

Module VIII : Motivation and Morale Building

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Chapter I

Motivation

A. Introduction

In various work situations, we often hear the remarks that a person is highly motivated or not motivated with reference to his work performance. Obviously a person who is highly motivated is able to utilize his capacities much better than a person who is not so motivated. Since motivation materially affects work performance of a person, it is a matter of great importance to the organization. The phenomenon has been widely studied by public administration and management scholars. We propose to begin by considering some of the definitions of the term motivation and then pass on to a brief study of various theories of the phenomenon.

B. Definitions

The term motivation has several definitions, some of which are given below:

Hellriegal & Slecum – Motivation is a predisposition to act in a specific goal directed manner.

Gibson, ‘Motivation may be defined as the state of an individual’s perspective which represents the strength of his or her propensity to exert effort towards some particular behaviour’.

Chuno “The term motivation refers to goal-directed behaviour, Goal directed behaviour is characterized by the process of selecting and directing certain actions among voluntary activities to achieve goals’.

Davis ‘Motives are expressions of a person’s needs; hence they are personal and internal’.

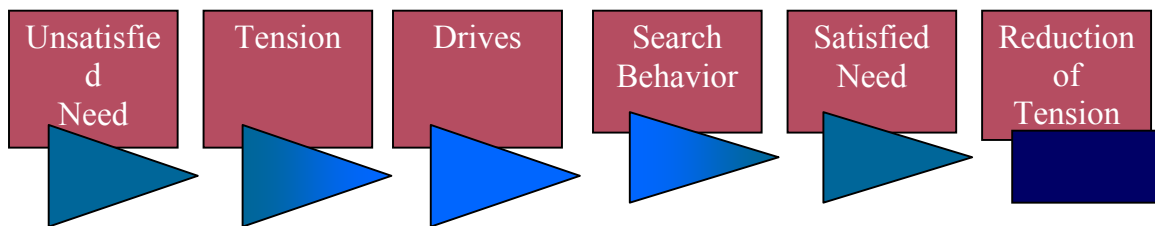
Durbin ‘Motivation refers to expenditure of effort towards a goal’.

These definitions are a few among many more that can be added to the list. However, they are enough to enable us to cull out some basic characteristics of the phenomenon of motivation. These are:

- (i) An internal need energizes and activities human behaviour.
- (ii) Drive is the inner force that propels behaviour in a specific direction.
- (iii) Goals are the incentives or the pay-offs that reinforce private satisfaction, which in turn reinforces the perpetuation of needs.

A simplified motivation process is shown in Figure 1 below:

Figure 1 The Motivation Process



Simplified Motivation Process – in this simplified model of motivation process, need gives rise to tension which in turn gives rise to a drive; drive to search behaviour to a satisfied need which reduces tension. Keeping in mind these concepts, we can define motivation as follows:

“Motivation is the need or desire within an individual that drives him/her towards goal-directed action”.

The extent of drive depends on the perceived level of satisfaction that can be achieved by the goal. Most managers have learned by experience that when employees enjoy their jobs, find the work

challenging and like the work environment, they will usually put forth their best efforts.

C. **Importance of Motivation**

The importance of motivation for any manager can never be over-emphasized. Since the manager has to work with and through the people, he is, most of the time, called upon to motivate them to do their best. In fact the performance of an individual depends on three important factors:

- (i) His abilities – which should match the skills required for doing his job.
- (ii) His understanding of what behaviors are necessary to achieve high performance and high satisfaction. This is called role-perception.
- (iii) Motivation – inner drive to achieve the goal.

These three factors, viz., motivation, role perception and ability are all inter-related concepts. If any one of these factors inhibits high performance, the ultimate performance is likely to be below, irrespective of the fact that the other two factors may be encouraging the performance.

In his research on motivation, William James of Harvard found that hourly employees could maintain their jobs by working an approximately 20 to 30 percent of their ability. The study also showed that employees are capable of working at 80% - 90% of their abilities if highly motivated.

D. **Theories of Motivation**

Management theories have been changing over time in accordance with the changing nature of manager's tasks. Tasks which the managers have been supervising have become more and more complicated with the advance of technology. The organizations have grown bigger and bigger where close supervision has become almost

an impossible task. The importance of psychological and social forces has, therefore, grown in the development of management thought.

At different stages of development or evaluation of management thought, different models or theories of motivation have been evolved. This has been so because motivation is one of the most important functions of the managers and leaders. Any change in the theories relating to the behaviour of leaders or managers is, therefore, bound to be reflected as a corresponding change in theories of motivation. We shall mention very briefly various theories of motivation and describe two of them (Maslow's and Herzberg's) in some detail.

Types of theories

Need-based theories

- Maslow's need hierarchy
- McGregor's Theory X and Theory Y
- Herzberg's two-factor theory
- Alderfer's ERG theory
- McClelland's need theory

Process-based theory

- Equity theory
- Expectancy theory
- Goal-setting theory
- Reinforcement theory:
- Attribution theory

Individual-organizational goal-congruence theories

- Exchange
- Accommodation
- Socialization
- Identification

Traditional Theory of Motivation is based on the now famous 'carrot and stick' approach. The basic assumption is that the people will work

harder and produce more if sufficient financial incentives are available or if there is sufficiently strong threat of punishment in case of non-performance. Taylor was the exponent of this approach in his scientific theory of management.

Need Theories are based on the analysis of psychological factors within the individuals that cause certain types of behaviour. It is assumed that behaviour is caused by an attempt to satisfy the needs which are most intense at the moment. These needs are sometimes referred to as motives. Motives are directed towards goals and cause behaviour which results in attempts to achieve the goals. The goal may or may not be achieved.

A number of theories were developed on the theme of need causing goal-directed behaviour. Some of the important ones have been mentioned above.

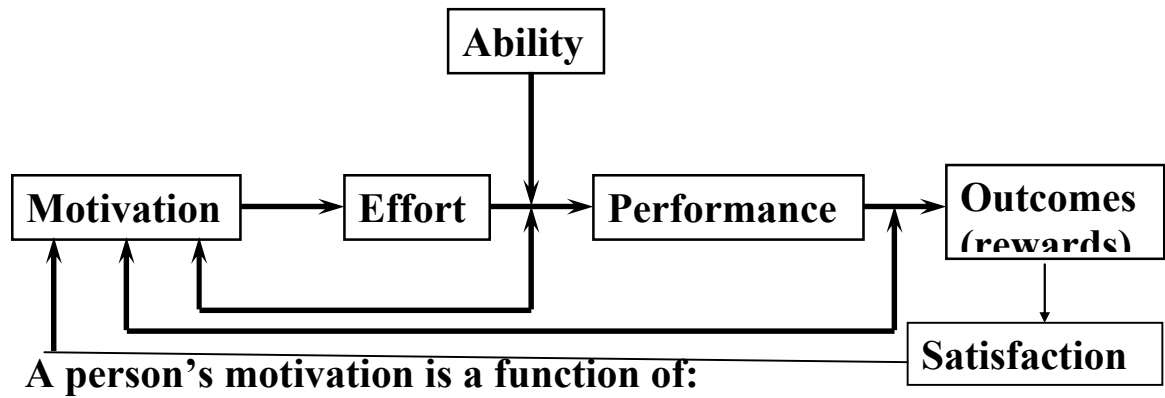
McGregor's Theory X and Theory Y

- Theory X: the assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform. It assumes that lower-order needs motivate individual behavior.
- Theory Y: the assumptions that employees like work, are creative, seek responsibilities, and can exercise self-direction. It assumes that higher-order needs motivate individual behavior.

Expectancy Theories

These theories attempt to identify relationship among dynamic variables as they affect human behaviour. Two theories have been developed on this basis. The are-

Expectancy Theory (Porter-Lawler/ Vroom)



- A. Effort-to-performance expectations**
B. Performance-to-outcome expectancies
C. Perceived valence of outcomes

- (a) *Vroom's expectancy model* – which relates the level of motivation to the effect – performance expectancy (E.P) performance-outcome (P.O) expectancy and the valence (value) of the outcome in the following manner:

$$E.P \times P.O \times P = \text{Level of Motivation}$$

- (b) *Porter-Lawler expectancy model* - incorporates the relationship between perception, effort, expected reward and satisfaction (Motivation).

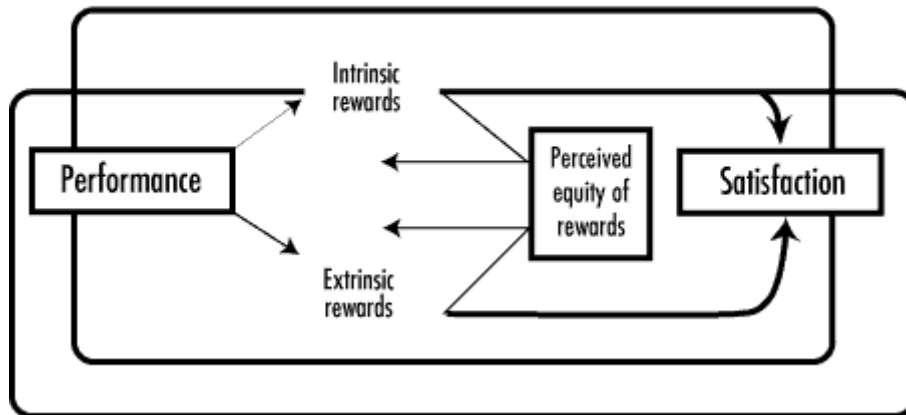
Practical implication of expectancy theory is that the manager must establish the causal relationship between performance and expectation of reward.

Equity Theory

Equity is the perception of fairness involved in rewards given. A fair or equitable situation is one in which people with similar inputs experience similar outcomes. Employees will compare their rewards with the rewards received by others for their efforts. If employees

perceive that an inequity exists, they are likely to withhold some of their contributions, either consciously or unconsciously, to bring a situation into better balance.

Equity Theory



For example, if someone thinks he or she is not getting enough pay (output) for his or her work (input), he or she will try to get that pay increased or reduce the amount of work he or she is doing. On the other hand, when a worker thinks he or she is being paid too much for the work he or she is doing, he or she tends to increase the amount of work. Not only do workers compare their own inputs and outputs; they compare their input/output ratio with the input/output ratio of other workers. If one work team believes they are doing more work than a similar team for the same pay, their sense of fairness will be violated and they will tend to reduce the amount of work they are doing. It is a normal human inclination to want things to be fair.

Supervisors must manage the perception of fairness in the mind of each employee. If subordinates think they are not being treated fairly, it is difficult to motivate them.

Equity Theory –

Perceived Ratio

$$\frac{\text{Outcomes A}}{\text{Inputs A}}$$

<

$$\frac{\text{Outcomes B}}{\text{Inputs B}}$$

Employee's Assessment

Inequity

$$\frac{\text{Outcomes A}}{\text{Inputs A}}$$

=

$$\frac{\text{Outcomes B}}{\text{Inputs B}}$$

Equity

$$\frac{\text{Outcomes A}}{\text{Inputs A}}$$

>

$$\frac{\text{Outcomes B}}{\text{Inputs B}}$$

Inequity

^aPerson A is the employee, and person B is a relevant other or referent.

Equity

- Motivation is to maintain the current situation

Inequity

- Motivation is to reduce inequity by changing comparisons, leaving situation, altering self perceptions, altering perceptions of others, changing outcomes and changing inputs.

E. The Reinforcement Process

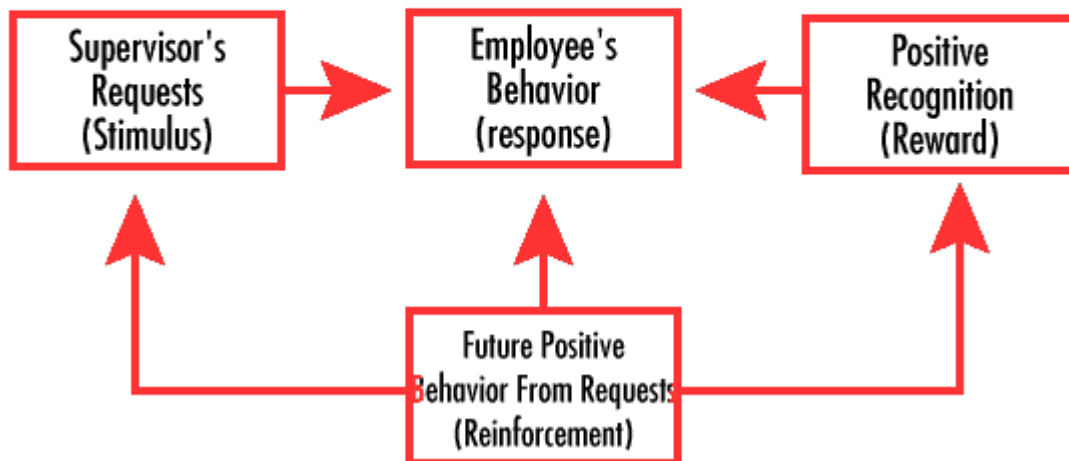
It involves four types of consequence. Positive reinforcement creates a pleasant consequence by using rewards to increase the likelihood that a behavior will be repeated. Negative reinforcement occurs when a person engages in behavior to avoid unpleasant consequences or to escape from existing unpleasant consequences. Punishment is an attempt to discourage a target behavior by the application of negative outcomes whenever it is possible. Extinction is the absence of any reinforcement, either positive or negative, following the occurrence of a target behavior. Employees have questions about their jobs. Can I do

what management is asking me to do? If I do the job, will I be rewarded? Will the reward I receive be satisfactory to me?

Reinforcement is based primarily on the work of B.F. Skinner, a psychologist, who experimented with the theories of operant conditioning. Skinner's work shows that many behaviors can be controlled through the use of rewards. In fact, a person might be influenced to change his or her behavior by giving him or her rewards.

Employees who do an exceptionally good job on a particular project should be rewarded for that performance. It will motivate them to try to do an exceptional job on their next project. Employees must associate the reward with the behavior. In other words, the employee must know for what specifically he or she is being rewarded! The reward should come as quickly as possible after the behavior. The reward can be almost anything, but it must be something desired by the employee. Some of the most powerful rewards are **symbolic**; things that cost very little but mean a lot to the people who get them. Examples of symbolic rewards are things like plaques or certificates.

The Reinforcement Process



Three-Need Theory – McClelland

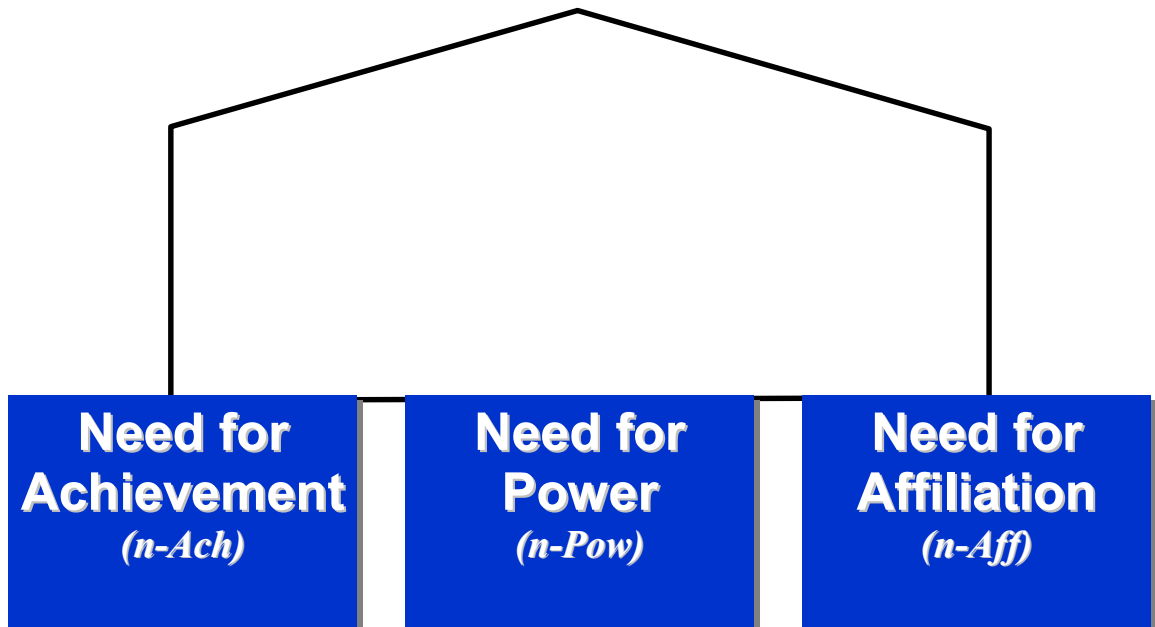
McClelland's Learned Needs divides motivation into needs for power, affiliation, and achievement.

Achievement motivated people thrive on pursuing and attaining goals. They like to be able to control the situations in which they are involved. They take moderate risks. They like to get immediate feedback on how they have done. They tend to be preoccupied with a task-orientation towards the job to be done.

Power motivated individuals see almost every situation as an opportunity to seize control or dominate others. They love to influence others. They like to change situations whether or not it is needed. They are willing to assert themselves when a decision needs to be made.

Affiliation motivated people are usually friendly and like to socialize with others. This may distract them from their performance requirements. They will usually respond to an appeal for cooperation.

McClelland's Theory of Needs

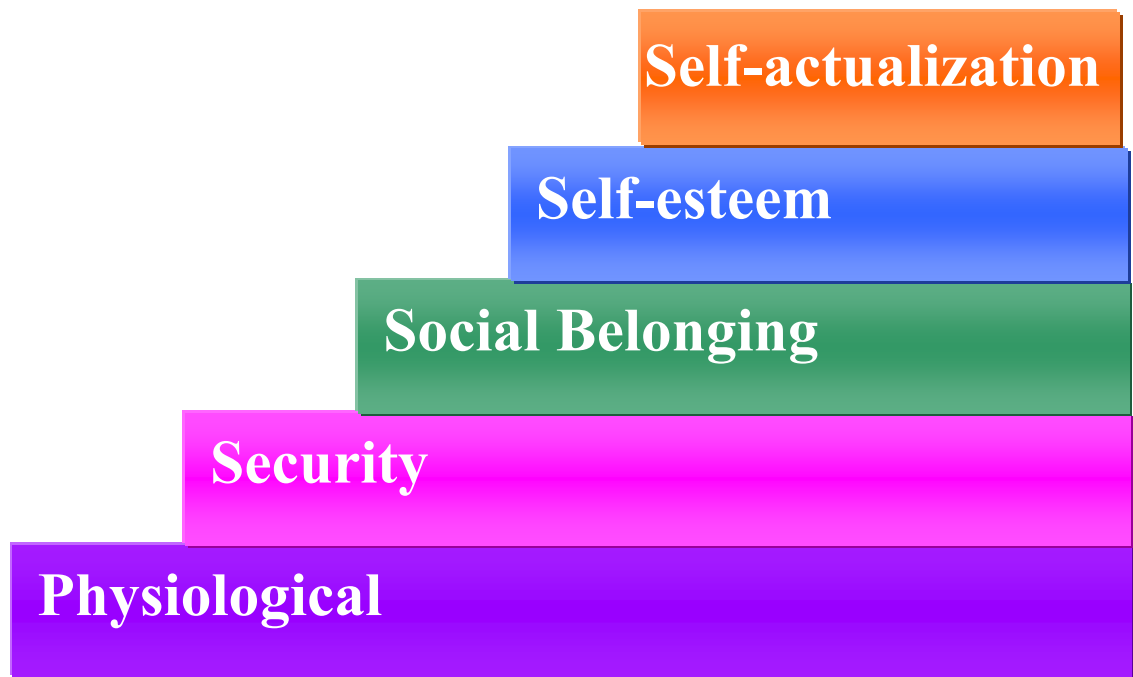


After this brief resume of the various there is of motivation we will now study the Maslow's and Herzberg's theories in some detail.

F. **Maslow's Theory of Hierarchy of Needs.**

Maslow starts with the premise that human beings are motivated to fulfill and satisfy certain needs in their lives. He identified five basic human needs which constitute an hierarchy in the ascending order. There are:

Maslow's Hierarchy of Needs



- (i) **Physiological needs** – which include food, air, water, sleep, shelter, sex and other necessities of life. These are the basic needs and people will resort to any behaviour to fulfill them.
- (ii) **Safety needs** – which include the need for shelter, clothing, stable environment ensuring job security, pension, insurance etc.
- (iii) **Social needs** – include the need to be liked by others to belong to some group or organization besides their families. To meet

these needs, people tend to form meaningful relationships with their colleagues to become accepted members of informal groups. For doing this they have to conform to the ways of the groups in matter of speech, dress, work norms, etc.

- (iv) **Esteem needs** – which include the need for self-respect and recognition from others. Human beings need to have status and position in society. All the outward symbols of recognition go with it.
- (v) **Self-actualization** – is the highest level need. This means fully ‘realizing one’s potential and becoming what one is capable of becoming. The realization of one’s potential may take different people to different positions. Someone may wish to become a social worker like Mother Teresa while another may seek political power and yet another may feel like becoming a financial wizard. Whatever, the line chosen, the individuals has to realize his full potential to fulfill the need for self-actualization.

Low-order needs: physiological and safety needs, they are satisfied externally (payment, unions)

High-order needs: social, esteem, and self-actualization needs, they are satisfied internally.

Basic assumptions:

- A substantially satisfied need no longer motivates
- It is the lowest level of ungratified need in the hierarchy that motivates behavior
- As a lower level of need is met, a person moves up to the next level of needs as a source of motivation

Maslow arranged these needs in a hierarchy with physiological needs at the lowest level and self-actualization needs at the highest level. The hierarchy is not based on the strength of the needs which may vary from time to time. What Maslow meant to say is that the lower level needs have to be met first before the individual moves to this

higher level needs. This means that initially the lowest level needs are the strongest and highest level needs the weakest. This is natural when even the basic needs of the individual are not satisfied. At the same time the need structure appears to be like the one shown in Figure-5.

When physiological needs, i.e. basic human needs like air, water, food etc., are not satisfied, they retain the highest strength and provide the highest motivation to behaviour.

Once the physiological needs are fully or at least substantially satisfied, they no longer remain the highest motivators. At this stage, safety or security needs become dominant. The man desires to be free from the past physical deprivation. Instead of caring merely for the present, he starts caring about the future also. If the individual's security or safety is itself in danger, other things become less important. Figure-6 shows that the strength of the safety need is the highest at this stage.

When physiological and security needs are satisfied or at least substantially satisfied the social needs become dominant. The need of a man to belong to an organization or a group is very strong. Man, being a social animal, does require a sense of identity, a sense of belongingness to something. He can do so if the organization provides opportunities for making satisfying social relationships.

After the physical, security and social needs are wholly or substantially satisfied the individual does not rest there. His esteem needs become prominent at this stage. He wants a feeling of self-confidence, self-worth and recognition from others. When the esteem needs cannot be satisfied by constructive behaviour, some individuals resort to destructive, disruptive behaviour to attract attention. They may even indulge in irresponsible and immature behaviour to satisfy their esteem needs. In fact many of our social problems are due to unsatisfied esteem needs.

When the esteem needs are adequately satisfied, the self-actualization need becomes very strong. At this stage, the individual is motivated neither by money nor by name or recognition, but by his sense of duty irrespective of the outcome like a soldier putting his life in danger during a battle. In fact, self-actualization will mean realizing one's

potential whatever one may be. Obviously it will be different for different individuals. Some may wish to be expert financiers, while others may wish to be musical maestros. Even for the same individual self-actualization parameters may change over time. For example, cricketer like Sunil Gavaskar, after realizing his full potential as cricketer has to look else in his old age.

Two clarifications are in order here:

- (i) Maslow did not mean that needs arise and get satisfied in the order of hierarchy mentioned above. Mahatma Gandhi was fasting for long periods to gain independence from the British. While he was at the level of self-actualization as a leader, his physiological needs were not satisfied. It is thus clear that though the hierarchy of needs operate as a typical pattern most of the time; it is not an absolute rule. Same higher level needs may be satisfied before the lower level needs.

Maslows need hierarchy has practical implications for managers and leaders. IN order to motivate their workers they must try to find out their needs, fulfillment of which will act as a motivator. It is also clear that these needs are within the individuals and hence will differ from individual to individual. The leader has to understand the specific needs of the individual. However, to keep the problem manageable, certain general principles may have to be worked out. For example, younger members their social needs upper most. They have to be accepted as members of the group. Similarly older employees may be more concerned about security. The essence of leadership lies in understanding and satisfying the individual needs and yet keeping this task manageable.

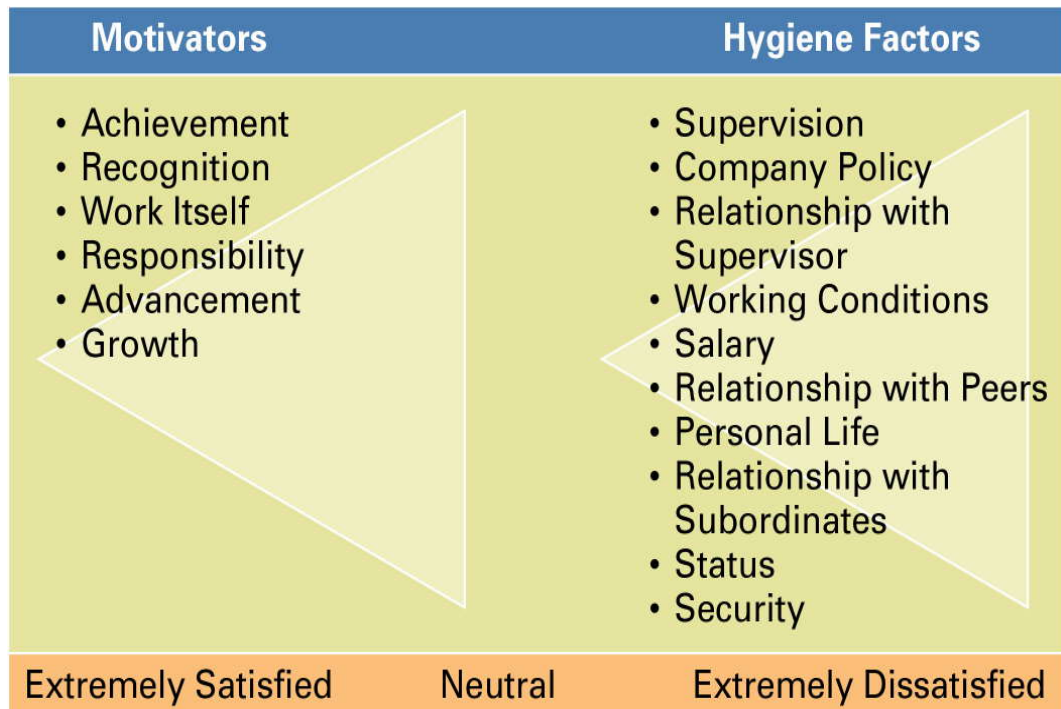
E. Herzberg's Motivation –Hygiene Theory

One of the most interesting studies that concentrated on the motivating factors has been conducted by Frederick Herzberg. He collected data on job attitudes from which influence about human behaviour and motivating factors could be drawn. Extensive interviews were conducted, with some two hundred engineers and accountants from eleven industries in Pittsburg area. They were asked about what kind of things made them happy.

Analyzing the data, Herzberg came to the conclusion that people have two different categories of needs which are independent of each other and affect their behaviour in different ways. He found that when people were dissatisfied with their jobs, it was mostly due to environment in which they were working. And whenever people were satisfied with their jobs it was mainly due to work itself. Herzberg called the former category of factors as hygiene factors because they are rooted in the environment and serve the primary function of preventing dissatisfaction from job. He called the second category of factors as motivators since they had the capacity to motivate people.

Hygiene Factors – Company policies, remuneration, interpersonal relations, working conditions, status, security etc may be taken as hygiene factors. The word hygiene is used in the clinical sense of being preventive and environmental. These factors are not part of the work, but relate to the conditions in which work is performed. Positive hygiene factors are not by themselves motivators. They only prevent loss of worker's performance due to poor environmental conditions. Taking away any of the hygiene factors, can create a lot of dissatisfaction among employees. For example, shifty work rooms, poor salaries and supervision by ill-tempered bosses can create dissatisfaction which can result in great loss of work.

Motivation Factors. These include the feeling of achieving professional growth and recognition which the work itself can give to the employees. These come as a part of the work itself which offers challenge and scope for personal development. These factors are called motivators because they have a direct effect on motivation which is positive as against the effect of hygiene factors which can only be negative. These factors are shown below:

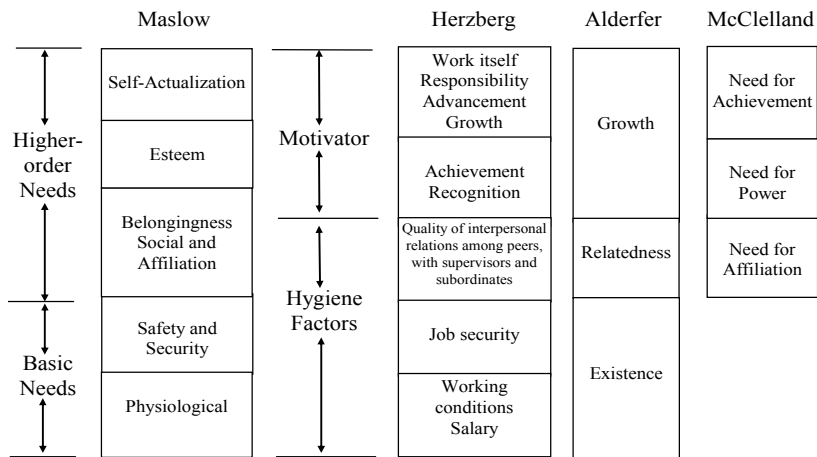


The table below shows these factors:

Group I Hygiene Factors	Group II Motivation Factors
Company policy and administration	Work itself challenging
Working conditions	Achievement
Supervision	Recognition for achievement
Inter-personal relations	Increased responsibility
Salary/Compensation	Opportunity for advancement
Status	Growth and development
Job security	

In recent researches it has been found that the motivation-hygiene theory of Herzberg can be extended to include every level of organization from top management to the shop floor workers, although originally it was derived from researches on engineers and accountants only.

Comparing Maslow and Herzberg – In terms of the motivation framework shown in Figure 3, Maslow is helpful in providing an insight into the needs or motives. Herzberg, on the other hand, provides us insights into the goals and incentives that tend to satisfy these needs. The relationship can be shown diagrammatically in Figure below:



(Source: Gibson, Ivancevich, and Donnelly: 1988)

Thus in a motivating situation, if the high strength needs are known (Maslow), one should be able to determine what goals (incentives) one could provide in the environment to motivate those individuals (Herzberg). On the other hand, if their goals are known, their high strength needs can be found out. This is also because it has been found that money and related benefits tend to satisfy the physiological and security needs; inter-personal relations and quality of supervision are hygiene factors that need to satisfy social needs; and increased autonomy and responsibility, challenging work, growth and development are motivators that tend to satisfy esteem and self-actualization needs.

Figure above shows the relationship between Maslow's and Herzberg's frameworks. Physiological, safety, social and part of esteem need are satisfied by the hygiene factors. Esteem needs are divided into two parts. The need for prestige and power can be satisfied by status which is a function of position one occupies. The position may have been gained by birth in a family or through favoritism and thus may not be a reflection of one's own achievements. On the other hand, recognition is granted by others on the basis of one's competence and achievements. Therefore, status is classified with physiological, social, safety needs as a hygiene factor. Recognition on the other hand is classified with esteem as a motivator.

Relative position of hygiene factors and motivators can be understood by giving them slightly different names. We divide a work situation into job content and job context. Motivators are included in the job content as they are intrinsic to the job. The hygiene factors are extrinsic to the job and are referred to as job context. The motivators or the job content are more important. But, motivating factors or the job content cannot be fully effective unless the job context or the maintenance factors are also existing at a satisfactory level. It is also important that motivational factors are always available on time and reinforce behaviour as it occurs. Maintenance factors are supportive and by themselves are not motivators. If at all they have a motivating effect, it is temporary and loses its impact and importance with time. For example, a substantial pay rise may temporarily enthuse the workers, but is not a long-term motivator. The effect soon wears off. The relative position of job content and job context or motivators and hygiene factors can be illustrated by a simple example given below.

Let us assume that a person is working at 90% of his capacity. He has a good working relationship with his supervisor and is satisfied with his salary and working conditions, if his supervisor is replaced by an ill-tempered domineering bully and his pay is reduced, his performance will drop, say to 60%. This happens because performance depends on both the ability and motivation and motivation depends on both the motivators and hygiene factors. The unsatisfied hygiene needs (supervision and pay) lead to reduction in performance to 60%. Now, if the original supervisor returns and pay compensation is improved to the satisfaction of the employee, his

performance will return to the 90% of his capacity (as before) i.e. his productivity will return to the original level.

Now suppose the dissatisfaction has not occurred and the employee is continuing to work at 90% of the capacity. Further suppose that he is given more autonomy and responsibility. There is some improvement in the nature of the job which has been made more challenging. If he is able to meet the expectations of his supervisor, he will still be performing at 90% of his capacity. But, the job enrichment makes them more mature and his capacity for performance correspondingly goes up. He will now be performing at 10% of this enhanced capacity.

Effect of satisfying motivators

This illustration makes the distinction between the motivators and hygiene factors very clear.

Hygiene needs, when satisfied, eliminate dissatisfaction and work restriction, but, do little to motivate the worker to superior performance. Satisfaction of motivator on the other hand, makes a worker more mature and increases his productivity. It encourages him to grow in stature and put up a far superior performance.

Job Enrichment – Even prior to Herzberg the behavioural scientists were studying the problem of worker motivation. For several years there was emphasis on ‘job enlargement’ or ‘job-rotation’. This was thought of as an answer to over-specialization that was prevalent at the time. The idea was that work satisfaction could be increased if the job was enlarged i.e. if the number or variety of operations in which they engaged was increased.

Herzberg observed that merely adding up odd bits of work will not motivate workers. Washing of dishes; then silverware; then sweeping the floors will not increase satisfaction. What is to be really done is to enrich the job. Job enrichment means the deliberate upgrading of responsibility, scope and challenge of work.

Since Herzberg’s theory lays so much emphasis on job-enrichment for motivation, it may be worthwhile to study some characteristics of the motivating job. These are-

- (i) The job should consist of a series of steps which enable an employee to make sense of what he is doing. Two or three decades earlier, it was assumed that giving very small repetitive jobs saved training time and costs. This can, however, be very boring for the employees who lose all motivation to put the best of their performance.
- (ii) The job should provide maximum possible autonomy to the workers. This brings out their creative talent in suggesting new ways of doing things, improving their tools etc. The manager should therefore, make conscious efforts to think how much more could be left to the discretion of the subordinates.
- (iii) Achievement oriented employees wish to have a feed back on the results of what they have been doing. This spurs them to better performance as they are able to see not only their performance but that of others also quite frequently. The work itself should provide an information system for feedback.

Criticism. Herzberg's theory has been criticized mainly on his making a distinction between job content and job context or between motivators and the hygiene factors. It is said that satisfaction lies subjectively in the mind of the employees. He may be motivated or de-motivated by either of the factors equally.

Chapter II

Morale

A. Definitions

Morale is an intangible concept of which several definitions have been attempted.

L.D. White – “Morale is an index of both a sound employment situation and a positive means of building up an efficient organization..... 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 the intellectual or moral satisfaction which they derive from their chosen field, and their pride in the service’.

Alexander Leighton defined morale as “the capacity of group of people to pull together persistently and consistently in pursuit of a common purpose”.

Morale has an individual as well as a group or institution aspect – both interacting with each other. In its individual aspect morale is built upon the opportunity to acquire personal power, position, prestige, respect etc. In general it is based on an opportunity for self-development. A person with high morale is given to sincere, honest, efficient and sustained hard work to satisfy his minor urge for recognition. He needs no supervision, nor does he need extra-ordinary monetary incentives to sustain his behaviour. In short, morale in an individual is his emotional condition relating to work.

In its institutional aspect, morale is symbolized by-

- (i) a feeling of belongingness or identification among the employees;
- (ii) a sense of pride in cooperative group achievement;

- (iii) a spirit of determination and perseverance in making efforts to accomplish and further the aims and purposes of the organization.

A high morale in an organization is, therefore, characterized by an “spirit de corps” among its employees which makes them identify the aims and objectives of the organization as their own. This stimulates the employees to put in hard work to achieve the organizational goals.

Morale, motives, attitude and enthusiasm

Morale is sometimes confused with motives and attitudes, Motives is an inner urge that prompts a person to action. Attitude is “an indication of a mental condition that pre-disposes an individual or a group to certain situations or certain circumstances in certain ways”. Morale relates to the totality of motives and attitudes. It should also be distinguished from enthusiasm. Enthusiasm is “absorbing pursuit”, while morale is moral or mental condition with respect to cheerfulness, confidence and zeal etc. Enthusiasm is by nature temporary while morale denotes a more constant state of mind.

B. Importance of Morale for Public Administration

The morale of public administration employees is universally recognized as the most important factor in improving the efficiency of administration. Earlier views on public administration were that a rigidly structured bureaucracy with a well laid out hierarchy and chain of command can carry out the administration very impartially and efficiently with the help and guidance of the rules and procedures and laws laid down by the legislature. This did not take into account the human beings who run the sprawling administrative machine and can make or mar its performance even while remaining within the four corners of the rules and regulations. To run the administration or for that matter any public or private organization efficiently, it is necessary that its members have a commitment to the organizational goal and the commitment should come from within and not because of the mere “carrot and stick” power which the superiors can wield. Such a commitment has to be assiduously built up by giving a genuine sense of participation and self-worth (not mere/PR work) to the

members of organization. Only this results in high morale of the organization. Once this is achieved, it takes care of the rest. For example, morale adds force and energy to the organization by putting committed groups to cooperative efforts.

Moreover, morale fights indifference among members. It makes for excellent performance without close supervision. This is the most important aspect of morale. In a big organization there are so many small things happening (some time going wrong) that add up to a big total. It is not possible for the leader to watch every one all the time. In such situations, morale can take care of the problems. The committed members improvise to find solution. A high morale stimulates loyalty, hard work, cooperation and team work in the members of the organization. It creates “spirit de corps” among the members and is the single most important factor in the efficient functioning of the organization.

C. **Building up Morale**

Morale is an intellectual as well as an emotional quality. To build up morale, therefore, it is necessary to train the employees in both these aspects. Intellectually morale has to be built on communication between the employees with their participation in planning and decision making processes. Emotionally, morale has to be built up by sound leadership, team spirit and indoctrination. While it is difficult to circumscribe an intangible quantity like morale, some general methods of building up morale are described below:

- (i) The principles of rigid hierarchy and line of authority should be given up in favour of an administrative system based on co-operative effort, organized more like a production team than a formal authority structure. As far as practicable the employees should be associated with the planning and decision making as well as with the implementation process. Every effort should be made to foster a team spirit and unity of purpose leading to the creation of an “spirit de corps”.
- (ii) The superior officers should act more like leaders and captains of the team. They have not merely to command, but, to lead, to show the way. They have to support the subordinates in their

organizational task as well as look to their personal difficulties. The role of leadership is the most important one in enhancing the morale of the organization.

- (iii) The goals of the organization should be set in consultation with the employees who would, then, have greater commitment to these goals. Only when the employees accept the organizational goals as their own goals, can they be expected to work with full zeal to achieve them. It is here that the role of indoctrination comes in. It is a dirty word and has undemocratic connotations. But, given the openness of the organization, it can be helpful in integrating organizational and personal goals, thus enhancing the morale of the employees.
- (iv) To be able to give their best, employees must be convinced about the importance of their work. They should feel pride in their work for three reasons. Viz. (a) they have a liking for the work, (b) they have competence to perform the work, and (c) they feel that their work is important to the organization. To meet these requirements it is necessary to have a proper recruitment and placement system. Employees should be selected on the basis of their skill and aptitude for the type of work required to be done by them in their organizations. Care should also be taken to place them in jobs for which they have a liking. To give their jobs a feeling of importance is the job of the leadership. They can give due importance to all the jobs and encourage the employees performing them.
- (v) Confidence of the employees in the integrity and good intention of their superiors is very important for sustaining their work. Where the employees feel that their superiors and leaders are given to favoritism, nepotism or corruption, the morale is bound to suffer. Nobody, is likely to give his best for the leaders who are not known for their honesty and integrity.
- (vi) Another important determinant of morale is the personnel policies pursued by the organization. Recruitment, promotions, placements etc. should be based on the requirements of job and on the merit of the employees. Any other considerations,

personal or political, have a very debilitating influence on the morale of the organization.

- (vii) The civil services should themselves set high tradition for themselves. Any member of the service deviating from these traditions and standards of conduct should invite a high degree of disapproval from the members and associations of the services. No amount of punishment for their misdemeanor can have the same effect as being looked down upon by the members of their own service. The British Civil Service is known the world over for its high standards of conduct and the feeling of “spirit de corps” that it has maintained.
- (viii) There has to be greater co-operation between the management and public employees unions. This is, of course, a practical aspect of the principle already enunciated above that the employees should be taken into confidence as partners in all important decisions relating to the organizations.
- (ix) In Indian conditions, personal loyalty also plays an important part in building up morale. Of course this has to be used for organizational purposes. The leaders should, therefore, win the loyalty of the subordinates.

D. Motivation and Morale in Public Administration

There are two environmental conditions that affect the morale of the employees very significantly.

- (i) **The Age of the old Organization.** It is found that morale is difficult to sustain in an older organization than in a newer organization. This is generally so because things are well set in and old organization, presenting hardly any challenge to the employees. However, in a newer organization the employees are required to tread on a new path. They have to solve many problems and get over many crises before they can hope to achieve success. This challenges keeps the interest of the employees alive and sustains their morale.

- (ii) Anonymity, credit and praise for work well done are high incentives and go a long way in building up the morale of the employees. However, in many organizations the employees are supposed to remain anonymous and the credit for their work goes to the superiors. In such situations, it is difficult to sustain employee morale.

We may now examine the problem of morale in public employment. Most of the Government organizations are very old and are devoid of any new challenging work. Of course, the exceptional situations like New Deal and World War II, the government organizations do face to a challenge or crisis. In such cases the public employees demonstrate a state of high morale. But, generally, it is not so. The Government organizations also work on the principle of anonymity. The credit for the work of public employees is taken over by the politicians. Both the environmental conditions in public organizations thus make for low employee morale in normal circumstances. The public administrators have, therefore, to make special efforts to keep their employees in a state of high morale. The possibilities of tangible rewards are few. No monetary incentives can be offered. The promotions are mostly time bound. Even minor incentives like free holidaying or paid entertainment are not available to the public administrators. What should he do then? The question has not yet been answered satisfactorily. The individual administrators have been left to their devices to practice what may be said to be the art of administration. They may, however, derive help from the statement of social psychologist that 'humans have an enormous capacity for acquiring motives'. The social psychologists also argue that human nature is not wholly confined to the individual. It is also influenced, conditioned and socialized by the group to the point where there comes to be a group nature as well. Some psychologists have gone to the extent of saying that there is not one human nature, but many – as many as there are cultures, societies and social groups. These views stress the malleability, the possibility of development and strong influence of group of human nature. They offer clues to the means by which the public administrators may deal with the problems of motivation and morale, despite the environmental handicaps under which they function.

E. **Measuring Morale**

It would be clear from what has been discussed above that it is not easy to measure morale. It is an emotional condition which is intangible and cannot be easily subjected to measurement. However, attempts have been made to assess the measure of morals by correlating it to certain indices which are more measurable. For example, industrial psychologists regard morale as an index of productivity and job satisfaction. Daniel Katz sees four indices of morale as:

- (i) Intrinsic job satisfaction
- (ii) Pride in work group
- (iii) Involvement in the enterprise
- (iv) Financial and job status satisfaction

Some others have found a correlation between moral and a generally favorable worker attitude towards the organization as a whole including its goals and leadership.

There have been a number of attempts to measure morale using its correlation with variables like – pride in group, confidence in attaining group goals and respect for group leadership. Various scales of attitude have been devised. The variables are assessed on the basis of group responses. Their measure gives an idea of morale.

In military circles, morale connotes efficiency and persistence in the face of opposition. These are, therefore, used as the indices for the measurement of morale.

It must also be understood here that since the originations differ, what causes high morale in one organization may cause the opposite in the other. An example is provided by Richard Gabriel, a retired U.S., Army Colonel. He argues that in 1950s the US army started organizing itself on the lines of business corporation. But, the mission of the military is fundamentally different form that of the individual, belonging to the group, a sharing of common values and a uniqueness.

Based on this “spirit de corps” the soldier may lay down his life for the group. Business training on the other hand exalts individual self-interest and maximization of profit. These are entirely different from the goals of the military. In Gabriel’s opinion the business type organization did in effect bring down the morale of the US army in the Vietnam War.