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**MORALE AND MOTIVATION**

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**ABSTRACT**

*Employees who survive job are expected to put in any extra effort when needed, but it may not be that simple. People may have family or other outside obligations that limit the amount of extra time they can spend at work. One of the things you can do to ease anxiety over job security is to make sure people are busy, so they don't suffer much idle time to spend worrying about a light workload and wondering if their job is next. This may seem easy to do in the face of vacant positions and understaffing, but you may find it hard to keep things moving smoothly when you have to adjust staff assignments and schedules as a result of downsizing. Tasks may also stretch out to fill idle time as people try to appear busy even as real productivity suffers. In addition to the basics, look for other opportunities to increase morale and motivation, it is observed that things like achievement, recognition, responsibility, and advancement provide positive benefits. Morale and motivation can be developed by talking about the business value of the work. Recognize good performance to your managers. Get the team together often and build a sense of team loyalty. Instead of having people complain privately, get the team together to share experiences, conduct cross training, share lunches, etc. If people really feel a part of a team, they are bound to pull together and not let the rest of the team down, giving people more responsibility. People respond better when they have responsibility. The project manager can also challenge people with new or increased levels of responsibility on a project, having fun. There is a lot that can be done to have fun on a project team. Creation of a pleasant work environment is also very important. Motivating employees just takes a little thought and good manners, things anyone in a management position is able to do.*

**KEYWORDS**

morale, motivation.

**INTRODUCTION**

Good organizational morale is a condition in which individuals and groups voluntarily make a reasonable subordination of their personnel objectives of their organization. Motivation is an act of stimulating someone to get a desired course of action. Every person has different reasons for working. The something obtained from work impacts morale, employee motivation, and the quality of life. To create positive employee motivation, treat employees as if they matter - because employees matter. These ideas will help to fulfill what people want from work and create employee motivation.

Morale can be defined as the total satisfaction derived by an individual from his job, his work-group, his superior, the organization he works for and the environment. It generally relates to the feeling of individual's comfort, happiness and satisfaction. According to Davis, "Morale is a mental condition of groups and individuals which determines their attitude."

In short, morale is a fusion of employees' attitudes, behaviours, manifestation of views and opinions - all taken together in their work scenarios, exhibiting the employees' feelings towards work, working terms and relation with their employers. Morale includes employees' attitudes on and specific reaction to their job.

**IMPORTANCE OF STUDY**

Motivation is defined as an urge in an individual to perform a goal directed behavior. Therefore, motivation cannot be inflicted from outside but it is an intrinsic desire in a man to achieve the target goal through performance or activity. Motives are expression of person's need. Hence, they are personal and internal. Incentives on the other hand are external to the person. They are made part of work environment by management in order to encourage workers to accomplish task. The motivational model indicates that a sense of felt deprivation generates needs and such needs create tension in an individual. The individual perceive and makes cost benefit analysis on the ways and means of releasing such tension. Once such perception is cleared, individual pounces upon the activities and achieves some results. If it is success he feels rewarded and falls in the cycle of motivation again. If it is failure he feels punished and once again after due modification of ways and means pounces back on the cycle or feels frustrated. Therefore, motivation leads to a goal directed behavior.

**OBJECTIVES**

When people join an organization, they bring with them certain needs that affect on-the-job performance. Some of these needs are physiological; others are related to psychological and social values. The later are much more difficult to determine and satisfy, and they vary greatly from one to another. Maslow has developed a hierarchy of needs as follows: physiological, security, social, esteem, and self-actualization needs. They interact with the environment to shape on-the-job wants that are the basis of motivation. In addition, motivation is affected by people's perceptions, including their feelings of equity or fairness in a situation.

Though motivation and morale are closely related concepts, but they are different in some ways:

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.

**FINDINGS**

Motivating employees can be one of the biggest challenges as an employer, but learning how to inspire the workforce is the key to a successful organization. Constant pressure to increase productivity, profitability and revenue growth can often overshadow the importance of how an unengaged workforce can negatively affect corporate performance. Nationwide studies have shown that up to 80% of employees are not motivated by their work. Many organizations continuously face the problems associated with decreased employee motivation including complacency, declining morale, and widespread discouragement in the workplace. If allowed to continue, these problems can reduce productivity, earnings, and competitiveness in your business. Motivating employees is crucial to the success of our rapidly changing workplaces. Motivated employees help organizations survive by being more productive. Effective managers need to understand what motivates individual employees within the context of their job. Of all the functions a manager performs, motivating employees is arguably the most complex due to the fact that what motivates employees changes constantly.



Many managers create low morale. In reality it isn't their fault and they don't chose to do so. Nevertheless, they do create low morale in employees. Everyone knows that the sports team with the highest morale wins. In fact, every manager wants high morale in his/her group. So why do most managers create low morale in their employees.

In truth, given the societal, educational and workplace related influences, it would be amazing if managers did not create low morale and severely damage employee motivation. From birth, most of us are told what to do. We receive a rather overwhelming number of orders, directions and policies from those who believe we should follow their dictates; parents, teachers, churches, government and finally boss in the workplace.

In addition, employees also feel demeaned and degraded if no one listens carefully to their ideas and whatever else they have to say. But the command and control model implies that employees should listen to the leaders and that leaders have no need to listen to employees. So managers spend most of their time trying to figure out their next order and rarely if ever take the time to listen to their people.

But there are more negative effects on morale and workforce motivation associated with the command and control model, specifically from not listening to employees and not dialoguing with them over workplace problems. Without these, managers are denied a firsthand view of problems from those living with them up close and personal every day.

Without these facts, orders and directives from managers rarely address the real problems and more often exacerbate them. This leads employees to distrust and disrespect management and causes further reductions of morale and workforce motivation. Failure to listen and dialogue over perceived problems denies employees information which only the manager has and which is necessary to being able to understand the true cause of problems or the seriousness of them. Lacking this information, employee expectations and criticisms are quite often unrealistic, thus causing the manager to disrespect employees. Thus, low workforce morale, poorly motivated employees and greatly reduced employee performance quite naturally result from using an authoritarian based command and control model.

There are certain solutions for improving morale and motivation in employees. Team building is important to any organization where people must work cooperatively with others in the company to accomplish projects and daily tasks. Though this term is often associated with organized activities such as company retreats and group exercises, it also encompasses more mundane daily efforts to help team members get to know one another and to develop a cooperative working spirit. If the company is organized along departmental lines and belongs to a well-defined department with specific tasks and objectives, most team-building activity probably occurs at this level. Depending on the size of the department, there are various ways to foster teamwork within the entire department. In any case, bringing small teams together as a group to discuss common problems, solutions, and preferred working methods, and to establish an esprit de corps, is a good thing. Occasional lunches out to a local restaurant, or catered within the office, can help create an informal atmosphere that mixes business and relaxation. Other outings, such as visiting project sites and attending product demonstrations, expositions, and educational seminars, also bring teams together. After-hours activities such as participation in a company or departmental sports activity or other group activity can be effective, rewarding, and fun. Any sort of activity that serves to identify individuals as members of a cooperative group effort-literally as a member of the team in a context that is not directly related to work activities-forms bonds that directly influence cooperative work efforts.

If the firm anticipates downsizing, or has already gone through a round or two of layoffs, few workplace problems cause people more concern and anxiety than the possible loss of employment, especially when alternative job opportunities seem limited or nonexistent. People who remain employed after a round of layoffs may need special care and understanding. Not only are they anxious about the security of their own jobs, but they likely face additional job pressure as they take on more tasks to make up for the loss of other personnel. They still have deadlines to meet, so may need to ask people to work harder and put in extra hours to get the work out.

## CONCLUSION

Employees who survive job are expected to put in any extra effort when needed, but it may not be that simple. People may have family or other outside obligations that limit the amount of extra time they can spend at work. One of the things you can do to ease anxiety over job security is to make sure people are busy, so they don't suffer much idle time to spend worrying about a light workload and wondering if their job is next. This may seem easy to do in the face of vacant positions and understaffing, but you may find it hard to keep things moving smoothly when you have to adjust staff assignments and schedules as a result of downsizing. Tasks may also stretch out to fill idle time as people try to appear busy even as real productivity suffers.

In addition to the basics, look for other opportunities to increase morale and motivation, it is observed that things like achievement, recognition, responsibility, and advancement provide positive benefits. Morale and motivation can be developed by talking about the business value of the work. Recognize good performance to your managers. Get the team together often and build a sense of team loyalty. Instead of having people complain privately, get the team together to share experiences, conduct cross training, share lunches, etc. If people really feel a part of a team, they are bound to pull together and not let the rest of the team down, giving people more responsibility. People respond better when they have responsibility. The project manager can also challenge people with new or increased levels of responsibility on a project, having fun. There is a lot that can be done to have fun on a project team. Creation of a pleasant work environment is also very important. Motivating employees just takes a little thought and good manners, things anyone in a management position is able to do.

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