

MORALE

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ABSTRACT

Morale or esprit de corps is the extent to which employee's needs are satisfied and the extent to which the individual perceives that satisfaction is stemming from his / her total job situation. Morale involves interactions among group members and is akin to the common concept of team spirit. Viteles defines moral as a "Willingness to strive for the goals of a particular group".

KEYWORDS: *Morale, Job satisfaction, Frustrations*

Article History

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INTRODUCTION

According to **Burn**, Morale is "the possession of feeling of being accepted by and belonging to a group of employees through adherence to common goals and confidence in the desirability of these goals". It is esprit de corps or the summation of attitudes of all employees making up a group towards various aspects of their work the job, the company, working condition, fellow workers, supervisors and so on.

- Morale is a group concept
- Morale is a continuous variable that measures an individual's perception of task achievement and job satisfaction.
- Morale is the end result of many factors present in the workplace environment. Some of these factors are the work setting itself, worker satisfaction and action, salary, supervisory input, working conditions status and more.
- Morale is the professional interest and enthusiasm a person displays towards the achievement of individual and group goals in a given job situation

Levels of Morale

High morale can be characterized by interest and enthusiasm for the job. It is often stated that when an employee has few frustrations, he / she seems to possess high morale and that when they have relatively numerous frustrations or intense ones, they appear to have low morale. Low morale is characterized by feelings of dissatisfaction and frustration.

Research evidence shows that morale affects productivity and job satisfaction in organizations. In hospitals, the effect is often of a serious nature. The factors and situations which affect employee morale in the hospital are:

- Frustrations resulting from lack of recognition
- Frustrations caused by the belief that promotion and pay hikes and unfair.

- Frustrations caused by jealousies between departments and between persons
- From the fear of being insufficient
- Practice of blaming rather than praising

Determinants of Morale

According to **Roach** who did a study of 2072 clerical and management employees determinants of morale are as follows

- Pride in and general attitude towards the company
- General attitude toward supervision
- Satisfaction with job standards
- Style of supervision

Overall Job Satisfaction Score by the Employees of Meenakshi Mission Hospital and Research Centre

Table 1

| S. No | Subscale | Subscale Total in % |
|-------|---------------------------------------|---------------------|
| 1. | The organization as a whole | 17.96 |
| 2. | Pay | 17.30 |
| 3. | Opportunities for promotion | 13.58 |
| 4. | The job itself | 15.48 |
| 5. | Your immediate superior | 17.20 |
| 6. | The people you work with | 18.48 |
| | Overall Job Satisfaction Score | 100.00 |

The above table shows that overall job satisfaction score by the employees of Meenakshi Mission Hospital and Research Centre is 100%. The reason behind the moderate level of job satisfaction is subscale total of pay (17.30) and promotion opportunities (13.58) which reflect that they are highly satisfied with pay and promotion opportunities.

The present score is highly satisfied with their co-workers (18.48), the organization as a whole (17.96) and their immediate superior (17.20). The other sample is moderately satisfied with the nature of the job (15.48)

Pie Chart of Overall Job Satisfaction Score

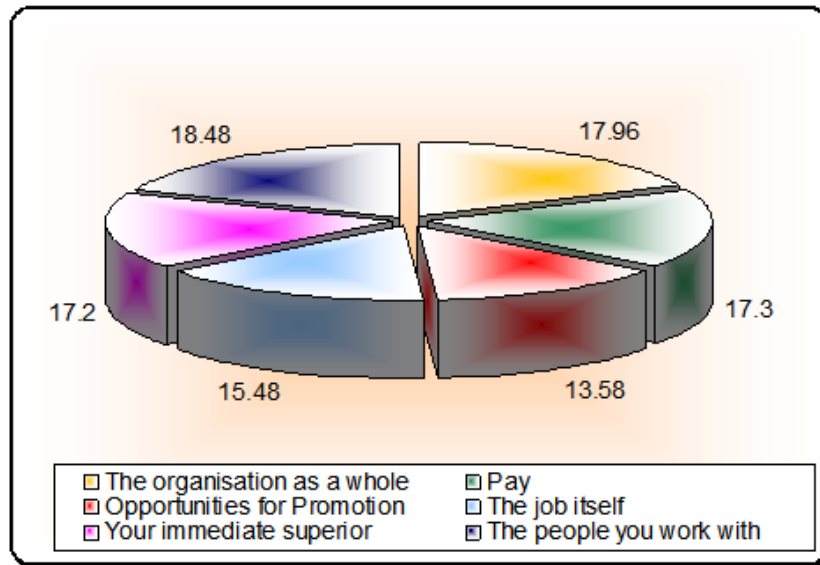


Figure 1

The subscale total for the people they work with (18.48) is the highest followed by the organization as a whole (17.96) and their immediate superior (17.2). The employees are highly satisfied with their co-workers, superiors, and organization. The employees are moderately satisfied with the nature of their job (15.48).

The subscale total of pay (17.30) and promotion opportunities (13.58) which reflects that they are highly satisfied with pay and promotion opportunities.

Mean of Job Conditions Having Highest Organizational Control and Favourableness for Paramedical Staff

Table 2

| Rank | Job Condition | Mean (X) |
|------|--------------------------------------|----------|
| 1 | Opportunity to help others | 4.8 |
| 2 | Recognition for good work | 4.7 |
| 3 | Training opportunities | 4.5 |
| 4 | Feedback from supervisor | 4.0 |
| 5 | Freedom to adopt own approach to job | 4.3 |
| 6 | Family-responsive work policies | 4.2 |

From the above table, it is inferred that:

The recognition for good work and opportunity to help others, according to the present score, is the most favorable and under the control of the organization. These help the Hospital to run smoothly without any difficulties. This scoring helps the paramedical staff to work with dedication and service mind.

Mean of Job Conditions Having Highest Organizational Control and Favourableness for Paramedical Staff

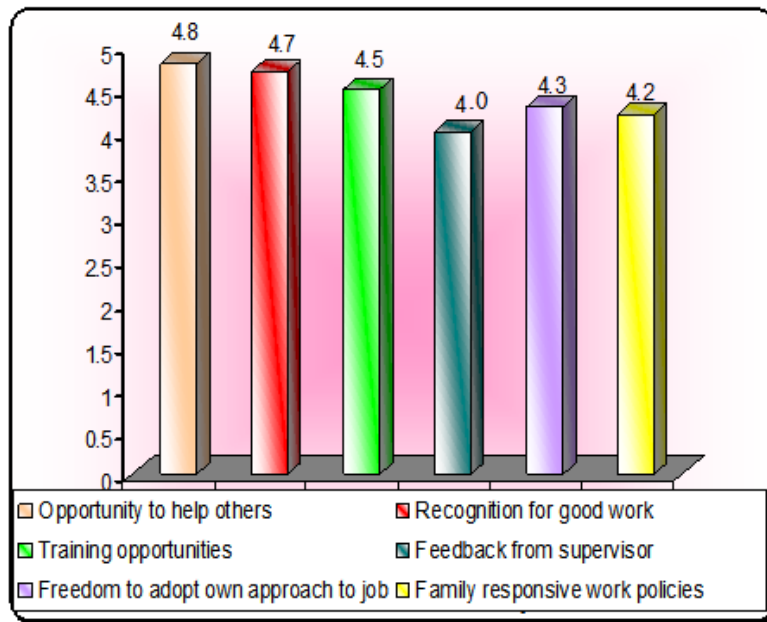


Figure 2

The opportunity to help others (4.8), recognition for good work (4.7) is the highest. According to the paramedical staff respondents, the opportunity to help others, recognition for good work, training opportunities, feedback from the supervisor is most favorable and under the control of the organization. This shows the unity and co-operation of the paramedical staff.

Mean of Job Conditions having Highest Organizational Control and Favorableness for Administrative Staff

Table 3

| Rank | Job Condition | Mean (X) |
|------|--------------------------------------|----------|
| 1 | Training opportunities | 3.90 |
| 2 | Relationship with co-workers | 3.95 |
| 3 | Opportunity for challenging tasks | 4.09 |
| 4 | Opportunity to help others | 4.05 |
| 5 | Communication systems | 4.60 |
| 6 | Freedom to adopt own approach to job | 3.90 |

From the above table, it is inferred that:

The opportunity for challenging tasks are, the most favorable and under the control of the organization. The average mean for the opportunity for challenging tasks (4.09) is the highest. Hence, the opportunity for challenging tasks is the most favorable among the job conditions having the highest organizational control and favorableness for administrative staff.

Mean of Job Conditions Having Highest Organizational Control and Favourableness for Administrative Staff

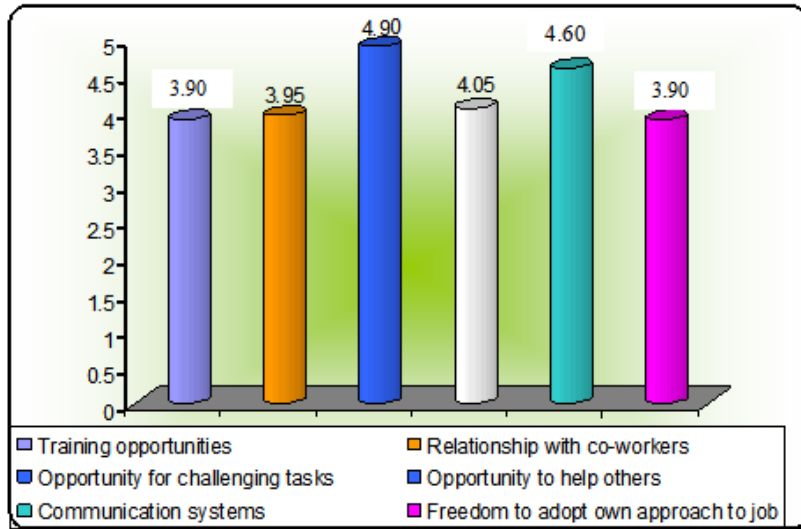


Figure 3

The average mean for the opportunity for challenging tasks (4.90) is the highest. According to the administrative staff respondents, the opportunity for challenging tasks are the most favorable and under the control of the organization.

Mean of Job Conditions Having Highest Organizational Control and Favorableness for Medical Staff

Table 4

| Rank | Job Condition | Mean (X) |
|------|------------------------------|----------|
| 1 | Physical working conditions | 4.8 |
| 2 | Relationship with supervisor | 4.2 |
| 3 | Work schedule | 4.2 |
| 4 | Time for personal life | 4.4 |
| 5 | Training opportunities | 4.5 |
| 6 | Recognition for good work | 4.7 |

From the above table, it is inferred that:

The physical working conditions are the most favorable and under the control of the organization. The average mean for physical working conditions (4.8) is the highest. Hence, physical working conditions are the most favorable among the job conditions having the highest organizational control and favorableness for medical staff.

Mean of Job Conditions Having Highest Organizational Control and Favourableness for Medical Staff

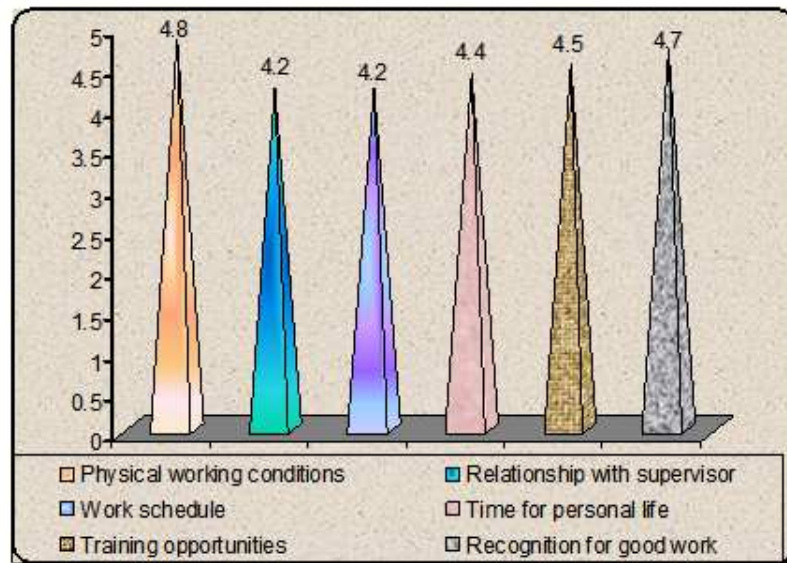


Figure 4

The average mean for physical working conditions (4.8) is the highest. According to the medical staff respondents, the physical working conditions are the most favorable and under the control of the organization. This helps the hospital for attaining the best one in the organizational control.

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