UNIT 25 MOTIVATION AND MORALE

Structure
25.0 Objectives
25.1 Introduction
25.2 Meaning of Motivation
25.3 Objectives of Motivation
25.4 Types of Motivation
25.5 Motivators which Promote Efficiency
25.6 Meaning of Morale
25.7 Types of Morale
25.8 Factors Effecting Morale
25.9 Evaluation of Morale
25.10 Measures to Improve Morale
25.11 Let Us Sum Up
25.12 Key Words
25.13 Some Useful Books
25.14 Answers to Check Your Progress Exercises

25.0 OBJECTIVES

After studying this unit you should be able to:
- understand the importance of human factor in an organisation, which will have a significant impact upon over all organisational out-put
- outline the findings of the psychologists and behaviouralists from the viewpoint of human relations
- realise that motivation and morale are caused by management policies and practices
- explain the meaning of motivation and morale along with the factors effecting them
- know about the different types of motivation and morale causing the organisational efficiency and
- analyse some important measures in building morale, through workable motivational methods.

25.1 INTRODUCTION

There is no truth more evident from human experience and research than the axiom that work in the life blood of man's existence. It is as natural for a man to work and to want to work as it is for him to rest. The human beings are not sloths by nature. The type of internal driving force (motivation) is responsible either for action or inaction in an individual.

The problem of human behaviour is fundamental and instinctive in any organisational set-up. It is a complicated issue for the organisation to make its members to adjust themselves to the needs of organisation. Because individuals do not divorce themselves from their own norms, attitudes and personal needs, simply because they join an organisation. They necessarily sacrifice their own independence on various types of group and associational membership. Their voluntary behaviour needs to be changed into required behaviour in the general interest of the organisation. Under the influence of the required behaviour, the individual assumes the responsibilities and expresses loyalties and commitments towards the organisation as a whole. There are different methods, to turn the voluntary behaviour into a required behaviour.

Perhaps no area of personnel administration has been more debated than human motivation due to the development of the scientific knowledge about human behaviour. The movement of behavioural approach has contributed much for better understanding of human behaviour. During early era of personnel administration as being different from the efficiency experts, they approached the problem of increasing efficiency as a human problem rather than as a mechanical one. Hence the feelings and behaviour of
employees are considered in personnel system. Normally, the driving force, so pervasive in history and so common among all races and seems to be composed both of an inner need to achieve and a response to external challenges. It is felt that what an individual believes about himself has a profound effect on how he behaves. To understand any individual we need to know what he thinks, what values he holds, what his goals are, as well as how his basic biological and social needs are met and what abilities he has. Therefore, drive and motivation is of utmost importance as it constitutes the base for the administrative function of planning and organising. The personnel department of an organisation must devote considerable time and efforts in planning for and achieving high level of morale. Because it is the only solution for the problems arising like employees feeling alienated and organisational goals, under-utilisation of their potential skills and capabilities to achieve optimisation and feeling of frustration while discharging their duties. Hence motivation should be the continuous process for effective functioning of the organisation.

Effective management largely depends upon the willingness of employees in carrying out the organisational tasks with zeal and enthusiasm. The successful functioning of the organisation depends upon the techniques used for securing ability and willingness of its employees. Because human performance is determined by the level of morale, interaction, behaviour, motivation and ability. Policies and techniques will improve motivation and morale and make the work experience a more rewarding one.

In view of the importance of motivation and morale of an individual in the organisation we will discuss in this unit the meaning of these aspects which would go a long way in understanding the concepts concerned, the objectives of the motivation and the types of motivation. We also discuss the factors effecting morale, future policies and programmes for building-up morale in the employees and analyse some important measures in building morale, through workable motivational methods.

### 25.2 MEANING OF MOTIVATION

The term motivation is derived from the Latin word ‘emovere’ which means ‘to move’. Motivation is the complex of psychological forces. Motivation is something that moves a person into action and inspires him to continue in the course of action already initiated.

There are different definitions of motivation. Stanlay Vanace opines that ‘motivation implies any motion or desire which so conditioned one’s will that the individual is propelled into action’. Dale and Beach felt motivation as ‘a willingness to expend energy to achieve a goal or reward’. Shartle understood motivation as ‘a reported urge or tension to move in a given direction or to achieve certain goals’.

According to the above definitions motivation is considered as the art of stimulating people to take desired course of action. It involves arousing needs and desires by impelling individuals towards purposive behaviour. A motive is a need or desire which directs the behaviour. It reflects an urge to move in an expected manner to achieve a specified goal. It results when the needs of an employee are satisfied through proper incentives and rewards. Human behaviour is the result of their desires, needs and wants and motivation involves creation of a will to work for accomplishment of institutional goals. Without needs there can be no motivation and one of the biggest problems in motivating the employees is that one does not have the same needs. Moreover motivation is influenced by a number of factors both inside and outside the organisation. Motivation requires the identification of personal goals with institutional goals.

### 25.3 OBJECTIVES OF MOTIVATION

The objectives of motivation put forth by psychologists and sociologists are the means of answering two basic questions concerning human behaviour i.e., why an individual is impelled to act and what determines the direction of his actions. Let us discuss the views of some eminent Psychologists and Sociologists, who attempted to evaluate the
human behaviour in different contexts.

a) According to Skinner motivation objectively exists to make an individual being learn what may regarded as positive behaviour i.e. desirable behaviour.

b) Abraham Maslow observes that the objective of motivation is always to create a need for an individual. It is just like the process of lower needs being satisfied and the higher needs gradually emerging (Hierarchy or Needs).

c) Frederick Herzberg felt that the important objective of motivation is to provide opportunities to become a better expert on one’s job, to handle more demanding assignments, to control one’s own work rather than be supervised.

d) Mclelland opined that the objective of motivation is to create a strong desire in an individual, where he derives a special kind of joy in successfully attaining an objective in accomplishing a task, in facing up to a challenge rather than monetary or other rewards.

e) Victor Wroom thinks that motivation should work as a means of communication for increasing positive values in the employees. Obviously the objectives of motivation are to increase efficiency by good performance.

Motives are abundant and divergent. There is no single strategy that will motivate the employees forever and every where. The motives for individuals to work are numerous.

### 25.4 TYPES OF MOTIVATION

There are basically two types of motivation:

a) Negative motivation, and

b) Positive motivation.

**Negative Motivation**

The traditional form of motivation emphasises more on authority. This approach consists of forcing people to work by threatening to fire them if they do not. It believes that man is inherently lazy, pleasure seeking, despises work. To prevent him from doing so, there must be close supervision. This approach further assumes that employees’ performance would be increased by fear, which causes the people to act in a certain way. Because they are afraid of the consequences like, lay-off, demotions, and dismissals. This approach paid off fairly well in the early days of the industrial revolution when workers and their families were so close to starvation. Imposition of punishment frequently results in frustration among those punished, leading to the development of maladaptive behaviour. The negative motivation also creates a hostile state of mind and unfavourable attitude to the job. The approach of negative motivation had proved to be ineffective as the employees were responding to them perversely. In recent years, however, people have begun to expect more from their jobs than sheer punishment.

**Positive Motivation**

The behavioural approach is much sophisticated than traditional approach which recognises the importance of positive aspects of motivation. Positive motivation involves the possibility of increased motive satisfaction. Positive motivation is a process of attempting to influence others to do their best, and thereby adopting good human relations. It seeks to create an environment which will make the individual talent flourish and encourages informal communications positively. Positive motivation is generally based on rewards.

The positive motivation may be extrinsic or intrinsic. The extrinsic motivators can be enjoyed after completion of work. The intrinsic factors are those which occur at the time of performance of work. Since positive motivation appears to be more workable, now let us discuss the role of some positive motivators, which promote efficiency.

### 25.5 MOTIVATORS WHICH PROMOTE EFFICIENCY

The exact nature and extent of motivators would depend upon the internal and external factors prevailing in a given organisation. Some of the important motivators which can promote efficiency are:

---

Motivation and Morale
ii) Job enrichment  
iii) Delegation of authority  
iv) Job security  
v) Status and pride  
vi) Participation  
vii) Congenial work environment

Job Enlargement and Job Enrichment

If the additional responsibilities to enhance variety are of a horizontal nature, it is termed job enlargement while if the additional responsibilities are of vertical nature involving delegation and decentralisation the process is termed job enrichment. Job enrichment can be ensured provided the work is meaningful, a worker has knowledge of the work and the worker is entrusted with the responsibility through proper delegation. According to Flippo, job autonomy can be secured if the following are given:

1. setting one's own work schedule and work breaks;  
2. varying work place;  
3. changing duties with others;  
4. making crisis decisions in problem situations rather than relaying on the boss; and  
5. making one's own quality checks, etc.  

It is obvious that the most important condition for achieving better work performance from employees is to give them interesting worthwhile, challenging, and responsible job, to ensure that the employees are not frustrated by meaningless, disinteresting and purposeless tasks, fundamental rethinking of both the process and purpose of management is necessary.  

Koontz and O'Donnell have suggested the following to ensure job enrichment:  
(a) giving workers more latitude in deciding about such things as work methods, sequence, and pace or by letting them make decisions about accepting or rejecting materials;  
(b) encouraging participation of subordinates and interaction between workers;  
(c) giving workers a feeling of personal responsibility for their tasks;  
(d) taking steps to make sure that people can see how their tasks contribute to a finished product and the welfare of the enterprise;  
(e) giving people feedback on their job performance preferably before their supervisors get it; and  
(f) involving workers in analysis and change of physical aspects of work environment such as layout of office or plan, temperature, lighting and cleanliness.

Delegation of Authority

A very common technique being advocated for motivating employees is delegation of authority. Delegation of the rights and obligations to execute a given task very often proves to be a strong motivating force.

Job Security

Job security is one of the good promoters of organisational efficiency and economy. The employees feel responsible and committed to the work as long as their job security is ensured. They would be more attached with the organisation and its day-to-day activities.

Status and Pride

Status and pride are linked with the organisational set-up. Age of the organisation and its reputation in the society will also motivate the employee. Employees working in the well reputed organisation will be motivated better than the employees of other institutions. They feel proud of their employment in the organisation.

Participation

Participation is an individual's mental and emotional involvement in a group situation that encourages him to contribute to group goals and to share responsibility for them. Employees' participation yields their personal commitment and involvement in accomplishing organisational goals. It also produces flow of communication for informal work force. Self-guidance and monitoring in the employees may be expected. Produce high degree of mutual respect and trust among organisational members. A high degree of confidence is shown in subordinates which facilitates interpersonal process.
Congenial Work Environment

Motivation is some form of exchange between the individual and his work environment. The congenial work environment gives to the individual sets of preference or values which constitute the goals towards which the instinctual drives are expressed. Further, the work environment is the source of norms of behaviour which draws the lines between good and bad, right and wrong, legitimate and illegitimate.

Check Your Progress 1

Note: i) Use the space below for your answers.
ii) Check your answers with those given at the end of this unit.

1) What are the various meanings of Motivation?
   ..........................................................................................................
   ..........................................................................................................
   ..........................................................................................................
   ..........................................................................................................

2) What are the objectives of Motivation?
   ..........................................................................................................
   ..........................................................................................................
   ..........................................................................................................
   ..........................................................................................................

3) What are the factors of Motivation?
   ..........................................................................................................
   ..........................................................................................................
   ..........................................................................................................
   ..........................................................................................................

25.6 MEANING OF MORALE

Though the organisation's focus is always on performance, based on cost-benefit approach, it was felt imperative to consider the issue of morale in a wider perspective. From the institutional point of view, the problem of employee's morale is that of stimulating a feeling of togetherness, a sense of identification with the job. It is more conducive to the achievement of institutional goals. It is important because performance and efficiency of operation depends upon employee's morale. To attain these high standards of morale it is essential to enlist the feelings of employees and their abilities in the work.

'Morale' is an attitude of satisfaction with desire to continue in and willingness to strive for the goals of a particular organisation. There are two important elements. Firstly, that the individual shares the purpose which gives him enthusiasm, energy and self-discipline. Secondly, the responsibility of the authorities to infuse the feeling of togetherness, a sense of identification and his consideration for other members of the institution.

Further, morale is viewed as 'the capacity of a group to pull together persistently and consistently in pursuit of common purpose'. This capacity is subjective and differs from person to person depending upon the people's interest in a particular work. This capacity is inherent in every individual and is seen in their attitudes towards particular work.
25.7 TYPES OF MORALE

There appear to be two groups of morale i.e.,
1) Individual and 2) Group morale

Individual Morale

The components of morale are still rather elusive, despite growing agreement upon several generalisations. One of these generalisations is that the group climate must provide opportunity for individual self-expression or self-accommodation by the members of the group. Another is that the occupational context must furnish outlets for the individuals pride in his own workmanship. Still another and more important is that members of the group must find it easy to accept the purposes and values of the group as their own so that they have a sense of belonging to the group or identity with it. All these may be described as individualistic bases of morale.

Group Morale

Hawthorne studies pointed out, pride in group is an important component of morale. Employees like to belong to be part of and be accepted by the group even where and employee dislikes the actual work itself. He may have high morale, stemming from his pleasure of group with his group work. Where there is a well integrated group, there would be high group morale, as well as individual morale. Since good supervision correlated with good group morale, special attention should be paid to the training programme of supervisory staff. Whether it is group or individual morale, it must be evaluated from time to time in the interest of the organisation.

25.8 FACTORS EFFECTING MORALE

There are four factors which effect the morale of the employees in an organisation. They are as follows:

i) The organisation itself
ii) Nature of work of employee
iii) Supervisory techniques
iv) Fellow employees

Let us discuss each factor in a detailed manner.

The Organisation

As a practical matter morale is based upon the understanding that an employee's future depends upon the success of the organisation, and that the efficient service leads to high pay, job security, and promotions. Employees morale cannot be exploited by authoritarian attitude of the organisation. Employees morale must be won through, sound personnel policies. Through benevolent paternalism, employees can be made happy, loyal and grateful. To maintain employees morale every organisation is required to ensure the following:

a) A proper human relations programme
b) Survey of employees attitude should be undertaken to initiate corrective action
c) The findings of attitude surveys should be communicated to employees to gain their faith in the organisation
d) Free flow of information to and from the employees and among employees.
e) A reward system for good work.

Nature of Work

Employees want jobs that match their needs, values and personalities. Studies have shown that employees who undertake a job that requires the use of skills derive a sense of competence from mastering. Employees will be happy when they believe themselves to be competent in performing meaningful work. Since most employees strive to master important activities of their lives, it is not surprising that mastery of skills performed on the job involved a certain amount of pride. Work, for most people, is the most important activity which influences their self-esteem. Tedious, boring and routine work will not contribute morale building.
Supervisory Techniques

An important step in the morale-building programme is to instill in supervisors the need for applying human relations in supervision. Supervision must help the employees to enjoy the anticipation of future satisfactions of their drives rather than the whim of the movement. The major failure of poor supervision is the failure of supervisor to understand emotions. To boost up the morale supervisor should be democratic and allow participation of employees in running the departmental affairs. Supervisor should be fair and impartial in dealing with his assistants. He should also build up the pride of the employee in his work by explaining its importance and giving recognition for good work. He should learn to apply positive discipline, which corrects by showing right way and does not restrict the individual employee who is being brought into line.

Fellow-employees’ Interaction

In the socialisation process of the institution, co-employees interaction influences employees’ morale a lot. Formal training, institutional rules and regulations may not be sufficient for the new entrants in understanding their role expected by the institution. Co-employees’ informal assistance, fraternity, cooperation will help the new comers in performing their work assigned by the institution. Fellow-employees’ non-cooperation, jealous attitude, carelessness create undesirable work environment. Even the competitive spirit and undertaking of a work of challenge will arouse positive sentiments among employees when there is interaction. It also raises the group morale.

25.9 EVALUATION OF MORALE

Whether of an individual or a group, the level of morale must be observed and expressed largely in terms of complex reactions. Most employers who are concerned with employee morale recognise the necessity for careful analysis of all expressions of employee reactions. There are several methods of survey of morale. Some of the methods are as under:

Attitude Survey

These surveys depend upon questionnaires, which are administered orally or in writing from any employees. By answering these questionnaires, employees indicate their attitude towards a wide range of conditions related to their work. Analysis of their replies provides a guide to general levels of morale as well as more specific indications of their likes and dislikes in the prevailing employment situation.

Morale Interviews

By frequent and periodic interviews with employees their morale can be assessed. In these visits, the interviewer encourages the employee to speak freely and frankly in respect of his job, his supervisors, his fellow employees, and any other conditions affecting his employment without any fear or hazard to his status in the organisation.

Spies and Informers

In earlier times the employers are used to hire spies and placed them in various departments for the specific purpose of finding out what employees thought of their jobs and of working conditions in the organisation. After formation of employees unions and associations this practice was almost given up and it became outdated.

Morale survey methods are varied from one organisation to another. However, it all depends upon the nature of the work of employee, organisation, authorities’ outlook, and size of the organisation etc.

Indices of Morale

Morale, as it is an attendant condition of an activity rather than an activity itself, can be measured only indirectly. The following are some of the indices of employee’s morale.

a) Absenteeism: Where there is high morale, employees make efforts to be on time and avoid absence. A high rate of absenteeism indicates poor morale.
b) **Turnover**: Sometimes greater turnover of labour may be included in the indices of poor morale. It may not be true in all cases. Young employees in unskilled jobs have higher turnover rate than older employees in higher positions.

c) **Grievances**: Some grievances may arise out of poor morale.

d) **Output Level**: High level of output may indicate high level of morale but the output may be increased even by fear. The employees with higher level of morale may produce low output due to substandard tools or deliberate plan to restrict output. These may not be the proper measuring rods of morale. But the level of output will also exhibit the level of morale.

### 25.10 MEASURES TO IMPROVE MORALE

Morale is not static. It is subject to daily, or even to monetary fluctuations. It is also subject to long-term secular trends. It is useful to think of long-term morale trends as responses to pressures and supports. Usually policy on morale seeks to develop and maintain high levels of morale among employees through appropriate means.

The following measures are suggested for morale building.

**Job Satisfaction**: The personnel policy should make jobs as interesting and satisfying as possible; it tends to encourage a favourable and enthusiastic group action.

**Job Training**: Job training, orientation, education, apprentice training and a broad variety of general educational efforts will help in building up employees’ morale.

**Recognition of Aspirations**: Recognition of individual aspirations and goals, and definite provision of means by which such goals can be achieved will go a long way in boosting morale.

**Unrest**: A careful study must be made on various indices of employees unrest, with the ultimate objective of constructive guidance and action.

**Counselling Interviews**: Counselling Interviews help to discover the feelings of employees.

**Opportunities**: Promising opportunities like good promotional avenues, good working conditions, satisfactory remuneration and other benefits for personal development.

**Relations**: The supervisory staff should ensure, human relations, informal relations, fact finding and adopt participative and employee orientated attitude.

**Facilities**: Apart from the above measures, the facilities like transport, housing, health, family welfare, children’s education, and other recreational facilities would also help in building up employees morale.

**Check Your Progress 2**

i) Use the space below for your answers.

ii) Check your answers with those given at the end of this unit.

1) **What is Morale?**

2) **What are the factors effecting Morale?**
3) What are the measures to improve Morale?

---

25.11 LET US SUM UP

Motivation and morale are the two sides of a coin. In fact, the level of performance of an individual is a function of both motivation and morale, the former determines what one will do while the latter determines what one can do. Morale is an outcome of motivation. Motivation is an internal mechanism, which results in one's willingness to devote time and energy to the needs of an organisation. Many behaviouralists like Maslow and Herberg have examined the problem of motivation, and they have observed that the ultimate objective of motivation is to work for betterment of organisation and individual as well.

For the management, it is unavoidable to pay a considerable attention towards maintenance of high level of morale among their employees. Factors influencing morale are various. The problem of an organisation will become the base for selection of the factors that motivate employees to work with morale. Fluctuation in levels of employees morale is not unusual. However, the type of motivation will be the responsible factor for such changes. The primary responsibility of all personnel managers is to see that the desired level of morale is maintained among their employees by periodical check up.

25.12 KEY WORDS

**Behavioural Approach:** The human relations approach and behavioural approach broadly deal with the man as a focus, while the former deals with the relationships among the people working in organisations, the latter with the 'inside' human being with focus on the place of his values and rationality in the working of an organisation.

**Human Relations Approach:** This approach devotes its attention to the man in the organisation and the informal relations that given the organisations activities.

**Self Accommodation:** An act or process by which individuals or groups attempt to adjust or modify their attitudes, values, roles or behaviour patterns in order to internalise or otherwise come to common terms with the various aspects of an organisational or social environments.

25.13 SOME USEFUL BOOKS


25.14 ANSWERS TO CHECK YOUR PROGRESS EXERCISES

Check Your Progress 1
1) Your answer should include the following points:
   • Motivation is derived from the latin word ‘em overe’ which means ‘to move’.
   • Motivation is the complex of forces starting and keeping a person at work in an organisation.
   • Motivation is something moves a person into action and continues him in the courses of certain already initiated.
   • Standlay Vance opines that ‘Motivation’ implies any motion or desire which so conditioned one’s will that the individual is propelled into action.
   • Dale and Beach felt motivation as ‘a willingness to expend energy to achieve a goal or reward’.
   • Shartle opines motivation as ‘a reported urge or tension to move in a given direction or to achieve certain goals’.
   • According to the above definitions motivation is considered as the art of stimulating people to take desired course of action.

2) Your answer should include the following points:
   • According to B. F. Skinner motivation objectively exists to make an individual learned what may be regarded as positive behaviour i.e., desirable behaviour.
   • Abraham Maslow observes that the objective of motivation is to create a need always for an individual.
   • Federrick Hergbeg felt that the important objective of motivation is to provide opportunities to become more expert in one’s job, to handle more demanding assignments, to control one’s own work rather than be supervised.
   • McLelland opined that the objective of motivation is to create a strong desire in an individual, where he derives a special kind of joy in successfully attaining an objective in accomplishing a task, in facing up to a challenge rather than monetary or other rewards.
   • Victor Vroom thinks that motivation should work as a means of communication for increasing positive values in the employees.

3) Your answer should include the following points:
   • Job enlargement
   • Job enrichment
   • Delegation of authority
   • Job security
   • Status and Pride
   • Participation
   • Congenial work environment

Check Your Progress 2
1) Your answer should include the following points:
   • The problem of employee’s morale is that of stimulating a feeling of togetherness, a sense of identification with the job.
   • Morale is an attitude of satisfaction with desire to continue in and willingness to strive for the goals of a particular organisation.
   • Morale is viewed as the capacity of a group to pull together persistently and consistently in pursuit of common purpose.

2) Your answer should include the following points:
• The organisation itself
• Nature of work of employees
• Supervisory techniques
• Fellow employees

3) Your answer should include the following points:
• Job satisfaction
• Job training
• Recognition of aspiration
• Unrest
• Counselling interviews
• Opportunities
• Relations
• Facilities