

DEPARTMENT OF COMMERCE

D. P. VIPRA COLLEGE



ORGANIZATION BEHAVIOUR

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MORALE AND STRESS MANAGEMENT

MORALE

Two ways to define morale:

- Morale is a mental state which indicates willingness or unwillingness to work.
- Morale is a barometer of individuals attitudes towards their superiors, peers, subordinates, job, organization and work environment etc.

According to William Spriegel," morale is the co-operative attitude or mental health of people who are related to each other on some basis."

According to Kahn & Katz," it is a combination of attitudes towards the company, job and immediate superior."

NATURE OF MORALE

- Morale is always related with human beings, it has nothing to do with non-living things.
- Morale is a psychological phenomenon. It is concerned with inner feelings of individuals.
- Morale is intangible, it cannot be seen. However, it can be measured approximately by some methods.
- Morale is multi-dimensional in nature. It is a reflection of the impact of a mixture of factors.
- Morale is mental state, attitudes, feelings or sentiments of individuals.

- Morale is of dynamic nature.
- Morale building is a continuous process.
- Morale is an individual as well as a group phenomenon.
- Morale is a comparative concept.
- Morale building is a long term exercise.
- Morale is different from motivation. Morale is an end, motivation is a means to achieve higher morale.
- High morale may not always lead to higher productivity or vice-versa.
- Morale can be measured by observing the behaviour of the employees, getting questionnaires filled up from them, asking verbal questions from them or analysing the records of the company's performance.

FACTORS INFLUENCING MORALE

External factors

- Personality of the employee
- Perception of the employee
- Family background of the employee
- Inter-personal relationships of the employee
- government's policy

Internal factors

- Management policies
- Nature of supervision
- Nature of work
- Working condition
- Salary structure
- Distribution authority
- Leadership style

- Social and cultural background of the employee
- Marital life of the employee
- General health of the employee
- Attitude of the trade unions
- Feelings of the customers
- Image of the organisation in the society

- Nature of incentives
- Sympathy towards employees
- Integration between
Organisational goals &
individuals goals

SIGNIFICANCE OF MORALE

- better utilization of resources
- Lesser cost of operations
- Higher feeling of cooperation
- Higher enthusiasm and self confidence
- Lesser accidents
- Better discipline
- Lesser absenteeism and labour turnover
- Higher faith in management
- Higher loyalty towards organisation

MEASUREMENT OF MORALE

Measuring morale is a tough task. Though it is almost impossible to accurately measure the degree of morale, it can be approximately measured by the help of the following methods provided the employees co-operate and come out with their true feelings.

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QUESTIONNAIRES

QUESTIONNAIRE

Very often

☐

Often

☐

Sometimes

☒

Rarely

☐☐

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RELATIONSHIP BETWEEN MORALE AND PRODUCTIVITY

- Generally it is considered that there is a direct relationship between Morale and Productivity. It is assumed that the person having high morale will have high productivity but this is not always true.
- An increase in 20% morale does not guarantee 20% increase in productivity. An increase in morale may lead to favorable or unfavorable shift in productivity as morale is just one factor which influences productivity. Therefore there may be chance that high morale related to low productivity and low morale related to high productivity. There are four types of Relationship between morale and productivity.

STRESS MANAGEMENT

Stress management consists of making changes to your life if you are in a constant stressful situation, preventing stress by practicing self-care and relaxation and managing your response to situations when they do occur.

IMPORTANCE OF STRESS

MANAGEMENT

1. Enables you to motivate employees better:-

Stress affects the morale of employees and hence their performance in the workplace. It not only affects the individual but the business also. Stress demotivates your employees which causes the increase in absenteeism and employee turnover. By using good stress management skills you can boost your employee morale which motivates and keeps them focused on their jobs and performance.

2. Improves productivity in the stressful situation:-

When the employee morale is high and remains intact with the workplace relationship. It improves the employee productivity. By using good stress management skills, there will be very less chance of customer complaints or poor decision making even in the most stressful situations.

3. Enables you to lead people in tough times:-

When employees feel stress they look to you for guidance and direction. Some of the employees may seek help from you by discussing their issues one to one. By using good stress management skills and identifying the stressful issues correctly, you will be able to lead in tough times.

4. Reduces chances of workplace conflicts:-

Conflict at the workplace is very common and occurs due to differences in opinions, personalities and increased level of stress. It breaks the relationships and weakens the overall culture. However, effective stress management skills prevent such distractions, builds teamwork and makes everyone life easier.

5. Decreases chances of unethical issues:-

Unethical issues often rear its ugly head during the time of high stress. There have been times when people have used this practice for shortcut purposes. During that time people start blame game and point fingers to others. However, good stress management skills provide ethics and stress seminars to reduce the chances of unethical practices.

6. Increases the chances of meeting deadlines:-

When stress increases employees become distracted depending upon the source of a stressor. As a result of which they don't perform up to the expected level and miss deadlines. However, good stress management skills help them to identify the stressors before they become an issue and ensure that business should run smoothly.

7. Improves communication process:-

When stress levels are high, there is a negative effect on communication. Employees won't discuss about jobs between individuals. Instead, they look for managers to discuss the company issues or problems. However, an effective stress management skill helps to identify a problem and resolve it, which strengthens the communication process.

CONSEQUENCES OF STRESS

- Stress can have a number of consequences. As we already noted, if the stress is positive, the result may be more energy, enthusiasm, and motivation. Of more concern, of course there are the negative consequences of stress. We see that stress can produce individual consequences and organizational consequences.
- We should first note that many of the factors listed are obviously interrelated. For example, alcohol abuse is shown as an individual consequence, but it also affects the organization the person works for. An employee who drinks on the job may perform poorly and create a hazard for others. If the category for a consequence seems somewhat arbitrary, be aware that each consequence is categorized according to the area of its primary influence.

INDIVIDUAL CONSEQUENCES

The individual consequences of stress, then, are the outcomes that mainly affect the individual. The organization also may suffer, either directly or indirectly, but it is the individual who pays the real price. Stress may produce behavioural, psychological, and medical consequences.

Behavioral Consequence:

The behavioral consequences of stress may harm the person under stress or others. One such behavior is smoking. Research has clearly documented that people who smoke tend to smoke more when they experience stress. There is also evidence that alcohol and drug abuse are linked to stress, although this relationship is less well documented.²⁸ Other possible behavioral consequences are accident proneness, violence, and appetite disorders.

Psychological Consequences:

The psychological consequences of stress relate to a person's mental health and well-being. When people experience too much stress at work, they may become depressed or find themselves sleeping too much or not enough. Stress may also lead to family problems and sexual difficulties.

Medical Consequences:

The medical consequences of stress affect a person's physical well-being. Heart disease and stroke, among other illnesses, have been linked to stress. Other common medical problems resulting from too much stress include headaches, backaches, ulcers and related stomach and intestinal disorders, and skin conditions such as acne and hives.

ORGANIZATIONAL CONSEQUENCES

Clearly, any of the individual consequences just discussed can also affect the organization. Other results of stress have even more direct consequences for organizations. These include decline in performance, withdrawal, and negative changes in attitudes.

Performance:

One clear organizational consequence of too much stress is a decline in Performance For operating workers, such a decline can translate into poor-quality work or a drop in productivity. For managers, it can mean faulty decision making or disruptions in working relationships as people become irritable and hard to get along with.

Withdrawal:

Withdrawal behaviours also can result from stress. For the organization, the two most significant forms of withdrawal behaviour are absenteeism and quitting. People who are having a hard time coping with stress in their jobs are more likely to call in sick or consider leaving the organization for good. Stress can also produce other, more subtle forms of withdrawal. A manager may start missing deadlines or taking longer lunch breaks. An employee may withdraw psychologically by ceasing to care about the organization and the job. As noted above, employee violence is a potential individual consequence of stress. This also has obvious organizational implications as well, especially if the violence is directed at an employee or at the organization in general.

Attitudes

Another direct organizational consequence of employee stress relates to attitudes. As we just noted, job satisfaction, morale, and organizational commitment can all suffer, along with motivation to perform at high levels. As a result, people may be more prone to complain about unimportant things, do only enough work to get by, and so forth.

COPING STRATEGIES FOR STRESS

Coping (Psychology):

In conscious effort to solve personal and interpersonal problems, and seeking to master, minimize or tolerate stress or conflict. psychology, coping is expending

Psychological coping mechanisms are commonly termed coping strategies or coping skills.

TYPE OF COPYING STRATEGY:

1. appraisal-focused:

Directed towards challenging one's own assumptions, adaptive cognitive."occur when the person modifies the way they think, for example: employing denial, or distancing oneself from the problem. People may alter the way they think about a problem by altering their goals and values, such as by seeing the humour in a situation: "some have suggested that humour may play a greater role as stress moderator among women than men

2. problem-focused:

Directed towards reducing or eliminating a stressor, adaptive behavioural People using problem-focused strategies try to deal with the cause of their problem. They do this by finding out information on the problem and learning new skills to manage the problem. Problem-focused coping is aimed at changing or eliminating the source of the stress. The three problem-focused coping strategies identified by Folk man and Lazarus are taking control, information seeking, and evaluating the pros and cons.

3. emotion-focused:

Directed towards emotions, changing one's own emotional reaction. involve releasing pent-up distracting oneself, managing hostile feelings, meditating or using systematic relaxation procedures. Emotion-focused coping "is oriented toward managing the emotions that accompany the perception of stress

THANK YOU
