

Job satisfaction and morale to productivity and organizational climate in the Cement Industrial with special reference to Hyderabad Karnataka

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Abstract:

The contribution of management policies and practices in relation to human, technical and material resources is no less significant. Experiences in business and service organizations however, indicate that management, comparatively speaking, bestow more time and attention to policies and systems related to production, technology, investment, inventory, marketing etc, than to human resources. Therefore, notwithstanding proven strengths in technical, financial, marketing and material areas many organizations are not able to achieve as much productivity and effectiveness as they were capable of. Despite swearing by the importance of human resources, man-management problems in these organizations seem to attract much more attention in crisis times than during peace.

There are several factors, which contribute to the increased extent of quality of work life of employees of organization. It is true that organization itself can be a contributing agent for the development of positive feeling of employees towards both job context and job content. The climate that prevails there in organization creates atmosphere for the perception and feeling of people towards the environment.

Keywords: Job satisfaction, morale to productivity, organizational, climate.

Introduction:

The organizational climate that consists of the major motives like achievement motivation, affiliation, extension, expert influences, freedom from control and dependency, certainly, influences the perception, attitude, feeling and behavior of workers which largely determine the overall quality of work life of employees. It is through the satisfaction of these motives that the organizational climate is believed to a prime contributor to the amount of quality of work life of workers there in the organization. The aspects of job environment in fact lead to the development of job satisfaction too. Employee satisfaction has probably been the most often-researched work attitude in the organizational behavior literature. Despite such extensive study, many causal relationships concerning antecedents and consequences from job satisfaction and morale are still open to

question. Therefore, the present study seeks to understand and probe the job satisfaction and morale in the Cement Industry, with special reference to Hyderabad Karnataka.

Significance of the Study:

Job Satisfaction and morale is a general attitude of workers based upon their faith in fairness of employer's policies and behavior; adequacy of immediate leadership, a sense of participation in the organization is working for. In short, this is an index of their regard for the organization, which employs them. In other words, morale is "an attitude of satisfaction with, desire to continuing and willingness to strive for the goals of a particular group. But individual organization can benefit materially if it knows what individual attitudes contribute to job satisfaction and morale for through this it can improve productivity. The implicit assumption, of course, is that the satisfied workers produce more and work more. The best company is of course, the company with the best-satisfied workers with the highest job satisfaction and morale. Therefore, the present study attempts to study the job satisfaction and morale in the Hyderabad Karnataka State.

Methodology:

The data so collected must be appropriate to research study. The data collected by use of particular methods must be objective and unbiased too. But in the research study of employee's job satisfaction and morale, which is a part of behavioral sciences, it is highly impossible to desire high efficiency in the method of collection of data for the above-mentioned study.

Limitations of the Study:

There are so many factors associated with the job satisfaction and morale. And the difficulty arises here, that all such factors cannot be included in the study for analytical purposes. Hence, there can be certain limitations regarding findings from the collection of the data in Hyderabad Karnataka. While preparing the 'questionnaire' many factors, which were equally associated with the job, satisfaction and morale were forced to be excluded from the questionnaire, to restrict the length and the scope of the same. As a result it was not possible to probe deeply into the problem.

Job Satisfaction and Productivity:

'A satisfied worker is a productive employee' is a popular but discredited view. Does the dissatisfaction in jobs result in curtailment of output? Does increased job satisfaction lead to higher output and hence productivity? These are the haunting questions that have been nagged at both industrial psychologists and managers in organization without discrimination for nearly five decades. Briefly, let us review some studies pertaining to this controversial topic.

In one study by researchers at the University of Michigan in 1950s it was found that the productive groups showed no greater job satisfaction than did the less productive work groups. The above results are substantiated by two other studies – one regarding the three hundred railroad workers and second one that of six thousand workers at a tractor factory.

Impact of Morale on Organizational Climate:

Generally, the term ‘morale’ is used to describe an overall climate prevailing among the members of a group. It is not an absolute concept, which can convey a specific meaning. Like the word ‘health’ the word ‘morale’ by itself does not convey any favourable or unfavourable meaning. It has to be qualified with a degree, as high morale or low morale. Thus, it is a relative concept. We can only refer to the degrees of morale. Thus, morale is the degree of enthusiasm and willingness with which the members contribute their efforts towards the organizational goals. If the enthusiasm and willingness to work of a group are high, we will say morale is high and vice versa. We cannot say that there is morale or no morale among the members of a group. Therefore, morale has to be qualified like the ‘health word’. Just as good health is essential for any individual, high morale is necessary for any organization. Managers cannot establish high morale once and then forget about it for several years. High morale is to be built and maintained by continuous efforts. Morale is multi-dimensional in nature in the sense that it is a complex mixture of several elements. It recognizes the influence of job satisfaction on attitudes of individual and also is mostly regarded as a long-term phenomenon. Raising morale to a high level and maintaining, it is a long run and continuous process, which cannot be achieved through short-run measures such as gimmicks, contests or one-shot actions.

Morale is a vital ingredient of organizational success because it reflects the attitudes and sentiments of organizational members towards the organization, its objectives and policies. These attitudes and sentiments largely affect productivity and the satisfaction from his job, his work group, his boss, his organization and his environment. High morale exists when employee’s attitude is favorable towards their jobs, their company and their fellow workers-favorable to the total situation of the group and to the attainment of its objectives. Low morale exists when attitude inhibits the willingness and ability of the group to attain company objective. Thus, morale of employees should be high to achieve the organizational objectives efficiently and effectively. A high morale reduces absenteeism, labour turnover, wastes and disharmony.

Employee with high morale in their jobs and co-operate fully with the management towards the achievement of goals of the organization. It results from job satisfaction and generates job enthusiasm. High morale is indeed a manifestation of the employee’s strength, dependability, pride, confidence and devotion. All these qualities of mind and character taken together create high morale among the employees. High morale of employees leads to following benefits.

- (i) Willing co-operation towards objectives of the organization.
- (ii) Loyalty to the organization and its leadership.
- (iii) Good discipline i.e., voluntary conformity to rules and regulations.
- (iv) High degree of employees interest in the job and organization
- (v) Pride in the organization
- (vi) Reduction of rates of absenteeism and labor turnover.

The low morale indicates the presence of mental unrest. The mental unrest not only hampers production but also leads to ill health of the employees. Low morale exists when doubt and suspicion are common and when individuals are depressed and discouraged. i.e, there is a lot of mental tension. Such a situation will have the following consequences.

- (i) High rates of absenteeism and labor turnover.
- (ii) Excessive complaints and grievances.
- (iii) Frustration among the workers.
- (iv) Friction among the workers.
- (v) Antagonism towards leadership of the organization and;
- (vi) Lack of discipline.

Productivity on the job is a measure of role of performance and behaviour. It was contended by the human relations school that morale and productivity are positively correlated i.e., they move together or go hand in hand. It was the general view that high morale and high productivity always go together like the east and west sides of an elevator. High productivity results from the fact that people experiencing high morale do not skip their duty are least tardy, taken interest on their work, show good team spirit and contribute their best to the attainment of organizational goals. Conversely, poor morale and low productivity go together. People with low morale show tendencies like absenteeism, tardiness, job turnover, casual interest in to work coupled with apathy, anxiety, tension and even arrogance.

The above hypothesis has been tested in some empirical studies in India and abroad. One of the major conclusions that could be derived from all the researches studies on the subject is that there is no consistent, positive and casual relationship between morale and productivity. In some studies, it was found that morale was

positivity correlated with productivity. But in some other studies, no significant and consistent correlation was found between high productivity and high morale. This implies that employees and workers who perform very well in their work are not thereby automatically a well satisfied lot. In other words, several other factors, apart from morale, influence productivity and if these factors are strong enough, they may pull down the influence of morale.

There may be four possible combinations of morale and productivity, viz.,

- (i) High morale and high productivity
- (ii) High morale and low productivity
- (iii) High morale and low productivity and
- (iv) Low morale and high productivity.

High productivity goes with high morale when the workers are highly motivated, the Supervision is considerate of workers and the workers are highly training. This is an ideal state and makes the best possible use of human resource. However, morale and productivity are not absolutely related. They may not increase in the same proportion. An exactly reverse situation could be that of low morale and low productivity. High morale is associated with low productivity when the employees are merely happy and they are not properly motivated to do work. Other reason of low productivity may be inefficient supervision, faulty materials and technology, and low degree of skills. Also high morale in-group content sometimes means restriction of output in accordance with informal group norms. By conforming to group norms, members derive satisfaction through fulfillment of social needs for belonging and affiliation. In such cases, high morale and low productivity move together.

High productivity is associated with low morale when management uses strict supervision and punishments against low productivity. It is possible to rationalize and systematize production technology in such a way that high productivity could be achieved independent of the mental and psychological attitudes and dispositions of the human element. This implies that employees with low morale could still be a partly to high productivity. But high productivity with low morale cannot be sustained for long since will to work is a very important factor. The concept of will to work moulds worker's attitude towards the job, supervision and its policies in a particular organization. Thus, the relationship between morale and productivity is very complex. It will differ from organization to organization and from time to time.

IV. Conclusion:

Employee morale can be thought of as attitudes towards job, company, and immediate supervisor, and can be ascertained through attitude questionnaire and interviews. Being recognized for one's work, being understood by one's supervisor, receiving the pay and status one expected to receive, getting need fulfillments from the work itself- all these factors tend to create high morale. High turnover, sometimes indicative of low morale, is attributed to dissatisfaction with pay, a lack of involvement with the company, and highly regimented work situations. Absenteeism, and at times, low productivity also accompany dissatisfaction with the company in general or with specific aspects of the work situation, although morale and productivity are often not related.

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