



A STUDY ON IMPACT OF EMPLOYEE MORALE ON PRODUCTIVITY OF EMPLOYEES

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Abstract:

Majority of the expert's believe that customers are "God" for running a successful business or organization because they are the main factor for revenue generation, but this revenue generation can be done with the support and involvement of employees. For this support an employee attitude is very important. Employee's morale is an attitude of an employee towards his organization. If an employee had a positive morale then his involvement and satisfaction will generate high productivity from him. In this paper clearly views the term "Employee Morale" and the different factors used by the organization to increase the employee's morale.

Introduction:

A group of people joined together for the achievement of the objective is called organization. The efficiency and effectiveness of that objective achievement can be done with the proper planning and execution of objectives, for this achievement employees are the backbone of the organization. Employees should have a positive attitude towards his organization. So Employee morale plays a vital role. If morale is good in the organization then it will have an impact over the productivity of employees. There is a direct and indirect relation between these two factors.

Employee Morale:

Mayo defined it as “ the maintenance of cooperative living” and Dr. Leighton described Morale as” capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose” Generally Employee morale is an attitude of employees towards the organization. Morale can be divided into two different ways. Individual Morale and Group Morale. Individual morale is one's own expectations towards the organization where group morale is a concept that describes the level of favorable or unfavorable attitudes of employees collectively to all aspects of their work.

Objective:

- To know the impact of employee morale on productivity
- To understand the factors which will boost or affect morale in the organization

Review of Literature:

Morale is an elusive quality which involves feelings, emotions, attitude and perception towards the organization and its members. Positive morale is usually characterized by discipline, confidence and willingness to perform.

Low morale can be attributed to many factors such as job insecurity, lack of fair compensation policy, uncertain business conditions, and excessive outsourcing practices. Low morale affects company income, productivity, financial competitiveness and organizational objectives (Sauermann & Cohen, 2008). Low morale is an outcome of managerial behavior where managers address their employees from a top-down command and refuse to communicate directly on workplace issues (Sauermann & Cohen, 2008). This kind of communication results in a gap between employees and managers, which in turn leads to employee distrust, disrespect, and reduction of morale and workforce motivation (Chungsup & et al., 2012). Low morale also causes employees to lose interest, especially when managers don't appreciate their efforts and the tasks performed (Zeynep & Huckman, 2008). A costly indicator of low morale is high employee turnover. This happens when employees leave their jobs because they feel unhappy and have no incentives to stay. The negative effect of employee turnover is disconcerting because of its great implication both on financial and on productivity levels. Financially means the company has to hire new employees either with payment of higher salaries or by additional recruiting expenses. At the production level, the employees who leave will take with them the knowledge, skills and ability that helped contribute to the goals, profit and performance of the organization (Lee & Liu, 2009).

Singh, Jain (2013) states that the employee's overall presentation commonly mirrors the lesson of the organization. In comparison with administration cheerful employees speak positively about organization and they reinforce the workplace and increment the worker's spirit and representative's fulfillment to improve representative execution and profitability, which at last outcomes in high benefits, consumer loyalty and also client maintenance.

Upadhyay, Gupta (2012) elucidate us that the satisfied educates us that Satisfied representatives are accounted for to have high determination. Welfare measures and work encounter does not really identify with fulfillment. Therefore, its suggested that the organization ought to accommodate sufficient welfare measures yet ought not trouble itself by expanding the cost some portion of it in voracity to procure the aggressive edge and proclaim itself as most wanted organization.

Carolyn ashe (2016) “CORRELATION OF MORALE, PRODUCTIVITY AND PROFIT IN ORGANIZATIONS”, This study examined whether the level of employee morale has a direct relationship to productivity and profit. Several studies indicated that low morale causes low productivity but have not indicated decreased profit as a result.(to know about how to correlate , employee morale with employee production)

Jehanzeb R. Cheem(2017) “EFFECTS OF STAFF PARTICIPATION, MORALE, AND SHORTAGE ON ORGANISATIONAL PERFORMANCE: AN INTERNATIONAL SURVEY”, In this study we looked at the link between staff-centred organisational factors and organisational performance, within the special context of high schools across nationally representative samples from 64 countries and economies. Our empirical results indicate large cross-country variations in the effect of factors such as staff participation, morale and shortage, on school performance. Implications are discussed. (Good and bad effects of employee morale and participation in management)

Shamih (2017) “THE EFFECT OF LOW MORALE AND MOTIVATION ON EMPLOYEES’ PRODUCTIVITY & COMPETITIVENESS IN JORDANIAN INDUSTRIAL COMPANIES”. His study aims to examine the effect of low morale and motivation on employees’ productivity and competitiveness. Low productivity and loss of competitiveness are outcomes of low morale and low motivation and may sometimes lead to further undesired symptoms such as absenteeism and sabotage.

Factors affecting Employee Morale: -I

1. Collaboration of Objectives:

Employees will work with full involvement when his or individual objective tuned for the organization effectiveness

2. Organizational conduct among employees affects the nature of work, especially on the level of resolving any disparity among them.

3. Personal elements it identifies with age preparing training and insight of the representatives, time spent by them at work and enthusiasm for worth taken by them influence the assurance of the employees

4. Rewards-Employees expect sufficient pay for their skills. positive arrangement of wages, pay rates, advancements and different impetuses keep the confidence of any employees always high. 5. Work condition of any organization and its appearance affects the states of mind

6. Compatibility with kindred employees being a social creature discovers his words additionally fulfilling on the off chance that he feels that he has the acknowledgement and brotherhood of his kindred specialists.

7. Job Satisfaction gives an employee a fair chance to demonstrate his abilities and develop identity, he/she will confirm like it and he will have high resolve. Opportunity to share benefit remains one of the necessities of high spirit is plausibility and chance of advance in any worry.

Factors affecting Employee Morale: -II

1) The Organisation: The main and primary factor affecting employee morale in Indian industry is the organisation itself. The organisation means the entire goodwill, public reputation image of the company among its competitors. It's one of the main factors because most of the time in a day an individual called an employee spent his time in the office and organisation premises. His giving his work towards his job in return for something called wages/salary he must be proud of his job and his working organisation if suppose he is not doing his job correctly or non-effectively it's the fault of the organisation for his mistakes too.

2) The nature of Work: Another factor that affects the employee morale is the nature of the work of the employee what he is doing in the organisation. If the employee did his routine job over and over he may get tired or get bored, it must affect his morale towards the organisation and job. Day to day he is getting less interest towards the working condition of the organisation. Another view is the employee never getting a feel about he is just a small part of the business organisation he feels proud to do the job, the condition gets worse when he feels about his profession or feels inferiority complex. When the 'Neil Armstrong' landed on the moon as the first person he felt proud to do the assigned job, even the last one who landed on the moon never felt demotivated because it's not about who is first and who is last they are important to do the job because they are proud of human being.

3) The level of Satisfaction: Satisfaction the word describes lots of meanings itself in this world no one can satisfy the entire human being or no one can satisfy even they are getting lots of properties or money. Even the employees also when the company is fully engaged with the employee and give him more salary compared to its competitors and give him all welfare activities and good food and entire environment he never satisfied with his all belongings because, human beings never been satisfied. In return company only expects them to work with full intensity and interest. The human beings want and need more growth day to day it never reaches the peak. And

never gets lower .An old Indian story named “tree cutter and axes” it not possible in today’s world because everyone wants golden axe and more than that

4) The Level of Supervision: it is the factor more than placed the important place the factors that affecting employee morale. In India more employee turnover happened because of the supervision “follow the leader is not just the word that describes all of his actions is focused and surveillance by his followers . and he must doing the good things and more engaged with the coworkers and employees when he is not focused in his interest towards the perspective employees and co-workers the situation and the relationship among employees and management goes to end .the employee morale is more directly or indirectly connected with his superiors action .if suppose the subordinate doing the great thing but his superior not get interest and don’t give him an motivation , he never been a good employee and don’t do the right things next time . good supervision is a identity of good leadership ,the best example for the good supervision is ‘Sathish dhawan’ the senior most scientist in the ISRO and he is the leader of the mission of the rocket launching under his leadership Dr.A.P.J.Abdul kalam and 6 other members also in the team but, the mission is unfortunately fail , after that press people gathered in front of the press meet place ,all the team members have some embarrassment and fear to face the press media .but, Dr. Sathish dhawan took the preference to said his team mates “all of you go to your houses and take rest, thank you I’ll face the media”, he entered to the meeting hall press people raise various questions about the mission failure he simply said “As a leader of the mission it’s my mistake, I take full responsibility for the failure, within next 6 months we’ll give our best to accomplish the mission” after the 6 months the mission gonna big success and it’s the great story in the Indian space history .media people waiting outside to celebrate the great victory , In this time Sathish sir said to his team mates “I’m very tired ,I’m going to my home you may go and celebrate the success with media and public in this story we can come to know that how one should be a leader and good supervisor.

5) Workers Perception of Reward System: the monetary benefit like reward system of the organisation is the one of the factor that determines the employee morale because the every employee in the organization is working for the salary obviously. When the company can’t give the adequate salary to the people and not good monetary motivation is directly affect his high morale towards the job and the company. The other reward systems such as bonus, salary hike and incentive when there are not payable to honour the employees. It’s getting worse. 6) Employee’s Educational Level: the one of the indirect factor that affects the employee morale is their educational level. Now a days employment is the hardest things to get, most of the qualified personnel’s getting the jobs not suitable to them, when they are entered into the another organization they may not I interested to their job because of the educational qualification is not allow them to do the job effectively. For example in India most of the engineering graduate students get their employment in the information technology companies in all over India but they may not be interested in their job, it is also suitable for the automobile industry also.

7) Employee's Occupational level: this one factor obviously attached to the employee's interest towards is job. The employee must engage with the companies vision mission and values, he must try to achieve the company's goal along with his goals too like pursuing the highest position in the hierarchy within the stipulated period. It is possible only if the employee understand the organization goals and values.

8) Quality of work Life: this factor is one of the debatable topics in India because of most of the Indian working employees affected by psychological issues like hyper tension, depression is happened because of their quality of work life is very low. Many of the Indian organization won't give the psychological counselling how to maintain the work life balance some of them do. When the employee involved in his work and working hours he never thing about his family and his own problems. It may decrease the productivity and efficiency towards his job. After the working hours he must spent his valuable time with his family, when the above format is not reach its good level the employee morale never been earned by the organization.

Conclusion of the Study:

From the study it is found that Employee morale play a major role in the productivity of the employees. The attitude and positive morale will increase the satisfaction of the employees towards the organization which indirectly have impact over the productivity of employees. More over the organization, quality of worklife and level of perception is the factors which will boost the employee morale.

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