

UNIT-III

Training and Development

Introduction

Organisation and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organisation through human resource development. Employee training is the important sub-system of human resource development. Employee training is a specialised function and is one of the fundamental operative functions for human resources management. **Human Resources are the most important resources of any organization. Trained Employee is a price less stone.**

Meaning

After an employee is selected, placed and introduced he or she must be provided with training facilities. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is a short-term educational process and utilising a systematic and organised procedure by which employees learn technical knowledge and skills for a definite purpose. Dale S. Beach define the training as “... **the organized procedure by which people learn knowledge and/or skill for a definite purpose. In other words training improves, changes, moulds the employee’s knowledge, skill, -behaviour, aptitude, and attitude towards the requirements of the job and organization**”. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organisation, to acquire and apply the knowledge, skills, abilities and attitudes needed by a particular job and. organisation. Thus, training bridges the differences between job requirements and employee’s present specifications

Training is the art of increasing knowledge & skills of an employee for doing a particular job. (By Flipppo)

Objectives of Training

Generally line managers ask the personnel manager to formulate the training policies. The personnel Manager formulates the following training objectives in keeping with the Company’ **goals and objectives:**

- a. To prepare the employee both new and old to meet the present as well as the changing requirements of the job and the organisation.
- b. To prevent obsolescence.
- c. To impart the new entrants the basic knowledge and skill they need for an intelligent performance of definite job.
- d. To prepare employees for higher level tasks.
- e. To assist employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- f. To build up a second line of competent officers and prepare them to occupy more responsible positions.
- g. To broaden the minds of senior managers by providing them with opportunities for an interchange of experiences within and outside with a view to correcting the narrowness of outlook that may arise from over specialisation.
- h. To develop the potentialities of people for the next level job.
- i. To ensure smooth and efficient working of a department.
- j. To ensure economical output of required quality.
- k. To promote individual and collective morale, a sense of responsibility, co-operative attitudes and good relationships.

A training programme has the following advantages. They are

ADVANTAGES TO THE COMPANY:

1. **Increased efficiency of employees:** An effective training programme can make the employees of the company work in an effective manner. With training people gain confidence and this confidence is seen in the output and results.
2. **Reduced supervision:** An employee needs to be supervised when he works. When the employee has got sufficient training the amount of supervision required is less as mistakes are less. This reduces the workload of the supervisor.

3. **Less amount of wastage:** The amount of wastage by an employee is reduced a lot due to training and therefore if we take an account of the amount of wastage we find that the company has saved a lot of money.
4. **Reduced turnover:** Proper training improves chances of obtaining promotions and employees are happy because they have better opportunities. Due to this their chance of leaving their current job reduces greatly thereby reducing labour turnover in the company.
5. **Helps new employees in the organization:** Training always benefits employees whether old or new. In case of new employees, training helps them a lot. This is because new employees may not be aware of the functioning of the organization and training helps them to gain knowledge and insight into the working of the company.
6. **Better labour –management relations:** Labour – management relations are very essential for any organization. When companies introduce training programmes and prepare employees for future jobs and promotions they send out a message to the unions that they are interested in employee welfare. Due to this the unions also adopt a positive attitude and labour- management relations improve.

ADVANTAGES TO THE EMPLOYEE:

1. **Self-confidence:** Training leads to increase in employee self-confidence. The person is able to adjust to his work environment and doesn't feel humiliated in front of his seniors. This confidence leads to chances of better efforts in the future from the employees.
2. **Increased motivation levels:** Training brings positive attitude among employees and increases the motivation levels of the employees in the organization, thereby improving the results of the organization.
3. **High rewards:** An effective training programme helps an employee to take the benefit of the rewards systems and incentives available in the company. Thus the employee is able to get these rewards, which in turn increases his motivation levels.
4. **Group efforts:** An effective training programme not only teaches an employee how to do his work but also trains him to work as a part of the group. Thus training programmes improve group efforts.
5. **Promotion:** Effective training programmes increase performance and increase the chances of obtaining promotions. Many employees even opt for certain programmes so that they can help the employee to improve his chances of promotions and obtaining higher positions in the organization.

Difference Between Training, Education and Development

- i. While **training** is the act of imparting a special skill to a person, **education** is a process of systematic learning something in an institution. These two are so closely intertwined that with the passage of time the difference between training and education is getting increasingly blurred. Nevertheless, these two terms are different in their nature and orientation. These two terms are highly juxtaposed by the people. To know the basic distinguishing points of these two terms are-

Comparison Chart

Basis for Comparison	Training	Education
Meaning	The process of inculcating specific skills in a person is training.	Theoretical learning in the classroom or any institution is education.
What is it?	It is a method of skill development.	It is a typical form of learning.
Based on	Practical application	Theoretical orientation
Perspective	Narrow	Wide
Involves	Job experience	Classroom learning
Term	Short term	Comparatively long term
Prepares for	Present job	Future job
Objective	To improve performance and productivity.	To develop a sense of reasoning and judgement.

Basis for Comparison	Training	Education
Teaches	Specific task	General concepts

Though with the changing environment, the approach towards training and education is also getting changed. Normally, it is presumed that every employee who is going to take training, has got some formal education. Moreover, it is also true that there is no training program which is conducted without education.

Education is more important for the employees working on a higher level as compared to the low-level workers. Although education is common for all the employees, regardless of their grades. So, the firms should consider both the elements, at the time of planning their training program because there are instances when the employees need to take decisions themselves regarding their work, where education is as important as training.

Training Vs Development

There are two principal functions of the Human Resource Management i.e. Training and Development. Both the activities aim at improving the performance and productivity of the employees. **Training** is a program organised by the organisation to develop knowledge and skills in the employees as per the requirement of the job. Conversely, **Development** is an organised activity in which the manpower of the organisation learn and grow; it is a self-assessment act. Now let's start understanding the difference between training and development in human resource management (HRM), in tabular form

Basis for Comparison	Training	Development
Meaning	Training is a learning process in which employees get an opportunity to develop skill, competency and knowledge as per the job requirement.	Development is an educational process which is concerned with the overall growth of the employees.
Term	Short Term	Long Term
Focus on	Present	Future
Orientation	Job oriented	Career oriented
Motivation	Trainer	Self
Objective	To improve the work performances of the employees.	To prepare employees for future challenges.
Number of Individuals	Many	Only one
Aim	Specific job related	Conceptual and general knowledge

After the recruitment and selection, the induction of the new employees is done in which they get introduced to the new working conditions, after that they go for training in which they get to learn many things which are the necessary requirements of the job. Whatever they learn from the training are verified by taking a follow-up, in which it is examined that whether the training program is helpful for the recruits or not.

After they become the actual employees of the organization, they get many opportunities for their development, like if the manager teaches the new employees something related their work, so the new employees get a chance to share their experiences or if he gets a specific task in which he has to compete himself then also he gets a chance to know his potential and so there are the instances when the employee gets an opportunity to develop himself mentally or physically for his unseen future. Development is all about building the personality and attitude of the employee for facing future challenges. So they both are vital for an employee, whether new or existing?

Steps in setting up a Training and Development process

An effective training program is built by following a systematic, step-by step process. Training initiatives that stand alone (one-off events) often fail to meet organizational objectives and

participant expectations. In today's post we outline the five necessary steps to creating an effective program.

1) Assess Training Needs: The first step in developing a training program is to identify and assess needs. Employee training needs may already be established in the organization's strategic, human resources or individual development plans. If you're building the training program from scratch (without predetermined objectives) you'll need to conduct training needs assessments.

2) Set Organizational Training Objectives: The training needs assessments (organizational, task & individual) will identify any gaps in your current training initiatives and employee skill sets. These gaps should be analyzed and prioritized and turned into the organization's training objectives. The ultimate goal is to bridge the gap between current and desired performance through the development of a training program.

3) Create Training Action Plan: The next step is to create a comprehensive action plan that includes learning theories, instructional design, content, materials and any other training elements. Resources and training delivery methods should also be detailed. While developing the program, the level of training and participants' learning styles need to also be considered.

4) Implement Training Initiatives: The implementation phase is where the training program comes to life. Organizations need to decide whether training will be delivered in-house or externally coordinated. Program implementation includes the scheduling of training activities and organization of any related resources (facilities, equipment, etc.). The training program is then officially launched, promoted and conducted. During training, participant progress should be monitored to ensure that the program is effective.

5) Evaluate & Revise Training: As mentioned in the last segment, the training program should be continually monitored. At the end, the entire program should be evaluated to determine if it was successful and met training objectives. Feedback should be obtained from all stakeholders to determine program and instructor effectiveness and also knowledge or skill acquisition. Analyzing this feedback will allow the organization to identify any weaknesses in the program. At this point, the training program or action plan can be revised if objectives or expectations are not being met.

Design and development of the training program

Every company has a specific training procedure, depending upon its requirements. A general training procedure is explained below along with diagram
Process/procedure of training
Determining training need of employee
Select a target group for training
Preparing trainers
Developing training packages
Presentation
Performance
Follow up

1. Determining training needs of employee :- In the very 1st step of training procedure, the HR department, identifies the number of people required training, specific area in which they need training, the age group of employee, the level in organization etc. in some cases the employee may be totally new to the organization. Here the general introduction training is required. Some employees may have problems in specific areas; here the training must be specific. This entire information is collected by HR department.

2. Selecting target group: - Based on information collected in step 1 the HR department divides employee into groups based on the following. Age group i. The area of training ii. Level in the organization iii. The intensity of training etc.

3. Preparing trainers: - Once the employees have been divided into groups, the HR department arranges for trainers. Trainers can be in house trainers or specialized trainers from outside. The trainers are given details by HR department, like number of people in group, their age, their level in organization, the result desired at the end of training, the area of training, the number of days of training, the training budget, facilities available etc.

4. Preparing training packages:- Based on the information provided by trainers, he prepares entire training schedule i.e. number of days, number of sessions each day, topics to be handled each day, depth of which the subject should be covered, the methodology for each session, the test to be given for each session, handout/printed material to be given in each session.

5. Presentation: - On the first day of training program the trainer introduces himself and specifies the need and objective of the program and then actually starts the program. The performance of each employee is tracked by the trainer and necessary feedback is provided.

6. **Performance:** - At the end of training program the participants reports back to their office or branches. They prepare report on the entire training program and what they have learned. They the start using whatever they have learned during their training. Their progress and performance is constantly tracked and suitable incentives are given if the participant is able to use whatever he has learned in training.

7. **Follow up:** - Based on the employee performance, after training, the HR department is able to identify what is exactly wrong with training program and suitable correction is made.

Evaluation of Training and Development Programme

Effectiveness of training programs are constantly evaluated by the company to find if the money, they have invested has been spend properly or not. Training programs can be evaluated by asking following questions.

a) Has change occurred after training?

b) Is the change due to training?

c) Is the change positive or negative?

d) Will the change continue with every training program? A training program should give following resulting changes.

1. **Reaction :-** Reaction refers to attitude of employee about the training, whether the employee considers training to be +ve or –ve one. If reaction are +ve then people have accepted the program and changes will be possible.

2. **Learning :-** Another method of judging effectiveness is to identify levels of learning i.e. how much the people have learnt during the training. This can be found out by trainers mark sheet, the report submitted by the employee, and actual performance.

3. **Behavior :-** The HR department needs to understand behavior of the employees, to understand the effectiveness of training. The behavioral change can be seen in how the person interacts with juniors, peer groups and seniors. They mark change in behavior and inform the HR department of the success of training program.

4. **Result :-** Results provided by employee in monetary terms also determines effectiveness of training program i.e. employee success in handling the project, the group performance before and after training etc.

5. Effectiveness of training program must lead to i). Increase in efficiency of worker ii). Reduction in labour turnover iii). Increase in discipline iv). Reduction in wastage and therefore cost of production v. Proper care of tools and equipments vi). Employee development in career terms vii). Overall efficiency in the company.

What is mentoring?

“Mentoring is advising, teaching, counseling and role modeling. Formal mentoring matches a senior or more experienced person—the mentor—to a junior or less experienced person—the mentee.

Mentors focus on a mentee’s achievements, success in school and preparation for the workforce through a one-to-one relationship that is non-threatening and non-judgmental to both parties. It is a relationship that changes over time as each grows, learns, and gains experiences in the relationship.”

The Learning Organization

The term "learning organization", not to be confused with organizational learning, was popularized by Peter Senge. It describes an organization with an ideal learning environment, perfectly in tune with the organization's goals. Such an organization is a place "where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole (reality) together." (Senge 1992).

The learning organization encourages to a more interconnected way of thinking. Such organization becomes more like a community for which employees feel a commitment to. Employees work harder for the organization since they are committed to it.

Characteristics of learning Organization

1. There exists a shared vision which everyone agrees on.

2. People discard their old ways of thinking and the standard routines they use for solving problems or doing their jobs.

3. Members think of all organizational processes, activities, functions, and interactions with the environment as part of a system of interrelationships.

4. People openly communicate with each other (across vertical and horizontal boundaries) without fear of criticism or punishment.

5. People sublimate their personal self interest and fragmented departmental interest to work together to achieve the organization's shared vision.

Benefits of a learning organization

A learning organization does not rely on passive or ad hoc process in the hope that organizational learning will take place through chance or as a by-product of normal work. A learning organization actively promotes, facilitates, and rewards collective learning. The main benefits of a learning organization are as follows.

- Maintaining levels of innovation and remaining competitive
- Being better placed to respond to external pressures
- Having the knowledge to better link resources to customer needs
- Improving quality of outputs at all the levels
- Improving the corporate image of the organization by becoming more people oriented
- Increasing the pace of change within the organization

Introducing Knowledge Management

Knowledge management is essentially about getting the right knowledge to the right person at the right time. This in itself may not seem so complex, but it implies a strong tie to corporate strategy, understanding of where and in what forms knowledge exists, creating processes that span organizational functions, and ensuring that initiatives are accepted and supported by organizational members. Knowledge management may also include new knowledge creation, or it may solely focus on knowledge sharing, storage, and refinement.

Knowledge management is responsible for understanding:

- What your organization knows.
- Where this knowledge is located, e.g. in the mind of a specific expert, a specific department, in old files, with a specific team, etc.
- In what form this knowledge is stored e.g. the minds of experts, on paper, etc.
- How to best transfer this knowledge to relevant people, so as to be able to take advantage of it or to ensure that it is not lost. E.g. setting up a mentoring relationship between experienced experts and new employees, implementing a document management system to provide access to key explicit knowledge.
- The need to methodically assess the organization's actual know-how the organization's needs and to act accordingly, e.g. by hiring or firing, by promoting specific in-house knowledge creation, etc.

Direction and Supervision

Scope of direction clearly pinpoints that it is heart and soul of management. Without direction managerial functions may crumble like pack of cards. It is the direction which provides impetus to all managerial functions.

For **supervision** to apply there must be someone overseeing another person doing the work to ensure that they are actually doing it and that the work is being done correctly to the required standard. Supervision can also involve aiding or assisting someone to develop their skills and knowledge.

“**Direction** involves someone making another person do their work in a certain way, generally by providing instructions, guidance and advice as to how the work is to be done. Someone providing direction will often coordinate how the work is done as it is being undertaken.

“**Control** is where you have someone dictating what work a person does and how they should go about doing that. This also includes the power to move the worker from task to task as priorities change.

Difference Between Direction And Supervision

Direction: It is a wider term including supervision. The other elements of direction are motivation, leadership, communication and coordination.

Supervision: It is one of the elements of direction.

Direction: The directing function is important at all level of management.

Supervision: It is very important activity at the operating level of management.

Direction: Direction may take place with or without face to face contact.

Supervision: Supervision involves face to face contact between superiors and subordinates.

Meaning

Directing as a function of management, refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives. It does not mean only instructions but also includes supervising the employees when they are performing the job, motivating them to perform more efficiently and leading them towards the achievement of organisational goal.

Features :

1. **Directing initiates action :** The other functions of management prepare a setting for action, but directing initiates action in the organisation.
2. **Directing takes place at every level of Management :-** Every manager from top executive to supervisor performs the function of directing.
3. **Directing is a continuous process** of supervision, communication, leadership and motivation. It takes place throughout the life of the organisation.
4. **Directing flows from top to bottom :-** It is initiated at the top level and flows to the bottom through organisational hierarchy.

Importance :

1. **Initiates Action :** It helps to initiate action by the people in the organisation towards attainment of desired objectives. The employees start working only when they get instructions and directions from their superiors. It is the directing function which starts actual work to convert plans into results.
2. **Integrates Employee's Efforts :-** All the activities of the organisation are interrelated so it is necessary to coordinate all the activities. It integrates the activities of subordinates by supervision, guidance and counselling.
3. **Means of motivation :** It motivates the subordinates to work efficiently and to contribute their maximum efforts towards the achievement of organisational goals.
4. **Facilities change :** Employees often resist changes due to fear of adverse effects on their employment and promotion. Directing facilitates adjustment in the organisation to cope with changes in the environment.
5. **Stability and balance in the organisation :** Managers while performing directing function instruct, guide, supervise and inspire their subordinates in a manner that they are able to strike a balance between individual and organisational interests.

1. **Supervision** - It means observing the subordinates at work to see that they are working in accordance with plans and to help them in solving their problems. The important thing in supervision is that it involves face to face contact between superiors and subordinates. Supervisor's position is immediately above the worker.

2. **Motivation** - It is systematic process of generating enthusiasm among employees to dedicate their best of efforts to the enterprise.

3. **Leadership** - It is the quality of behaviour by which an individual guides and directs the activities of his subordinates. He leads, guides and directs the activities of his subordinates. He leads the group efforts towards attaining the objectives of the business.

4. **Communication** : It is the process of exchange of information between two or more persons to reach common understanding.

I. Importance of Supervision / Role of a Supervisor / Functions

1. **Link between workers and management** because the supervisor explains management policies to worker and brings workers problems to the notice of the management.

2. **Ensures issuing Instructions** : To make sure that the instructions are communicated to each and every employee.

3. **Facilities Control** : Control means match between actual and planned output. It ensures checking on the methods in use and progress of work according to planned schedule.

- 4. Maintenance of discipline :** The strict supervision and guidance of supervisor encourages the employees and workers to be more disciplined in the activities. Under the guidance of superior the workers follow a fixed or strict time table and execute the plans in right directions.
- 5. Feedback :** The supervisors are directly dealing with the subordinates. As a result, feedback in the form of suggestions, grievances keep coming to the management. It improves quality management decisions and revision of plans & policies.
- 6. Improved Motivation :** A supervisor with good leadership qualities can build up high morale among workers. The relationship with the supervisor is a very good incentive to improve the motivation level of the employees while guiding the employees, the supervisors encourage the subordinates to perform to their best capacities.
- 7. Optimum utilisation of resources :** All the activities are under the observation of supervisor so less wastage and optimum utilisation of resources is possible.

Motivation :-

Meaning :- It is the process of stimulating people to act to their best ability to accomplish desired goals. Motivation means inspiring the employees to work with greater enthusiasm and more efficiency for the accomplishment of the objectives of the enterprise. It involves arousing needs and desires in people as to initiate and direct their behaviour in a purposive manner.

Features

- 1. Psychological Phenomenon :** Motivation is an internal feeling which means it can not be forced on employees. The internal feeling such as need, desire, aspiration etc. influence human behaviour to behave in a particular manner.
- 2. Goal Directed Behaviour :** It induces people to behave in such a manner so that they can achieve their goals. A motivated person works towards the achievement of desired goals.
- 3. Motivation can be either positive or Negative :** Positive motivation means inspiring people to work better and appreciating a work that is well done. Eg. pay increase promotion recognition. Negative motivation means forcing people to work by threatening or punishing them. e.g. issue of memo, demotion, stopping increments etc.
- 4. Complex Process :** It is a complex and difficult process. Individuals differ in their needs and wants and moreover human needs change from time to time.
- 5. Continuous Process :** Human needs are unlimited and so they keep on changing continuously, satisfaction of one need gives rise to another. As soon as one need is satisfied another need arises. So managers have to continuously perform the function of motivation.

Maslow's Need Hierarchy-Theory of Motivation:- Maslow's Theory focuses on the needs as the basis for motivation. It classified human needs into the following five categories. It helps managers to realise that need level of employees should be identified to provide motivation to them. It is based on the following assumptions:

- (i) People's behaviour is based on their needs
- (ii) People's needs are in hierarchical order.
- (iii) A satisfied need can no longer motivate a person.
- (iv) A person moves to the next higher level of hierarchy only when the lower need is satisfied.

Job Satisfaction

The feelings people have toward their job. It is probably the most important job attitude and denotes how satisfied an employee is at his work. A person with high job satisfaction appears to hold generally positive attitude, and one who is dissatisfied holds negative attitude towards their job.

Job satisfaction is the level of contentment employees feel about their work, which can affect performance. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees.

Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits.

Important Factors

Typically, five factors can be used to measure and influence job satisfaction:

1. Pay or total compensation

2. The work itself (i.e., job specifics such as projects, responsibilities)
3. Promotion opportunities (i.e., expanded responsibilities, more prestigious title)
4. Relationship with supervisor
5. Interaction and work relationship with coworkers

Organizational Commitment

Organizational commitment is the emotional or psychological attachment people have toward the company they work for. A highly committed employee identifies completely with the organizations' objectives and is willing to put in whatever effort it takes to meet them. Such an employee will be willing to remain with the organization and grow with it.

Factors Contributing to Job Satisfaction and Organizational Commitment

Employees tend to associate satisfaction and commitment in jobs with certain characteristics.

Nature of Job - Employees are satisfied and committed when they feel that their job provides the ability to use their inherent skills, having autonomy at work, performing a seemingly significant task, having healthy feedback mechanism, etc. Employees also tend to be more satisfied when their jobs help them build new skills and improve themselves.

Job Fitment - It is the degree to which an employee's personal beliefs, values and goals are in synergy with those of the organization. An employee who sees a healthy synergy will remain satisfied and committed.

Organizational Justice - Every individual likes to be treated fairly in all situations. This also applies to the workplace and plays a big role in creating and sustaining satisfaction and commitment levels. How fair the company policies are, how fairly the management and superiors treat the employees and how fair is the compensation an employee receives in return for his contribution, are some factors.

Work Relationships - Another major influencer of an employee's satisfaction and commitment is the relationship with juniors, peers and managers. Relationship refers to the way they are treated, whether they are socially accepted in the work group, how considerate is the manager, how fair he is towards the employees, etc.

Psychological Association - An employee who is emotionally attached with the organization will be satisfied and willing to commit himself to achieving the organizational objectives. It is the unspoken informal bond that silently plays a major positive influence.

MORALE

Employee morale is the relationship that a particular employee or a group of employees have with their work and the organization they work for. High employee morale means that employees are happy, and this is reflective in the kind of work they produce. On the other hand, low employee morale results in less productivity and pessimism among employees. It is important for every organization to continually keep employee morale high.

According to Dalton E. McFarland, morale is basically a group phenomenon. It is a concept that describes the level of favourable or unfavourable attitude of employees collectively to all aspects of their work—the job, the company, their tasks, working conditions, fellow workers, superiors and so on.

Nature of Employee Morale:

Morale represents a composite of feelings, attitudes, and sentiments that contribute to general feelings of satisfactions. It is a state of mind and spirit affecting willingness to work, which, in turn, affects organizational and individual objectives. It describes the overall group satisfaction.

1. High morale and low morale:

If the enthusiasm and willingness to work of a group is high, we can say morale is high and vice versa. Just as good health is essential for an individual, high morale is necessary for an organization. High morale represents an attitude of satisfaction with desire to continue and willingness to strive for the goals of the group. Under conditions of high morale, workers have few grievances, frustrations, and complaints. They are clear about the goals—individual and organizational—and are satisfied with human relations in the organization.

2. Morale versus motivation:

Morale should be distinguished from motivation. Although both are cognitive concepts, they are quite different. Morale is a composite of feelings, attitudes and sentiments that contribute to general feeling of satisfaction at the workplace. But motivation is something that moves a person to action.

It is a process of stimulating individuals to action to accomplish the desired goal. It is a function of drives and needs. Motivation is concerned with 'mobilization of energy', whereas morale is concerned with 'mobilization of sentiments'.

3. Morale affects productivity:

Morale has a direct effect on productivity. High morale leads to high productivity and low morale leads to low productivity.

4. Measurement of morale:

It is hard to measure morale directly as it is an intangible state of mind of the workers.

There are four methods which can be used for measuring the morale of the employee indirectly:

a. Observation:

The managers can measure the morale of the employees by keenly observing and studying their activities and behaviour. Since the manager is close to the scene of action, they can always find out unusual behaviours and report promptly. Observation is not a very reliable way of measuring morale.

b. Attitude or morale survey:

Survey helps to know the opinion of the employees either by direct interview or by questionnaires. Efforts are made to find out the view of employees about their job, co-workers, supervisors, and the organization.

c. Morale indicators:

Employee morale can be measured by examining company records regarding absenteeism, labour turnover, fluctuations in output, quality records, excessive waste and scrap, training records, accident rate, and the number of grievances filed.

d. Suggestion boxes:

Employees can be asked to put in their complaints, protests, and suggestions in suggestion boxes even without disclosing their identity. Morale generates long-term benefits such as improving the goodwill and increasing the productivity for the organization, and a satisfied employee is an asset to the organization.

Significance/Importance/Benefits of Morale:

Morale is an important part of organizational climate. It is a vital ingredient of organization success because it reflects the attitudes and sentiments of organizational members towards the organization, its objectives, and policies. Morale is the total satisfaction that employees derive from their job, their work group, their boss, their organization and their environment.

Benefits of High Morale:

Morale of employees must be kept high to achieve the following benefits:

1. Willing cooperation towards objectives of the organization.
2. Loyalty to the organization and its leadership or management
3. Good discipline—voluntary conformity to rules and regulations
4. High degrees of employees' interest in their jobs and organization
5. Pride in the organization
6. Reduction of rates of absenteeism and labour turnover
7. Happy employees are productive employees

Indicators of Low Morale:

Low morale indicates the presence of mental unrest. Such a situation will have the following adverse consequences;

1. High rates of absenteeism and labour turnover
2. Excessive complaints and grievances
3. Frustration among the workers
4. Friction among the workers and their groups
5. Antagonism towards leadership of the organization
6. Lack of discipline

Measures to Improve Morale:

Morale building is a continuous process which cannot be stopped even for a moment. Morale cannot be maintained at a high level forever. It is dynamic. Morale building may be done either on individual basis or on group basis. Morale building on group basis is always preferable. Group morale can be increased by understanding the group dynamics. It will automatically achieve the individual morale.

Following are the important steps to achieve high morale among employees:

1. Fair remuneration:

Remuneration should be fair and equitable since this is the most important factor affecting the employee morale. The basic and incentive pay plans should be fair.

2. Incentives:

Monetary and non-monetary incentives to the employees are important to motivate them. Employees can be offered extra perks to improve morale. These can include time off, the option to work from home, a flexible schedule, or simple recognition when work is well done.

3. Work environment:

The condition of work should be friendly for the employee's mental and physical well-being. Employees may be more concerned with intangible benefits, such as work- life balance and the atmosphere in the workplace.

4. Job satisfaction:

Well-placed employees take pride and interest in their work and feel satisfied.

5. Two-way communication:

Two-way communication (upward and downward) is necessary to know the sentiments of employees in the organization. Organization policies and programmes should be properly communicated to employees.

6. Training:

In this ever-evolving world of new technologies and ideas, employees need to stay up- to-date with developments in their field. Training gives psychological satisfaction to employees and improves their performance.

7. Worker's participation:

Workers must be consulted and taken into confidence whenever a change is to be introduced.

8. Social group activities:

These activities encourage employees to take on a community-service project together. Employees will likely enjoy the opportunity to give back to their local community. Management should encourage social group activities by the workers. This will help to develop greater group cohesiveness for building high morale.

9. Counselling:

Employee counselling helps the employees with their problems and complaints, and provides an opportunity to get back on track since the counsellor is impartial. It helps to reduce absenteeism and labour turnover. The release of emotional tension alone may serve to minimize dissatisfactions.

10. Treating employees with respect:

Treat employees with the courtesy and respect they deserve— say please and thank you. Ask about their weekend, and take an interest in projects that they are working on. Thus, an unhappy employee is an unproductive employee.

A company needs to pursue policies like the ones mentioned above to help its business become a more enjoyable place to work. Not only will employees start to look forward to their workdays, the organization will benefit from the new-found efficiency.