LEARNING OUTCOMES

1. To explain the basic concept & role of morale in work productivity.
2. To explain the basic concepts of organizational commitment.
3. To explain the relationship between morale and organizational commitment.
Work ethic is the values of hard work instilled in or held by employees.

For example, an employee with a good work ethic would complete projects and other tasks of a high quality and take pride in the quality of his or her work.

Work ethics is a set of values based on the moral virtues of hard work and diligence.
The terms **ethics** and **morality** are often used interchangeably and usually can mean the same thing.

**Work ethic** is a set of values based on hard work and diligence.

It is also a belief in the moral benefit of work and its ability to enhance character.

A work ethic may include **being reliable**, **having initiative** or **maintaining social skills**.

Ethics of the workplace is a set of **moral standards** for each trade, profession, or job classification.
- Morale, also known as *esprit de corps*, is a term for the capacity of people to maintain belief in an institution or a goal, or even in oneself and others.
- The term applies particularly to military personnel and to members of sport teams, but is also applicable in business and in any other organizational context,
- According to Alexander H. Leighton *morale is the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose.*
CONTINUE

- Morale refers to the mood of individuals in the workplace; attitude or spirit; how a unit feels about itself and its abilities; and even, a state of individual psychological well-being.
- Morale is about groups and it might be defined as how a group feels about what it does.
- Moral is a vital component of any organization or business for it to thrive and achieve success.
- Thus, those with poor work moral will lead to low work morale.

SA’ODAH AHMAD/PMPK/FEM/UPM
Analyzing company records for changes or patterns in resignations,

Lateness,

Absenteism,

Productivity, and

Complaints (Beng & Hickey, 1984).
EG: ASSESSMENT OF MORALE

Workers were asked, “How would you describe the general morale of employees at your company?” Their responses:

- 39% Very good
- 42% Somewhat good
- 12% Somewhat poor
- 6% Very poor
- 1% Don’t know/no answer

Source: Accountemps survey of 443 office workers
HIGH AND LOW MORALE

● High employee morale: high productivity
  ✓ Positive work environment
  ✓ Team work
  ✓ Transparency

● Low employee morale: low productivity
  ✓ Work restructuring
  ✓ Confusion and uncertainty

SA’ODAH AHMAD/PMPK/FEM/UPM
CHEER UP. AT LEAST YOU HAVE A JOB!

"It’s not exactly the sort of morale booster I had in mind."

FRANKLY, I WAS EXPECTING SOMETHING A BIT MORE SOPHISTICATED...
POSSIBLE CAUSES OF LOW MORALE

- A **negative event** within the workplace, such as a firing, downsizing, or other dramatic and unwanted change.
- The **promotion of an unpopular employee**, or a promotion when there were other candidates for the position who were overlooked.
- **Arguments or other forms of tension** among staff members or between staff and management.
CONTINUE

- Unstable financial health of the company.
- Overwork or a consistently heavy workload.
- Feeling unappreciated or under appreciated for the work done.
- Conditions of the workplace.
- Demanding, rigid supervision that is too involved in the work being done.
- Unsupportive, weak supervision that does not offer enough input or guidance.
WHY IMPROVE WORK MORALE?

- There is clear and mounting evidence that high levels of employee engagement clearly correlates to individual, group and corporate performance in areas such as retention, turnover, productivity, customer service and loyalty.

- Increased turnovers, costly decreases in productivity and overall employee dissatisfaction are all ramifications of low morale in the workplace. Moral is a vital component of any organization or business for it to thrive and achieve success.
Once the cause of the poor employee morale has been identified, it is time to take steps to improve it as soon as possible.

Address the issue seriously, but without tension, allowing the employee to feel comfortable to express him or herself.

By finding this information directly from the person experiencing the poor employee morale, it will ensure that the precise problem is being addressed.

Furthermore, it will help to show employees that the management truly does care about the issues that are bothering them, and their input for resolving the situation.
1. **Install a Humor Board:** Most every office has several memo boards for important work-related information, some pleasant, some not so pleasant.

- Install a memo board in a neutral location that is specifically for people to post jokes, cartoons, funny pictures or amusing anecdotes.
- This way everyone can get a little laugh after arriving for work on a dreary Monday morning.
2. **Adopt Flexitime Schedules:** If possible, work out a way for employees to have more flexibility in their schedules.

- With daycares and households with two working parents, and possibly only one vehicle, this small move can be monumental to some people.
- Work out a schedule or system for employees to leave an hour early or come in an hour late on certain days.
- Alternate days and times so that everyone gets an opportunity to benefit if needed.
3. Get Away From It All: Hold meetings and conferences at a location away from the office if at all possible.

- A restaurant or local park would be a welcome alternative to a stuffy boardroom on a clear, spring day.
- People may be more alert and more receptive to the specifics of the meeting in another less stifling environment.
4. **Share the Wealth:** Offer employees incentives to coach their co-workers on their lunch or break times.

- Incentives could come in the form of paid time off, gift certificates to stores or restaurants, movie tickets or even small, simple mementos to show appreciation.

- This is a morale booster in a few ways; **firstly,** new or confused employees can glean valuable information from their more experienced colleagues and **secondly,** it may make the coach feel better about their job, themselves and their performance.
5. **Offer Contests and Awards:** Special days such as Ugliest Outfit Day or Best Disguise Day or Funniest Story Day can be a way to lighten the mood for a bit and encourage communication between employees.

- Offer **awards** which can be simple prizes and certificates given to the winners to display.
CONTINUE

- Boosting employee morale does not have to be expensive or involved.
- Even contagious cheerfulness on a regular basis can mean the difference between a dour workplace and a welcoming, productive one.
- Ask the employees for their ideas and listen to their thoughts.
- Work out a viable plan that will motivate them and make them more productive and happier at the same time.
OC is the extent to which an employee feels a sense of allegiance to his or her employer (Muchinsky, 2006).

Three model of OC:
2. O’Reilly and Chatman (1986)
3. Allen and Meyer (1990)
Angle and Perry’s analysis revealed two factors underlying the OCQ – one defined by items assessing willingness to remain (commitment to stay) and the other by items assessing support for organizational goals (value commitment).

They distinguished between value commitment and commitment to stay based on the results of a factor analysis of items from the Organisational Commitment Questionnaire (OCQ: Mowday and Porter).
Developed their multidimensional framework based on the assumption that commitment represents an attitude toward the organization, and that there are various mechanisms through which attitudes can develop.

Based on Kelman’s (1958) work on attitude and behavior change, O’Reilly and Chatman argued that commitment could take three distinct forms, which they labeled:

- Compliance
- Identification,
- Internalization
Compliance occurs when attitudes, and corresponding behaviors, are adopted in order to gain specific rewards (motivated by rewards and the avoidance of punishment).

Identification occurs when an individual accepts influence to establish or maintain a satisfying relationship (desire to be like the influencer).

Internalization occurs when influence is accepted because the attitudes and behaviors one is being encouraged to adopt are congruent with existing values (the desire to be right).
Allen & Meyer developed their three-component model. Common to all, they argued, was the belief that commitment binds an individual to an organisation, and thereby reduces the likelihood of turnover. The key differences were in the mind-sets presumed to characterize the commitment. These mind-sets reflected three distinguishable themes: affective attachment to the organization, perceived cost of leaving, and obligation to remain.
Meyer and Allen argued that commitment might be accompanied by one or more of these mind-sets and therefore incorporated all three into their model.

To distinguish among commitments characterized by these different mind-sets, they labeled them

- Affective commitment (AC)
- Continuance commitment (CC)
- Normative commitment (NC)
AC: the employee's positive emotional attachment to the organization. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization.

CC: the individual commits to the organization because he/she perceives high costs of losing organizational membership, including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred. The employee remains a member of the organization because he/she has to.
CONTINUE

• **NC**: the individual commits to and remains with an organization because of feelings of obligation. These feelings may derive from many sources. For example, the organization may have invested resources in training an employee who then feels a moral obligation to put forth effort on the job and stay with the organization to repay the debt. It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she ought to.
Although there is some similarity between the dimensions of organisational commitment identified by Angle and Perry (1981) and those identified by Allen and Meyer (1990), there is an important difference.

According to Allen and Meyer, the three components of commitment (affective, continuance, and normative) differ primarily in terms of the mind-set that binds the individual to the organisation.
CONTINUE

- The primary behavioural consequence of all three mind-sets, however, is the same – continued employment.

- In contrast, Angle and Perry and Mayer and Schoorman make their distinction in terms of behavioral consequences rather than mind-sets – continuance commitment is presumed to be associated with the decision to stay or leave the organization, whereas value commitment is associated with the exertion of effort toward the attainment of organisational goals.
1. **Employee Relationships:** How you, your co-workers, and management get along.

2. **Company Communication:** How well management keeps you informed.

3. **Appreciation & Recognition:** How appreciated you feel on a daily basis.

4. **Employee Input:** How your company values your creative ideas.

5. **Fulfillment:** How meaningful your job is to you.

6. **Personal & Professional Growth:** Opportunities to develop both your career and your personal qualities.

7. **Employee Spirit:** How much positive energy and enthusiasm is generated at your workplace.

SA’ODAH AHMAD/PMPK/FEM/UPM
Studies have proven that the morale of a company’s workforce is directly linked to profitability.

- Low morale → low profits. High morale → high profits.
- This is because workers who are happy in their job and with their employer perform better, resulting in higher and improved productivity and profitability.
 Employees and managers need to feel emotionally attached to their work and their employer in positive and uplifted ways.

 Senior management needs to convey optimism and send that down the line, with a message that conveys strength and security.

 They need to encourage and show frequent appreciation of every employee’s efforts, and find ways of helping employees work in jobs that utilize natural talents.
Both employees and management need to know that what they are doing is highly appreciated, that opportunities for advancement and self-growth are available within and by the company, and they need to come to work in a happy and positive environment.
CONCLUSION

- Improving employee morale benefits everyone involved in a work place.
- Boosting employee morale means that people will take more pride in their work, call in sick less often and be more productive.
- Happier employees mean happier employers, since the employer will not lose money due to inefficiency and lost time.
- Improving employee morale can be accomplished fairly easily.
CONCLUSION

- An improved morale will not happen overnight.
- A key factor in boosting morale and productivity is employee participation in making and/or changing rules and procedures/policies.
- Having a loyal and motivated staff will produce innumerable benefits, including increased productivity and the resultant increase in profitability.