

# MORALE

Prepared by,  
Mr. Thomas G.M,  
Associate Professor,  
Pompei College Aikala DK.

# INTRODUCTION:

- Morale refers to the state of mind or attitude of the civil servants towards their work and the organization to which they belong.
- “Morale is both an index of a sound employment situation and a positive means of building up an efficient organization.” says L. D. White.
- It is a self stimulating incentive created within the minds and hearts of the employees.
- It induces them to far superior efforts in their respective field of work than greed of money or fear of punishment does.

# MEANING:

- Some important definitions of employee morale may be mentioned below -
- Alexander Leighton, “Morale is the capacity of group of people to pull together persistently and consistently in pursuit of a common purpose.”
- Morale reflects “a socio-psychological situation, a state of mind in which men and women voluntarily seek to develop and apply their full powers to the task upon which they are engaged, by reason of their intellectual and moral satisfaction which they derive from their own self realization, their achievement in their chosen field and their pride in their service.”(Encyclopedia of Social Sciences)

# MEANING:

- Meaning of morale is composed as under -
  1. What it is? - an attitude of mind, a state of well being and an emotional force.
  2. What it does? - affects output, quality, costs, co-operation, discipline, enthusiasm, initiative, and other aspects of success.
  3. Where it resides? - in the minds, attitudes and emotions of individuals themselves and in the group reactions.
  4. Whom it affects? - immediately the civil servants and officials in their interactions, ultimately the public and the society.
  5. What it affects? - willingness to work and to cooperate in the best interests of the civil service and in turn, of the civil servants themselves.

# IMPORTANCE:

- ◉ The importance of morale in civil service cannot be underestimated.
- ◉ Positive morale definitely influences the productivity of the group and reduces the amount of supervision necessary for the desired output.
- ◉ A high degree of morale reduces the employees grievances, strike and waste.
- ◉ Morale is widely regarded as of a great importance, because it is assumed to be closely related to group motivation.
- ◉ High morale promotes willing cooperation towards organizational objectives, loyalty to the organization and its leadership, good discipline, employee initiative and pride in the organization, etc.

# FACTORS FOR BUILDING HIGH MORALE:

- Morale is generally referred to as high morale or low morale.
- High morale is represented by team spirit, zeal, enthusiasm, loyalty, dependability and resistance to frustration.
- Low morale on the other hand, is described by such words like apathy, bickering, pessimism, disobedience of the orders of the leader, lack of interest in one's job and laziness.
- Morale building is a dynamic and perpetual process. Morale building is the responsibility of the higher officials. Following devices may be employed to improve the morale of the civil servants.

# 1. TEAM SPIRIT:

- The most important element in building morale in public service is the team spirit rather than a line of authority.
- The team spirit can be fostered by de-emphasizing the hierarchic and authoritarian element in administration.
- Today, the old concepts of hierarchy and chain command have given place to cooperation and partnership.
- They should be given freedom in work situation.
- Instead of authority, the administrative leader should use persuasion, resourcefulness and tact.

## 2. GOOD SERVICE CONDITIONS:

- ◉ Good service conditions greatly contributes to the development of employee morale.
- ◉ The most important of them is the creation of a career service.
- ◉ The other important elements of good service conditions are security of service, good salary, opportunity for promotion, facility of leave, satisfactory retirement benefits, etc.
- ◉ The morale of the contented employee will always remain high.



### 3. FAIR TREATMENT:

- Every employee should be treated as a human being.
- No individual or group is treated more important than others.
- The superior officer must be impartial in his dealings with his subordinates.
- The contribution of each employee should be recognized.
- They should be given the opportunity to develop their fullest potential.

## 4. GOOD LEADERSHIP:

- ◉ Good and stimulating leadership can greatly boost the morale of the employees.
- ◉ A great leader by his dynamic personality and administrative caliber will leave an indelible imprint on his subordinates.
- ◉ The confidence of the employees in the integrity and good intent of their superiors is a very powerful means of building morale in civil service.
- ◉ Where the head is corrupt and dishonest the subordinates will get demoralized and indisciplined.

## 5. WELFARE MEASURES:

- Employee welfare schemes like housing, medical benefits, educational facilities for children, canteen, sports club, credit facilities, safety measures, etc. are very helpful in developing positive attitudes among employees.
- These schemes reflect government's interest in employees welfare which in turn contributes in enhancing the morale of the employees.

## 6.EMPLOYEE PARTICIPATION IN MANAGEMENT:

- The top executive should allow employees a say in the decision making process.
- They should be consulted and taken into confidence before a change which affects them is introduced.
- This will help to improve their enthusiasm in implementing the decisions.

## 7. REDRESSAL OF GRIEVANCES:

- Methods of resolving grievances and settlement of disputes, go a long way to satisfy the employees and improve their relation with the employer.
- Grievances left unredressed and the disputes unsettled undermine morale.
- Therefore, a machinery must be created for the prompt settlement of such disputes and grievances.

## 8. SENSE OF WORTH:

- Employees must have a sense of worthwhileness of their work.
- They must be fully conscious of the great importance of their work and they must have genuine interest in it.
- Their attitudes towards work become more positive.
- For this the employees should be given proper training & motivation so that they may perform their job with great job satisfaction.

## 9. MONETARY REWARDS:

- Monetary rewards also promotes morale in public employees.
- Payment of high salary, timely increments, advancement & promotions, retirement benefits and other monetary benefits & incentives undoubtedly boost the morale of the employees.

# 10. LOYALTY TO THE NATION:

- The public services themselves establish a high traditions of loyalty to the nation, devotion to work and a very high sense of integrity and social service.
- Public services should strictly adhere to a code of conduct or professional ethics so as to cultivate a high sense of loyalty and devotion to work.



# CONCLUSION:

- Thus, higher productivity and greater efficiency in public services comes from incentives rather than coercion, that the best incentives are self built morale which reflect the healthy state of minds of employees and that high morale are produced by motivation which should be the main task of public personnel administration.