Morale an Indicator of Success Or Failure

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ABSTRACT:

*Human cap*ital is the pivot around which organization effectiveness can be generated in comparison to financial capital. It is found to be closely associated with the employee morale in the respective organization in form of employee satisfaction and productivity. The expectation of employees from the work environment due to individual difference in their respective expectation as their background. Despite unanimous agreement in the existing literature that morale influences employee performance, no well-defined measure of morale exists. Our study develops a robust measure of morale and focuses on the factors that influence morale among Russian workers.

Keywords—
about four key words or phrases in alphabetical order; separated by commas

I.   INTRODUCTION

Morale in an intangible factor and relates to the conditions of an individual and group with regard to determination, confidence and enthusiasm in the performance of the duty. It should be understood as the sum of psychic qualities reflecting courage, zeal and confidence in the performance of the duty. Widely recognized in the psychology, management, and human relations literatures as a primary factor governing worker effort and thus in determining overall company performance (Hewitt, 2002), employee morale has nonetheless been difficult to quantify. Because morale is a feeling, rather than an action or outcome, it cannot be measured directly. Moreover, even among studies conducted in developed market economies, the jury is still out regarding whether morale is best evaluated as a group phenomenon (Milton *et al.,*1984; Smith,1966 1976) or an individual experience (Doherty,1988; Evans,1992; Hart,1994; Watson,1988) and some confusion exists regarding how best to differentiate the causes from the manifestations of a particular level of morale

(Abbott, 2003; Hewitt 2002; Norquist *et al.*, 2002; Straka,1993).
Efforts to separate morale from its determinants or outcomes have generated a range of measures.8 Some measures of morale attempt to capture its positive affects -- morale is identified with persistence and energy, cohesion and cooperation, and enthusiastic striving (Hart, 1994; Hart & Conn, 1992; Hart *et al.,* 2000; Smith, 1966). Other measures of morale focus on efforts to assess an individual's mental health (Doherty, 1988; Watson, 1988) or how individuals feel at a particular point in time. These measures tend to include such elements as anxiety and depression, as well as other elements that would likely be found in measures of neuroticism (Costa & McCrae, 1985; Hart *et al.,* 2000).The impact of occasional laughter on morale and productivity is very evident in the following letter sent to me by a corporate manager following her attendance at one of my programs. She said, "Working with people on a daily basis can be so rewarding when there is laughter in the environment. In many of the crises I experience on the job—work stoppages, natural disasters and emergencies—laughter helps ease tensions, and the focus of getting tasks done becomes more enjoyable and less stressful. I've heard other managers and their employees comment on my employees' attitudes. I often hear, 'How do they make their sales and service objectives? That group laughs from the time they come in until the time they leave.' But the laughter is infectious, and the employees and myself enjoy coming to work with each other every day."

II.   RESEARCH AND METHODOLOGY

In the conditions of merges two cultures of individual mix up at the workplace to give their results in the form of performance and productivity. The employees need to be tie-up psychologically with the oragnainstion they are working for. A sense of belongings is required which is often hampered up in conditions of merges .

In the post merges situation the employee Morales was studied and similar employee of same industries that is

banking sector to see the difference in their morale. responses were taken in two groups. In the first group response we rerecorded with the help of questioning from recently merged bank having employee of private and nationalized bank. While in the second group the data was collected from employees of nationalized banks.

III.   OBJECTIVE OF THE STUDY

1- TO study the change in employee morale levels.
2- To study the effect of employee morale on employee competency.

IV. HYPOTHESIS

H1- There is no significant difference in levels of employee morale between the two groups.

H2- There is no significant difference in competency between the two groups.

V.   DATA COLLECTION

The data was collected using the purposive sampling technique with the help of questionnaire from the banking sector . The questionnaire having 17 items for employee morale and 15 items for competency. The questionnaire was designed and tested for their validity . response were collected from the respective branches of the banks.

DATA ANLALYSIS: The data was statistically tested to see the significant difference of means with the help of test.

VI. RESULTS AND FINDINGS

Employee morale has been found associated with various individual priorities or needs being judged independently by the employee. Employee morale describe the positive experience and their illustration at the work by working with his or her college us and it includes positive work settings.

In the changed prepositions of work settings post-merger often there are chances of behavioral changes. keeping this concept the study was based on analyzing the situational changes on employee behavior in form of alteration in morale. Employee morale was measured in both the groups and the respective changes in empathy, conscientiousness and warmth were compared in both the groups for the

purpose of this study.
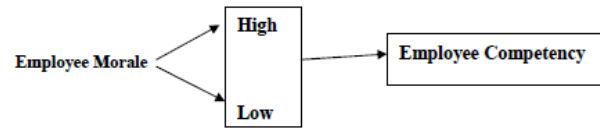
Morale is clearly different from other concepts such as satisfaction, motivation and happiness. This finding was replicated in both the qualitative and quantitative phases of the research. This should give pause to researchers who casually conflate morale with other concepts. Devices such as employing satisfaction for the individual and morale for the group are clearly unacceptable in the light of this as are amalgamations of concepts which are then labeled as morale.

Morale appears to be an entity in its own right which is clearly distinct from these other concepts. This may seem like a pedantic belaboring of the point but the volume of literature which suffers from these imprecision demands that morale be separated from other concepts. Robbins and Judge's point that '*...OB researchers like proposing new attitudes* [but] *often we haven't been good at showing how they compare and contrast with each other.*' (Robbins & Judge, 2009, p 116) is well made. This research addresses precisely this point and suggests that the distinction is important.

Establishing what morale is not throws into starker relief the question of what morale actually is. Descriptions of the experience of morale tend to intermingle morale itself with its antecedents, consequences, and other concepts. Nonetheless at the words used all appear to be describing a similar sensation which is manifest through three dimensions: affective, future/goal and interpersonal. These three dimensions are mirrored in the analysis of other portions of the interview data.

The affective dimension pertains to how the individual feels. This is a function of the afferent stimuli that the individual is exposed to. These then, through a combination of conscious and unconscious processes generate an affective sensation. Stimuli which are processed as favorable may produce positive affect and the unfavorable negative. The impact of these stimuli on the image of the self seems to have a particularly strong influence. Stimuli which either damage or diminish the self image tend to produce negative affect whereas those which validate or enhance it produce positive affect.

Morale seems to have a component which relates to the future and progress towards it. This future/goal dimension results from the conscious cognitive processing of afferent stimuli. Individuals often seem to check whether events or interactions are positive for their future Negative. In order to do this there has to be some sort of objective toward which they are heading. This is complemented with an

ongoing appraisal process whereby the proximity of the goal is constantly evaluated.

The third dimension involves relations with others. Individuals often articulate morale in terms of their relationship with others. The feelings of being part of a team and cohesive unit were mentioned by a number of individual when they described high and low morale situations. The way in which relations with others affects morale is rather disputed, with considerable disagreement as to whether morale is an individual or group concept.

The majority of respondents saw morale as an individual + group phenomenon. The explanation that this thesis puts forward is that morale is an individual phenomenon but that emotional contagion between individuals means that individuals influence one another's morale levels. This may be a tacit influence dependent on non-verbal cues or a more explicit influence through words and deeds. This process of emotional contagion means that that morale related information shuttles between individuals constantly producing a sensation of group affect. In this conception morale is an individual phenomenon but one which is closely synchronized with the group. This process is dependent on both who the individual perceives as being in their group and also the esteem in which they hold the other person/people.

Morale is related to performance, although not in all circumstances. Morale is associated with productivity and turnover intention but does not seem to correlate with appraisal data. Workers with high morale believe that they work harder, longer and communicate with one another better. Low morale is likely to produce the reverse although not in all circumstances as the individual's sense of professionalism may force them to maintain certain levels of performance irrespective of how they feel
.
Morale is, therefore, a mental state which can be distinguished from other phenomena. It is influenced by stimuli which impact the individual's affective state and sense of the future either directly or through moderation by others. It affects performance although not in all cases and is believed to be an important factor for individuals and in organizations.
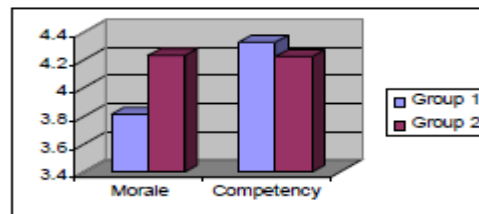
H1- there is no significant difference in employee morale between the two groups is accepted. however the employee morale is high for the group-2 banks that are not merged but working normally. It can be attributed to a normal work setting where employees workings tighter under an organization mix up and they treat their colleagues more harmonically. However the task related issues or capability gaps can be still there, which is again an aspect to be studied in details.

Rather there is lowered morale level in recently merged banks. Although the gelling of employees with the new culture takes time but still it may result in lowering of

morale levels. This explains the importance of emolyee morale for there further better performance at the work settings.

Group 1 (Recently merged Bank) N=30	Group 2 (Nationalised Bank) N=30	Value of t-test
Competency Mean = 3.813 S D = 0.355	**Competency** Mean = 4.327 S D = 0.455	t = 4.8733
Morale Mean = 3.900 S D = 0.270	**Morale** Mean = 4.223 S D = 0.501	t = 3.1117

Table- 1: The table depicts the consequent means of employee morale and employee competency levels in the two cases.

Bar diagram showing the concept means of employee morale and employee competency levels in the two cases.

H2- there is no significant difference in competency between the two groups is rejected.

Hence there is a difference in both the groups in terms of competency levels. The competency is the capacity of employee to perform at workplace. The respective change in it is visible with the level of employee morale in this study. It the ability that is inspired with individual morale and if the morale is boosted up it makes him or her more promising psychologically and initiates the self induced practice to be competent. The difference that is visible in both the groups can be contributed to the work setting. The employee working in the parent group from years feels more comfortable and competent while in conditions of post merger situation a survivor syndrome starts on employee's mind which makes alteration in his behavior at the work place.

VII. LIMITATIONS

The study of employee morale in the changing business proposition and its respective effect on the employee competency levels would have been done on a large sample. Due to paucity of time the study was limited to banking serves. The study on their various other sectors of industry should be done to be see it more closely.

VIII. CONCLUSION

The initial motivation for this research was my personal experience of high and low morale states whilst working in the pharmaceutical industry. As discussed in the introduction the morale level in the organization fluctuated and this had a significant effect on how I felt about my work, my output, the degree of effort required to do my job and the enjoyment which stemmed from it. Discussing this with friends and colleagues I did not believe that I was alone in this experience.

When I was first exploring research topics, initially for a limited 3 month MBA project, I thought morale might prove to be an interesting subject. What I discovered was that relatively little was known about the concept and what little there was was incoherent and not particularly helpful. On the face of it this would seem to be an ideal research topic yet the lack of literature in which to ground a research project and paucity of expertise on the topic makes research into morale difficult. Indeed a colleague at another university uses morale as an example of what not to study (Blenkinsopp, 2007, pers. com.) as the topic is superficially appealing but difficult to gain traction with as there is little firm ground.

The lack of coherence and structure in existing research is something numerous sources in the literature have alluded to (e.g. Hightower, 1944; Liefooghe et al., 2004; Peterson et al., 2008). In spite of this morale is an important topic which clearly influences individuals and organisations (see Bewley, 1999; Ramsbotham, 2003; Sirota et al., 2005; Slim, 1986). This then leaves a quandary whereby the researcher is discouraged from exploring an important topic which has a societal meaning29 because it does not fit with current directions within the literature or is seen as a folk concept and yet sees the perceived need for research to help better inform organizations. The focused and protracted nature of doctoral research perhaps offers an opportunity to investigate an ill defined concept like morale (Organ, 1997).

29 It is interesting to note that if the researcher delineates and labels a new concept, even one which broadly covers an existing conceptual space, then this is unlikely to prove controversial with the academic community. Chapter 10: Summary and conclusions 248

'*It is not in the sphere of the maturest understanding to judge of us simply by our external actions; it must fathom the very soul, and find out the springs that give it motion; but as this is a dangerous and sublime undertaking, I wish that fewer persons would attempt it*'(Montaigne, 1776, p

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