment should be introduced on regular basis in order to boost their morale and virtually fostered improved productivity among the workforce.

i.   Is there a relationship between the morale and productivity of an employee?
Yes, the literature review unequivocally supports the idea, that morale as an independent variable has a direct impact on the dependent variable productivity. The data from the T.F.D. District 4 "C" Platoon indicates a measurable increase in productivity coupled with clear indicators that members have experienced an increase in morale. Based on the available data and the reasonableness of the question, we can answer this question in the affirmative.

ii.   Can productivity increase within an employee group by increasing employee morale?
Yes, Both data and literature support the theory that an increase in the independent variable X, morale, will provide a commensurate increase in the dependent variable Y, employee productivity. Sufficeth to say at some point there will be an obvious point of diminishing return. One could not continue to indefinitely increase morale and expect a corresponding return.

iii.   What measures can a supervisor take to improve employee morale?
As was mentioned in both literature review and the survey, positive reinforcement, employee input, feedback, and empowerment are essential components to increase morale. Supervisors all the way up the chain of command as well as co-workers have influence in this area.

Devina Upadhyay & Anu Gupta (2012), observed that more than 50 % respondents are working with more than 10 years out of that only 14 % morale of the people was high, 46% are satisfied with the work given to them and 66% employees are satisfied with the welfare measures given to them. Thus we can say that there is no role of work experience in employee satisfaction and thus with employee morale. 2. Work satisfaction is not independent to communication at work place, 3. Work satisfaction is independent of welfare and work experience. 4. Motivation given to employee and work satisfaction are not independent to each other. 5. There is no significant impact of welfare measures on employee morale 6. There is a positive correlation between work satisfaction and morale of an employee. In regard to the above observation the researcher has recommended that the organization shall provide adequate welfare measures but should not burden itself by increasing the cost part of it in greed to earn the competitive edge and declare itself as most desired company. Other factors like good and open communication, providing motivating factors, empowerment etc should be taken into consideration for increasing the employee satisfaction level. The research also shows that there is association between satisfaction and morale of an employee therefore to build an employee morale company should go for building employee satisfaction. The myth that longevity gives more satisfaction to the job is also eroded from this research as experience and satisfaction were found to be independent.

Robbin(2003) advocated removing de motivation and improving welfare practices as per demographic profile of the workers to address the issue of low morale. Steven (2009) identified other factors like no career or succession planning and delegation of authority, lack of communication as other reasons for low morale. Similarly negligent welfare practices, inflexible working condition, lack of confidence in management lay off conflicts, high employee turnover, and role ambiguity are other reasons for low morale.

Upadhyay and Gupta (2012) conclude that communication plays a major role in increasing the satisfaction of an employee. Satisfied employees are reported to have high morale. Welfare measures and work experience does not necessarily relates to satisfaction .Therefore its recommended that company should provide for adequate welfare measures but should not burden itself by increasing the cost part of it in greed to earn the competitive edge and

declare itself as most desired company. Other factors like good and open communication, providing motivating factors, empowerment etc should be taken into consideration for increasing the employee satisfaction level.

Ngamb(2013) revealed that there is a relationship between leadership and morale, and those leadership competencies such as communication, fostering trust and team building set a clear direction for the college impact on morale. It is recommended that morale surveys should be conducted to obtain the requisite information before developing strategies that relate to employee morale, retention and performance. Zial (2011) concluded is that teambuilding has long term positive relationship between employee morale and employee retention. Team performance, individual contribution, team evaluation and coordination have long term positive relationship between employee morale and employee retention. Team unity has no significant effect on employee morale and employee retention.

Employee morale within an organization has a direct impact on the satisfaction level of its customers and the company's ultimate success. When relationship-based leaders promote core competency development of its workforce throughout the organization, an opportunity exists for ensuring high employee morale and customer satisfaction, an increase in employee and customer retention rates, and a positive long-term outlook for the company's successful performance Barbara (2002).

Dr.Usha Tiwari, (2014), has undergone a research with the objective to assess the level of morale of the employees of Jaypee Cement Plant Rewa, to find the various factors leading to employee's morale in the organization, to evaluate the impact of employee morale on their efficiency and to suggest measures for improve morale of the employees of organization. The researcher decided to measure the Employees morale and its impact on employee's efficiency 18 items questionnaire was administrated to the selected respondents. The scoring was analyzed on five point scale and score was simplified in percentage as per the formula of Rao (1991). The researcher has found that the employees morale and its impact on employees efficiency at. Jaypee Cement Plant Rewa , appears Good. The average mean score and percentage score has been computed at 3.60(65%). The most important factor contributing employees morale are: relationship with the fellow workers, team spirit in direct work environment ,working condition of work place ,leaves and holidays provided, management and employees are allowed to talk freely.

Few suggestions were suggested by the researcher, they are as follows; Clear and timely communication and feedback. 2. Defining goals and direction of the work unit and company. 3. Defining and reinforcing clear lines of authority, responsibility and accountability. 4. Rewarding and recognizing positive performance and addressing negative or limited performance in a timely manner. 5. Identifying gaps in knowledge and providing focused, individualized training. 6. Reducing unrealistic fears and anxieties regarding job security. 7. Encouraging knowledge and specific skill building in all dimensions of the core competencies which impact the overall performance of the company. 8. Allowing employees to rehearse newly acquired competencies.

6. SCOPE FOR FUTURE RESEARCH

There are many researcher focuses the morale factors of employees, motivation of employees, employee satisfaction, impact of morale on performance of employees and similarly there are researches on employee satisfaction and employee performance. The researcher also observes the scope for studying the relationship between and impact of morale on satisfaction and employee performance.

7. CONCLUSION

The morale is the psychological factor which results in positive behavior of the employees and the positive behavior results effective performance. This article concludes that morale is the prime factor which results in effective performance of an organization.

8. REFERENCE

1. Ajala MO (2004). A survey of workers' attitude to work in industrial organizations in Lagos State. *Unpublished MSC Project,* University of Lagos, Lagos.
2. Alam Sageer, Dr. Sameena Rafat and Puja Agarwal (2012), Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization, Journal of Business and Management, ISSN: 2278-487X. Volume 5, Issue 1 (Sep-Oct. 2012), PP 32-39.
3. Babajide, P. H. (2001). Analysis of work place attitude and behaviour; A Case study of Nigerian Breweries Plc. *Unpublished MSC Project,* University of Ibadan, Ibadan.

4. Barbara J. Fretwell,(2002): Promoting Organizational Competency: A Solution To Increasing Employee Morale And Customer Satisfaction. CERES Innovations, pp.1-9.

5. Bardwick, J. M. (1996). Peacetime management and wartime leadership. In Frances Hesselbein, Marshall Goldsmith, and Richard Beckhard (Eds.), *The leader of the future* (pp. 131-139) New York: The Drucker Foundation.

6. Brockner, J. (1988), *Self Esteem at Work: Research, Theory and Practice*, Lexington, MA: Lexington Books.

7. Cranny, C. J.; Smith, P. C. and Stone, E. F. (1992), *Job Satisfaction*, Lexington Books: New York.

8. Dayo Akintayo, (2012), Working environment, workers' morale and perceived productivity in industrial organizations in Nigeria, Education Research Journal Vol. 2(3) pp. 87-93.

9. Derek R. Allen, Merris Wilburn, (2002) –Linking customer and employee satisfaction to the bottom line, ASQ quality press publications cat log, Milaukee, WI.

10. Devina Upadhyay & Anu Gupta (2012), Morale, Welfare measures, Job Satisfaction: The Key Mantras for Gaining Competitive Edge, International Journal of Physical and Social Sciences, P 91.

11. Dr.Usha Tiwari, (2014), A Study on Employee Morale And Its Impact On Employee Efficiency At Jaypee Cement Plant Rewa (M.P.), Abhinav International Monthly Refereed Journal of Research in Management & Technology, Volume 3, Issue 11 (November, 2014)

12. Duncan N. Nyaberi & Aloys Nyagechi Kiriago (2013), Effects of retrenchment on the morale and job security of surviving employees of Telkom Kenya Limited, International Journal of Academic Research in Business and Social Sciences, September 2013, Vol. 3, No. 9 ISSN: 2222-6990

13. Greg H. Neely (1999), the Relationship between Employee Morale And Employee Productivity, An Applied Research Project Submitted To The National Fire Academy As Part Of The Executive Fire Officer Program pp - 11

14. Hackman, J. R. and Oldham, G. R. (1975), Development of the Job Diagnostic Survey, *Journal of Applied Psychology*, 60: 159-170.

15. Hakim (1993), Boost Morale to Gain Productivity, *HR Magazine*, February: 46-53.

16. Heskett, J. L., T. O. Jones, G. W. Loveman, W. E. Jr. Sasser, L. A. Schlesinger. 1994. Putting the service-profit chain to work, Harvard Business Review 72 (2).

17. Lee, J.A., & Busch, P.E. (2005), Factors related to instructors' willingness to participate in distance education. *Journal of Educational Research,* 99(2), 109-115.

18. Lincoln, J.R. (1989), Employee Work Attitudes and Management Practice in the U.S and Japan: Evidence from a large comparative study, *California Management Review*: 89-106.

19. Linda, J. T (1998). Workers' morale, motivation and performance effectiveness survey in single sex dominated organizations. *Journal of Applied Psychology,* 16(2), 36-43.

20. Locke, E.A. (1976), the Nature and Cause of Job Satisfaction, in M.D. Dunnette (ed.), *Handbook of Industrial and Organizational Psychology*, Rand McNally, Chicago: 1297-1349.

21. Ngamb H. C.(2011): The relationship between leadership and employee morale in higher education. African Journal of Business Management Vol. 5(3), pp. 762-776.

22. Raju, P.M., & Srivastava, R.c. (1994). Factors contributing to commitment to the teaching profession [Electronic Version]. The International Journal of Educational Management, 8(5), 7-13.

23. Robbins, S.P.; Odendaal, A. and Roodt, G. (2003), Organisational Behaviour, Global and Southern African Perspectives. Cape Town, Pearson Education.

24. Stevens D (2009). The five causes of low employee morale—and how-to avoid them. Available: http://www.humanresourcesiq.com [2010, May, 19]

25. Thornhill, A., Saunders, M., and Stead, J., (1997) Downsizing, delayering –but where is the commitment? Development of a diagnostic tool to help manage survivors, *Personnel Review*, 26 (1/2), 81-98.

26. Zia1 Sayma (2011): Effects of organizational team building on employees' morale & job retention. Business Management Dynamics Vol.1(.7) pp.31-37