

### **3. MORALE AND JOB SATISFACTION**

Dr. Manisha A.Navare Kulkarni  
B.Y.K.College of Commerce,  
Nashik-422005  
Con.No.9373130462

#### **Abstract-**

In this LPG world, morale and job satisfaction of the employees are the key of success in the organization. Morale employees affect their attitude and willingness towards the work, which, in turn, affect individual and organizational objectives. If morale is high it may provide high job satisfaction in the organization. There are various factors of job satisfaction. This paper highlights the indicators of morale and factors of job satisfaction.

**Key Words- LPG, Morale, Job satisfaction**

#### **1. Introduction-**

In any organization human resource is the valuable asset. Morale employees mean committed employees in the organization. They participate their attitudes toward achievement of the organization's objectives. Job satisfaction is a set of favorable or positive attitude toward one's job. It may depend upon individual's opinions and expectations. It cannot be seen. Lack of job satisfaction may be adversely effect on employee's productivity, organization's turnover, absenteeism, lay-off, lock-out etc. High morale employees can result in job satisfaction, higher productivity. Low morale employees can result in dissatisfaction in the organization.

#### **2. Key Concepts-**

##### **1. Morale**

Definition-Edwin B. Flippo-" Morale as mental condition or attitudes of individuals and groups which determine their willingness to co-operate."<sup>1</sup>

According to Yoder-" Morale is a feeling somewhat related to esprit de corps, enthusiasm or zeal."

Theo Haimann- "Morale is a state of mind and emotion affecting the attitude and willingness to work, which, in turn, affect individual and organizational objectives."<sup>2</sup>

##### **2. Job Satisfaction-**

According to Feldman and Arnold-

"Job Satisfaction will be defined as the amount of overall positive affect (or feeling that individuals have towards their jobs."

Locke-"Pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values."<sup>3</sup>

**3. Causes of Low Morale-** There are basically two causes of low morale. These are as following-

##### **3.1. Employees Personal Problems-**

Unsound health

Unsound finance conditions

Poor communication

Lack of vision and goals

Various personal issues

Lack of proper family back grounds

##### **3.2 Job-related Problems-**

Unsound relations with other employees

Lack of team work

Lack of leadership technique

Fear of supervisor

Lack of improper working conditions

Salary and incentive dissatisfaction

Careless of importance of work

Feeling of unfair treatment

##### **4. Indicators of Low Morale-**

Following are the Indicators of Low Morale:

1. Employee Turnover- This forms a response to severe unrest, dissatisfaction and morale problems.
2. Employee Unrest- It reveals a low level of employee morale and lack of job satisfaction. Unrest may be in several forms and influences both the individual and the group.
3. Employee Grievances- These are in the various forms such as lay-off, lock-outs etc. It reflects the state of employee in the organizations.
4. Disciplinary Problems- In the organization lack of disciplinary problems impact on employee's morale. Indeed, abundance of disciplinary actions themselves are indicative of low morale.<sup>4</sup>

### **5. Importance of Morale-**

Morale plays a key role in organization's success. High morale creates and maintains sound relationship between employees. It reduces grievances in the organization. High morale leads to employee commitment to industrial peace by avoiding various disputes. Also it assists in achieving the goals and targets of the employees.<sup>5</sup>

### **6. Job Satisfaction-**

According to Pestonjee, job satisfaction can be taken as a summation of employees feelings in four important areas. These are as following-

Job- nature of work, hours of work, fellow workers, opportunities on the job for promotion and advancement, over-time regulations, interest of work, physical environment and machines and tools.

Management- supervisory treatment, participation, rewards and punishments, praises and blames, leave policy and favoritism.

Social Relations- It includes employee's friends, neighbors, attitudes towards people in community, participation in social activities etc.

Personal Adjustment- in health and emotionally.<sup>6</sup>

There are also some other factors which may increase their job satisfaction. These are as following-

1. Mentally Challenging Jobs- In the organizations there are various challenges faced by employees. They use their skills, abilities and offer a variety of tasks. It may increase their job satisfaction.
2. Equitable rewards- This is a one type of benefits based on job demands. This provides opportunities for personal growth, more responsibilities and increased social status.
3. Supportive Working Conditions- In any organization infrastructure facilities such as light, water and other environmental factors provide job satisfaction to employees.
4. Personality-job fit- High agreement between an employee's personality and occupation results in more satisfaction. Personality-job fit creates the interest of job in the organization.<sup>7</sup>

### **7. Morale and Job Satisfaction-**

Morale and Job satisfaction impact on increasing productivity of the organization. Organization can easily achieve their employees individual goals and organizational goals and targets due to satisfied employees. Morale and job satisfaction both are interconnected. Morale has a positive relation with individual behavior. It is an indicator of need satisfaction. When the morale of the employees decreased it may impact adversely on the job satisfaction of the employees in the organization. Employee morale and job satisfaction can sometimes be used as synonymous since they are mutually interrelated and interdependent. Jobsatisfaction of the employees cannot be understood isolating the morale environment. Morale employees avoid the problem of lay-off, lock-out, and absenteeism in the organization. Morale and job satisfied employees create and maintain the favorable attitude of the employees towards various organizational and job related aspects in the LPG world. High morale employees may give high job satisfaction to employees in the organization.<sup>8</sup>

### **8. Conclusion-**

In any organization morale and job satisfied employees' increases performance, decreases absenteeism. It may increase organizational effectiveness. It may assist in achieving the goals and targets of the organization.

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