

Chapter :-V

Morale Grievances & Discipline.

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5.1 Morale:

Morale is defined by various terms from different stand points. In military morale means enthusiasm to accomplish the assigned task .In sports it may mean self-confidence of a team, in education it may be eagerness to learn by students, in business it is associated with the desire to achieve the goals. Therefore, it is an overall attitude of an individual or group towards all aspects of their work.

Definition:

In the words of dale Yoder,

" Morale is a feeling some what related to esprit de corps, enthusiasm or zeal. For group of workers, morale according to a popular usage of the word, refers to the over all tone, climate or atmosphere of work perhaps vaguely sensed by the Members."1.

Individual and Group Morale:

Individual morale is a single persons attitude towards work environment etc. Whereas group morale reflects the general attitude of a group of persons. Individual and group morale are interrelated but not necessarily identical.

5.2 Causes of Low Morale.

A) Employees personal problems.

- 1) Domestic difficulties & Unhappiness.
- 2) Financial problem.
- 3) Poor health.
- 4) Worry.
- 5) Lack of self – confidence.

B) Job- related problem.

- 1) Ineffective leadership.
- 2) Inadequate supervision.
- 3) Salary dissatisfaction.
- 4) Feeling of unfair treatment:
- 5) Lack of recognition.
- 6) Dissatisfaction with status.
- 7) Fear of superior.
- 8) Lack of involvement.
- 9) Not understanding the importance of work.
- 10) Lack of feeling of security.

5.3 Improving Morale:-

It need not be emphasized that the promotion and maintenance of high morale are possible when certain positive

measures are taken to reconcile individual interests with the interests of the organization. These measures are,

(1) Job Satisfaction :-

It is of utmost significance from the standpoint of employee morale. It's a complex of different attitudes possessed by an individual. These attitudes relate to several aspects of the job such wages , supervision , steadiness of employment condition of work, job security, firing benefits, recognition.

(2) Job Enrichment:-

This involves a greater use of the factors, which are intended to motivate the worker. The idea is to reduce employee, discontent by changing or improving a job. Job enrichment also opens up for the employee an opportunity for greater recognition, growth, advancement and responsibility.

(3) Building Responsibility into a Job:-

Employees should be encouraged to take risk-decisions. This can be ensured by delegating authority to them.

4) Rotation Of Jobs:

Job rotation helps to reduce an employees boredom, which arises out of the monotonous nature of work. Imaginative managers can develop many more ways of making a job interesting for their employees.

5) Modifying the work environment:

Creating and providing conclusive and challenging work environment.

6) Creating of whole job :

Creating and assigning the whole job to a single worker with a view to satisfy his need for achievement.

5.4 GRIEVANCES

The human behavior differs from person to person. Every employee has certain expectations, which he think must be fulfilled by the organization. It's not possible for the management to satisfy the feeling and ego of all the employees. Its there fore natural that workers have grievances against their immediate supervisor or management.

Grievance is a feeling of discontentment or dissatisfaction or distress among the workers. The dissatisfaction when expressed becomes a complaint and when the employee believes that same injustice is being committed it becomes a grievance.

Definition:

According to Dale s. Beach.

“Grievance is any dissatisfaction or feeling of injustice in connection with one’s employment situation that is brought to the attention of management.”

As per Dale Yoder

“Grievance is a written complaint filed by an employee and claiming unfair treatment.” 3.

Broadly speaking grievance is any dissatisfaction, which an employee may have in regard to his employment situation that adversely affects the production of the employees.

5.5 FEATURES: -

1. A grievance reflects dissatisfaction or a feeling of injustice with any aspect of the organization.
2. The dissatisfaction must arise out of employment and not from personal or family problems.
3. The dissatisfaction can arise out of real or imaginary reasons.
4. A grievance arises only when an employee feels that injustice has been done to him.
5. The dissatisfaction may be expressed or implied.
It may be expressed verbally or in writing.

6. The grievance results from perceived non-fulfillment of one's expectations from the organization.
7. Grievances if not redressed in time tend to lower morale and productivity of employees.

5.6 DISCIPLINE:

Discipline refers to the presence of orderliness in any particular field of activity. It is the opposite of confusion irregularity and disorder in human behavior and action. Poor discipline refers to the failure of individuals to observe the rules established by the organization. Discipline is very important for smooth and efficient running of an enterprise. Disciplinary action refers to taking action against an individual who departs from the devised code of conduct observed in the unit.

Definition:

According to Richard D. Calhoon:

“Discipline may be considered as a force that promotes individual or groups to observe the rules, regulations and procedure which are deemed to be necessary for the effective functioning of an organization.”

Ordway Tead observes,

“Discipline is the orderly conduct of affairs by the members of an organization who adhere to its necessary regulation because they desire to co-operate harmoniously in forwarding the end which the group has in view and willingly recognize that, to do this their wishes must be brought into a reasonable unison, with the requirements of the group in action” 5.

5.7 AIMS AND OBJECTIVES

The following are the aims and objectives of discipline.

1. To ensure the orderly obedience of rules and procedures followed in the organization so that organizational goals are properly achieved.

2. To ensure an element of certainty in the organization despite of different of opinions.

3. To help in increasing the efficiency of employees.

4. To create an atmosphere of mutual respect.

5. To develop a spirit of understanding and tolerance among employees.

5.8 ESSENTIALS OF GOOD DISCIPLINE.

1. The first essential of a discipline system is the proper understanding of rules and procedures to be followed in the organization.
2. Whenever there is a violation of the rules and procedures then quick action should be taken to enquire in to it.
3. There should be a properly defined procedure for taking disciplinary action.
4. Disciplinary action should be fair.
5. Disciplinary action against a defaulting employee should be taken tactfully.

5.9 Analysis of data

Table 5.13

Employees opinion about morale, grievance and discipline.

No	Points	Favorable	Unfavorable
1	Employers moral system	18	02
2	Present grievance procedure	18	02
3	Feed back from subordinates.	18	02
4	Satisfaction about disciplinary action.	18	02

Table 5.13 shows various points about employees opinion about morale, grievance and discipline. About 90 % employers were giving favorable response about employers moral system, present grievance procedure, feed back from subordinates and satisfaction about discipline action.

Table 5.14

Opinion about employers morale.

No.	Points	Responses	Percentage.
1	Satisfactory.	06	30
2	Adequate.	08	40
3	Unsatisfactory.	06	30

Table 5.14 shows employees opinion about employer's morale. There were 30% employees are satisfy about employers morale and 40% employees are adequately satisfy about employers morale. The percentage is not good.

Table 5:15

Disciplinary actions taken against an employee.

No.	Number of disciplinary action.	Response	Percentage
1	No	18	90%
2	Two	02	10%

3	Four	00	00
4	More than four.	00	00

Table 5:15 Shows that the number of disciplinary actions taken against an employee in a year by company. There were only 10% employees against whom only one or two times disciplinary actions are taken. 90% of employees were well disciplined and there were no any disciplinary action taken against them.

Table 5:16

Employees opinion about morale.

NO.	Point	Yes	No
1	Help to Co. workers.	20	00
2	Opinion on employee morale increases productivity.	20	00

Table 5:16 shows two points weather an employee will co-operate to its co-workers and their opinion about weather employees high morale will increase productivity. The employees response is 100% favorable. All the employees were help their co-workers and all of them were think that if employees morale is high the productive will be high.

Table 5:17

Employers Opinion about Morale Grievances & Discipline.

No.	Point	Response
1	Efforts taking for building employees morale.	Yes
2	Whether employees satisfied in grievance procedure.	Yes
3	Whether employees following morale.	Yes
4	Satisfied about employees discipline.	Yes
5	Whether the industrial relations are good.	Yes
6	Number of times taking disciplinary actions against an employee in a year.	1 to 5

Table 5:17 shows employers opinion about morale grievances & discipline. There are six questions and employers reply is positive and in favor of employees & companies future.

Reference:

1. Dale Yoder-“Handbook of personnel management & Industrial Relation.”
2. Dale S. Beach-“Personnel –A management of people at work”
3. Dale Yoder- “Personnel management & Industrial Relation.”
4. A. M. Sarma- “Personnel & H. R. M.”
5. A. M. Sarma- “Personnel & H. R. M.”