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Factors affecting employee morale and strategies adapted to build high employee morale

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Abstract
Employee morale plays a vital role in the organization success.High morale leads to success and low morale brings to defeat in its wake.The play of morale is no less important for an industrial undertaking. The success or failure of theindustry much depends on the morale of the employees. The Organization needs employees with high morale and moreover morale is a psychological factor and measures can be taken to build a high level of morale in an employee's mindset.

Keywords: Employee morale, Factors affecting morale, Building high morale.

Introduction
Moralecan besuccinctlydefinedas the total satisfactionthat apersonderivesfrom his job, the prevailingatmosphere and the factorsthat appeal to his individualpropensities.It'sa conglomeration of attitudes andfeelingsthat constitute a reserveof physicaland mentalstrengthincludingfactorslike self-confidence, optimismand a positivementalattitude.Morale is an invisibleelement which determines the success or failure of an organization.Human Resource is one of the invaluable resources for any organization.Morale is fundamentally a psychological factor.It may be defined as an attitude of satisfaction with the desire to strivefor the goals of aparticular group.Morale is purely emotional. It is not a static thing it changes depending upon working conditions.

Factors Affecting Morale
Employee morale is a very complex phenomenon and is influencedby many factorson the shop floor.The factors are.

Objectives of the organization
Employee are highly motivated and theirmorale is highif their individual goals and objectivesare in tunewith organizationalgoal and objectives.

Organizational design
Organizationstructurehas an impacton the qualityoflabour relation, particularly on the levelof morale. Largeorganizationtend to lengthen theirchannelsofverticalcommunication and to increasethe difficulty ofupwardcommunication.Thereforethe moraletendsto be lower.

Personal factors
It is relating to age trainingeducation and intelligenceofthe employees, timespentby them on the job and interest in worth taken by them, affect the morale of the employees.

Rewards
Employees expectadequate compensation for their services rendered to the organization. Good system ofwages,salaries, promotionsand other incentives keep the moraleof employees high.

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Good leadership and supervision
The nature of supervision can tell the attitudes of employees because a supervisoris in directcontactwith the employees and can havebetter influences on theactivities ofthe employees.

Work environment
The building and it appearancethe conditions of machines, tools available at work place provision for safely, medical aid and repairs to machinery etc. All have an impact on their morale.

Compatibility with fellow employees
Man being a social animal finds his words more satisfying if he feels that he has the acceptance and companionship of his fellow workers.If he has the confidence in his fellow worker and faith in their loyalty his morale will be high.

Job Satisfaction
If the job gives an employee an opportunity to prove his talents and grow personality, he will certify like it and he will havehigh morale.

Opportunity to share profit
One of the requirements of high morale is possibility and opportunity of progress in any concern.All workersshould be given an opportunity of the progress and earn high wages without any discrimination.

Building of High Morale
The following suggestions may be followed to improve morale.

Two way communication
There should be a two way communication between the management and the workers. The workers should be kept informed about the organization policies and programmes through conferences, bulletinsand informal discussion with workers.

Show concern
Large or small every business should have names on desks work stationsor cubicles to showthat a real person with worth worksthere not just a machine. Ask employees opinion and allow them to add their own creative thoughtswhich give the feeling of ownership.

Job Enrichment
Ensure the employees the continuous job satisfaction and motivate often.

Modify the work Environment
This involves the use of teams of work groups developing social contacts of the employees the use of musicregular rest breaks.

Incentive system
There should be a proper incentive system in the organization to ensure monetary and non –monetary benefits.

Welfare measures
Managementmust provide for employees welfare measures like canteen credit facilities, sports club, education fortheir children.

Social Activities
Management shouldencouragesocialgroupactivitiesby the workers. Thiswill helpto developgreater groupcohesivenesswhichcan beusedby the management for buildinghigh morale.

Training
There should be proper trainingof the employeesso thatthey may do their work efficientlyand avoidfrustrationwhen theworkerare giventrainingthey get psychological satisfaction.

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