

**SOS POLITICAL SCIENCE AND PUBLIC
ADMINISTRATION
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SUBJECT NAME:ORGANIZATION AND
MANAGEMENT
UNIT-II
TOPIC NAME:MORALS AND MOTIVATION**

MORALE AND MOTIVATION:

Morale and motivation are inter related but differ from each other. Morale refers to the attitude of a person towards his work and environment while motivation is a process to inspire people. Motivation is an inner feeling which energizes a person to work more for satisfying his unsatisfied demands. Motivation revolves round needs and incentives while morale will determine the willingness to co-operate.

Morale is a group phenomenon while motivation is an individual's readiness to work more. MORALE IS RELATED TO THE COMBINATION OF VARIOUS FACTORS operating at work and motivation concern to the job only motivation help only mobilizing energy while morale is concerned with the mobilization of sentiments

MORALE

It is the mental attitude which makes the individual perform his work either willingly and enthusiastically or poorly and reluctantly.

It is used to describe the level or quality of the attitude or reaction displayed by an individual or by a group as being high or low, good or poor, positive or negative.

The qualities indicating high morale are known by such terms as enthusiasm, personal satisfaction, team spirit, pride of achievement, and willingness to work.

MORALE Professor Michael J. Jucius defines morale "as a state of mind and emotions, affecting willingness to work, which in turn affects individual and organizational objectives."

What it is

What it does

Where it resides

Whom it affects

What it affects

FACTORS INFLUENCING MORALE

1. The employees themselves
2. Management practices
3. Outside factors
4. State of communication in the firm

INDICATIONS OF LOW EMPLOYEE MORALE

1. Customer complaints
2. Frequent absenteeism and tardiness
3. Frequent sick leave
4. Low production, spoilage of materials due to inattention
5. Unjustified overtime
6. Careless handling of machines causing breakdowns
7. Spoilage and waste of supplies and materials
8. Grievance and complaints
9. High labor turnover
10. Rumors, quarrels or fights
11. Frequent violations of rules and regulations
12. Lost man-hours because of long breaks and frequent trips to comfort rooms
13. Unsatisfactory ratings in performance appraisal

METHODS USED IN DETERMINING MORALE

1. Counseling and exit interview
2. Grievance procedure
3. Spy system or "management informers"
4. Interview
5. Studying or reviewing the employees' records
6. Observation
7. Attitude or Morale survey

TYPES OF MORALE:

1. Individual and Group Morale:
2. High or low morale

FACTORS AFFECTING MORALE

- 1.The Organization: morale:
- 2.The Nature of Work:
- 3.The Level of Satisfaction
- 4.The Level of Supervision:
- 5.Concept of Self:
- 6.Worker's Perception of Rewards System:
- 7.The Employee's Age
- 8.The Employee's Educational Level:
- 9.The Employee's Occupational Level
- 10.The Off the Job Activities of the Employee

MOTIVATION

The word motivation is derived from the word "motivate" which means to move, impel or induce to act to satisfy a need or want.

Any consideration, idea or object prompting or exciting an individual to act or move him to do what his leader wants to be accomplished is motivation.

It is the willingness to exert effort to achieve a goal or objective for reward.

TYPES OF MOTIVATION

1. POSITIVE MOTIVATION –

Human relations or leadership approach whereby subordinates enthusiastically follow the leader's will because of some possible gain, reward or satisfaction they expect to get such as feeling of achievement, sense of responsibility, appreciation, promotion etc.

2. NEGATIVE MOTIVATION –

Influences others to follow the leader's will, but not because of any expected advantage but of fear of punishment or the application of certain sanctions such as losing some money or status, recognition, or even one's job.

POSITIVE FACTORS IN MOTIVATING PEOPLE

1. Money
2. Job security
3. Praise and recognition
4. Sense of belonging
5. Competition
6. Delegation of responsibility and authority
7. Employee participation
8. Sincere interest in subordinate

EFFECTS OF MOTIVATION

1. Move and act to follow the direction desired by management
2. Achieve high output and produce good quality products and services
3. More careful in the use and care of machines and equipment, avoid or prevent accidents, and minimize or prevent losses or waste
4. Accept willingly the changes made by the management provided that the changes to be made have been previously explained and understood by them and proper training is provided to adjust them to the change

5. Willingly respond in times of emergencies or during rush periods or occasions requiring special effort, overtime, and the like
6. Problems of disciplines are minimized

THEORIES OF MOTIVATION

1. McGregor's Theory X and Theory Y
2. Maslow's Hierarchy of Needs
3. Herzberg's Two-Factor Theory
4. Adams' Equity Theory
5. Locke's Goal Theory

DIFFERENCE BETWEEN MOTIVATION AND MORALE

While motivation is an internal-psychological drive of an individual which urges him to behave in a specific manner, morale is more of a group scenario.

Higher motivation often leads to higher morale of employees, but high morale does not essentially result in greatly motivated employees as to have a positive attitude towards all factors of work situation may not essentially force the employees to work more efficiently.

While motivation is an individual concept, morale is a group concept. Thus, motivation takes into consideration the individual differences among the employees, and morale of the employees can be increased by taking those factors into consideration which influence group scenario or total work settings.

Motivation acquires primary concern in every organization, while morale is a secondary phenomenon because high motivation essentially leads to higher productivity while high morale may not necessarily lead to higher productivity.

Things tied to morale are usually things that are just part of the work environment, and things tied to motivation are tied to the performance of the individual