

## FACTORS AFFECTING MORALE OF THE MANAGEMENT TEACHERS

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### ABSTRACT

*Teachers' morale can be defined as the enthusiasm, confidence and willingness to perform in order to make the learning process effective for the students and to accomplish organizational goals. Employees with high morale work with positive attitude and feel confident, satisfied and motivated while performing their duties in the organization. On the contrast, employees with low morale experience frustration, dissatisfaction and pessimism. This research paper focused on identifying various factors affecting morale of management teachers. Various factors like top management support, workplace conditions, communication, rapport among colleagues, compensation system, rewards and recognition, workload, equitable treatment and students' feedback etc. affect teachers' morale. This research paper discovered various causes of low morale of management teachers and described the impact of National Education Policy, 2020 on morale of teachers. This research paper also provided a blueprint for building high morale among all the members associated with the institution. Providing good working conditions, sound compensation system, job security, work-life balance, growth opportunities organizations can boost morale level of employees and ensure their self-confidence, happiness and enthusiasm. This research paper has also mentioned four combinations of morale and productivity. In addition to the factors, blueprint, combinations, this research paper has also described classical, psychological and social approach of morale.*

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**Keywords:** *Morale, Enthusiasm, Confidence, Happiness, Satisfaction, Willingness, Management Teachers.*

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### Introduction

Quality education is the crucial ingredient for the development of nation at large. To ensure the availability of quality education, teachers play the most important role by creating curiosity, imparting knowledge and values, putting efforts to make learning process interesting and making the students competent enough so that they can capitalize every opportunity that comes their way. Teachers play role of a mentor, role model, advisor etc in a students' life and they are the ones who keep the zeal and enthusiasm for learning alive. It is a prerequisite that teachers have zeal, enthusiasm and willingness to teach in themselves so that they can develop zeal, enthusiasm and willingness to learn in the minds of the students.

The terms like zeal, enthusiasm, and willingness are related to "Morale". In other words, Morale is the feeling of enthusiasm, zeal, confidence and willingness to work.

**Edwin B. Flippo** defines morale as "A mental condition or attitude of individuals and groups, which determines their willingness to cooperate. Good morale is evidenced by employee enthusiasm, voluntary conformance with regulations and orders and willingness to cooperate with others in the accomplishment of an organization's objectives. Poor morale is evidenced by surliness, insubordination, a feeling of discouragement and dislike of the job, company and associates."

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According to **Dale S. Beach**, "Morale is the total satisfaction a person derives from his job, his work group, his boss, his organization and his environment. It is also affected by his personality structure. Morale pertains to the general feeling of well-being, satisfaction and happiness of people."

**Michael J. Jucius** provided a comprehensive definition of morale. According to him, "Morale as a state of mind or of a willingness to work which in turn affects individuals and organizational objectives." He explains it in detail by answering the following questions:

What is it? It is an attitude of mind, an esprit de corps, a state of well-being and an emotional force.

What does it do? It affects output, the quality of a product, costs, cooperation, discipline, enthusiasm, initiative and other aspects of success.

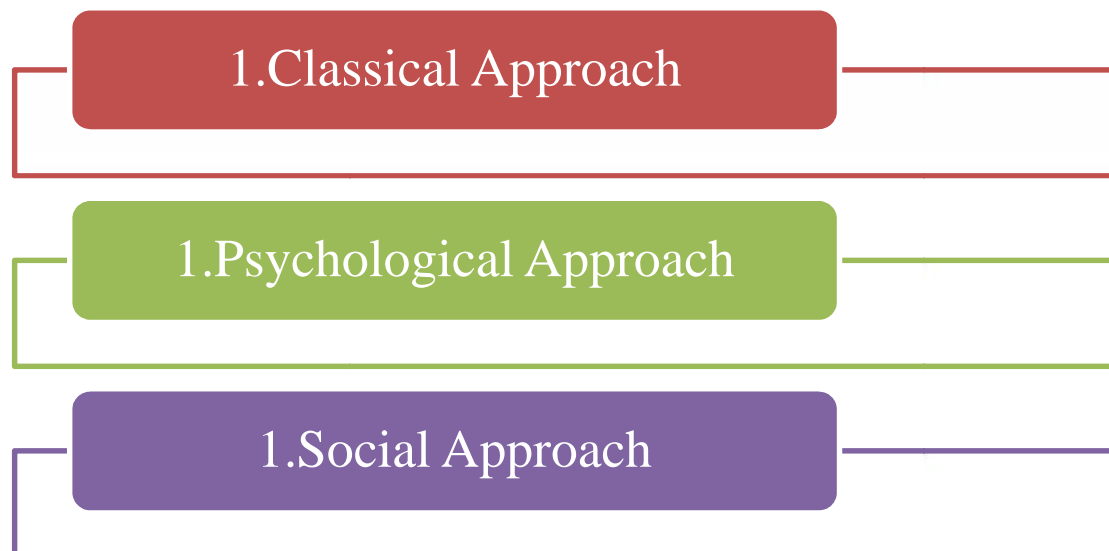
Where does it reside? It resides in the minds, attitudes and emotions of individuals themselves and in the reactions of their group.

Whom does it affect? It affects the employees and executives in their interactions. Ultimately it affects the consumers and the community.

What does it affect? It affects an employee's or group's willingness to work and cooperate in the best interests of the individuals or groups and the organizations for which they work.

### Approaches of Morale

There are three major approaches related to the concept of morale. These approaches are classical approach, psychological approach and social approach.



- **Classical Approach**

According to classical approach of morale, satisfaction of basic needs of employees can lead to high morale. In the words of **Robert M. Guion**, "Morale can be defined as an extent to which individual needs are satisfied and the extent to which an individual perceives that satisfaction stemming from total job satisfaction."

- **Psychological Approach**

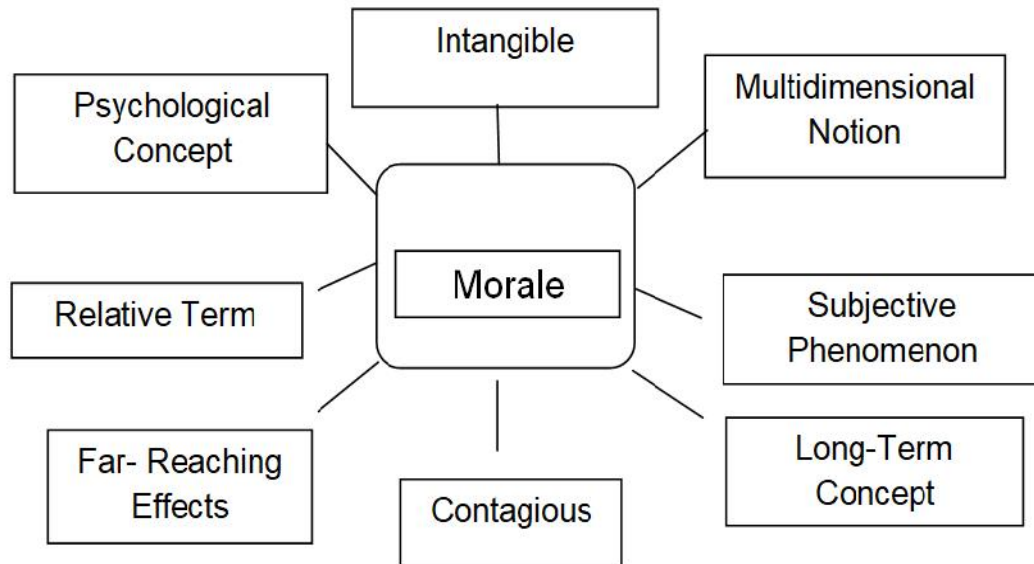
Psychological approach defines morale in the context of mental and emotional state of a person. According to **William R. Spiegel**, "Morale means the co-operative attitude or mental health of a number of people who are related to each other on some basis."

- **Social Approach**

According to social approach, morale is a group phenomenon and it facilitates people to be a part of group and society for the accomplishment of common goal. According to **E.F.L. Breach**, "Morale may be described as a readiness to co-operate warmly in the task and purposes of a given group organization."

### Characteristics of Morale

Morale is a sentiment which is related to willingness and enthusiasm to perform. Characteristics of morale are described below:



- **Psychological Concept**

Morale is related to the mental and emotional state of a person. It is a feeling of enthusiasm, willingness, hope, satisfaction, happiness and courage.

- **Multidimensional Notion**

The concept of morale involves several dimensions. In other words, it is a blend of various factors. Work environment, leadership, communication, financial and non-financial incentives, work-life balance, career advancement opportunities etc. are some of the factors that affect morale.

- **Relative Term**

Morale is viewed as a relative term because it can be specified with a degree like high, average or low. On one hand, High morale is evidenced by willingness, happiness, determination and confidence and on another hand, discouragement, stress, anxiety, high rate of absenteeism, high labour turnover, uneager towards work etc. are the signs of average or low morale.

- **Subjective Phenomenon**

Morale is a subjective term because it is based on or influenced by personal feelings, attitude and opinions. Impact of various factors of morale varies from individual to individual. For example, for some employees financial incentives increase their morale but it is also possible that some employees' morale level may be affected by non-financial incentives/ rewards or appreciation and not by financial incentives.

- **Far- Reaching Effects**

As morale is related to enthusiasm, willingness and confidence towards tasks assigned and accomplishing organizational objectives, it has a great influence on productivity, quality of work, commitment, sincerity, creativity and employee loyalty etc.

- **Long-Term Concept**

Building high morale and maintaining it at high level is an extensive process that requires continuous efforts. High morale cannot be built by transitory practices or initiatives by the organizations.

- **Intangible**

Morale is incapable of being perceived by the sense of touch and hence can be viewed as intangible. Morale is associated with feelings, self-confidence, emotional and mental state and attitude of individuals and reflected in employees' discipline, enthusiasm, satisfaction, and performance.

- **Contagious**

Morale is a contagious phenomenon. When an employee has high morale, he or she can transmit that happiness, willingness, enthusiasm and positive attitude to the people he or she works with. In contrast to this, when employee has low morale, he or she can only create a feeling of disappointment, discouragement, anxiety and negativity and may make the work environment full of toxicity.

Thus, Teachers' morale is of great concern as stress or work pressure is a part of this profession and requires perseverance, determination and continuous liveliness, passion and focus to survive and thrive as a professional in the field of education. Teachers' morale is important as it has its effects on performance of teachers and entire organization, students' learning, teachers' wellbeing, job satisfaction, loyalty, creativity, commitment etc.

### Review of Literature

Various studies have been conducted to identify various factors that affect morale of teachers. Few Studies are written below:

S.No	Author/ Authors' Name	Year	Topic	Findings of the study
1.	P.B Dekhtawala	1977	Teacher Morale Inventory	This instrument identifies following factors affecting Teachers' Morale: <ul style="list-style-type: none"> <li>• Individual characteristics</li> <li>• Behavioral Characteristics</li> <li>• Group Spirit</li> <li>• Attitude towards the job</li> <li>• Community Investment</li> </ul>
2.	Bentley and Remple	1980	Purdue Teacher Opinionnaire	According to Purdue Teacher Opinionnaire following are the factors that affect Teachers' Morale: <ul style="list-style-type: none"> <li>• Teacher Rapport with principal</li> <li>• Satisfaction with teaching</li> <li>• Rapport among Teachers</li> <li>• Teacher salary</li> <li>• Teacher Load</li> <li>• Curriculum Issues</li> <li>• Teacher Status</li> <li>• Community Support of Education</li> <li>• School facility and service</li> <li>• Community pressure</li> </ul>
3.	Jason D. Robinson	2010	A Dissertation titled The Leadership Effect: Teacher Morale Within Selected Schools In One Southeast Tennessee System	In this study teachers felt that effective leaders should possess the following characteristics in order to positively affect teacher morale: <ul style="list-style-type: none"> <li>• Strong communication skills (listening)</li> <li>• excellent character (integrity, sincerity, honesty)</li> <li>• caring, personable (friendly)</li> <li>• supportive, trustworthy, visionary, and a good manager of resources (organizational skills)</li> </ul> Teachers felt that leaders who possess the following characteristics negatively affect teacher morale: Dishonest, Disrespectful, Intimidating, Prideful, Rude, and Unfriendly.
4.	Dyna M Chambers	2015	Doctoral Study on the topic	Teachers identified support, leadership, and motivation as factors that influenced their morale. The factors causing low morale are

			Elementary School Teacher Perceptions of Factors Influencing Teacher Morale submitted in Walden University	turnover, heavy workload, stringent performance standards and lack of support. Positive reinforcement and appreciation are the important aspects of motivation.
5.	Nuzhat Jan and Mahmood Ahmad Khan	2015	Morale of Teachers Working in Various Higher Secondary Schools of Kashmir Division- A Comparative Study of Science and Arts Teachers.	In this study, the data was collected by administrating K. Venugopala Roa and D.B.Roa (1999) Teacher Morale Questionnaire. The factors studied were: <ul style="list-style-type: none"> <li>• Personality factors</li> <li>• Professional aspiration</li> <li>• Professional skill</li> <li>• School facilities</li> <li>• Environmental Impact</li> <li>• School Administration</li> <li>• Educational Administration</li> </ul>
6.	G.Lingaperumal and Dr.S.Rosita	2016	A Study on Factors Influencing Teacher Morale	The result of this study identified following factors that affect Teachers' Morale: <ul style="list-style-type: none"> <li>• Organizational climate and Infrastructural facilities</li> <li>• Self-Motivation</li> <li>• Salary and benefits</li> <li>• Growth and recognition</li> </ul>
7.	Abilupta Padmanathan Gohain and Manashee Gogoi	2016	Teacher Morale of Secondary School Teachers of Dibrugarh District.	The study included five factors of teachers' morale namely: <ul style="list-style-type: none"> <li>• Teacher Interpersonal Relationship</li> <li>• Teacher Involvement with Work</li> <li>• Teacher Security,</li> <li>• Working Conditions</li> <li>• Satisfaction with Teaching</li> </ul>
8.	Caroline Elaine Gadson	2018	A study conducted on Perceptions of Principal Leadership on Teacher Morale.	The study identified four factors that increase morale: <ul style="list-style-type: none"> <li>• Administrative Support and Trust</li> <li>• Recognition</li> <li>• Positive Relationships</li> <li>• Positive School Environment</li> </ul>
9.	Louis J. Lane, Don Jones, Glenn Richard Penny	2019	Qualitative case study of teachers' morale in a turnaround school	This study discovered following factors that affect Teachers' Morale: <ul style="list-style-type: none"> <li>• Powerlessness</li> <li>• Excessive Visitations</li> <li>• Loss of Confidence,</li> <li>• Ineffective Instructional Practices</li> <li>• Stress and Burnout</li> <li>• Ineffective Professional Development Opportunities</li> </ul>
10.	Aiswarya v Kumar and	2020	Employee Morale (EM)	In this study the level of employees' morale was analyzed by using five attributes:

	V.P.Velmurugan		And Its Impact on Employee Attitude (EA) In Self Financing Colleges of Kerala	<ul style="list-style-type: none"> <li>• Adjustment with the working hours &amp; Working condition</li> <li>• Relationship with the staff members and students</li> <li>• Encouragement of management in overall development of the employees</li> <li>• Provision of Job Security, Safety and welfare</li> <li>• Congenial workload and sensible remuneration</li> </ul>
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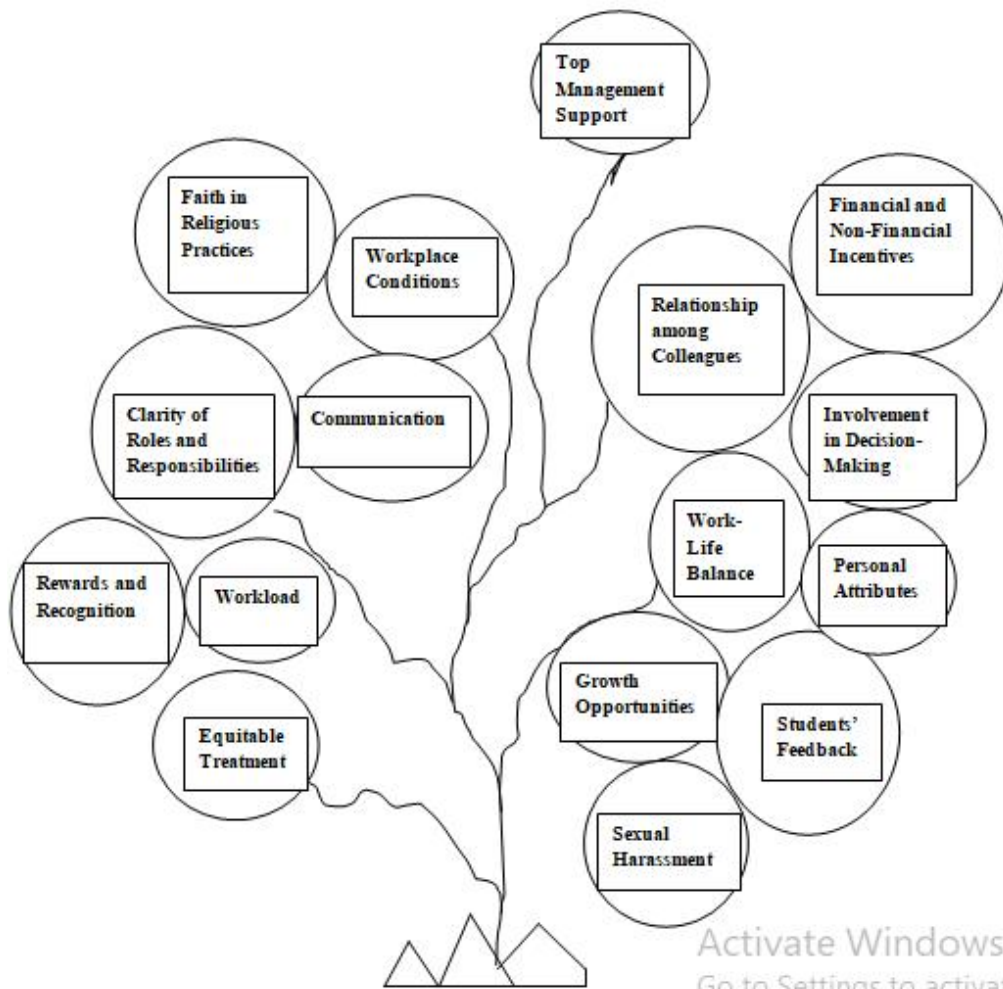
**Objectives**

The main objectives of this research paper are as follow:

- To identify the factors affecting teachers' morale.
- To discover various causes of low morale of management teachers.
- To provide a blueprint for increasing the morale level of management teachers.

**Factors Affecting Teachers' Morale**

There are various factors operating in the institution that exert influence on the willingness, enthusiasm and morale of the teachers. The major factors affecting teachers' morale are described below:



### Ñ **Top Management Support**

A crucial factor that affects teachers' morale is top management support. How an individual is being treated by the head of the institution determines the level of morale. A supportive and encouraging leader develops the feeling of confidence and enthusiasm among the members which create the will to perform. On the contrast, if the leader is discouraging in nature, it will make employees doubt their capabilities which in turn destroy the will to perform. **Brown & Wynn (2009)** in their study stated that Principal leadership is an important factor in determining teacher morale levels, especially in teachers new to the profession. They also concluded that the school principal is the single greatest influence over the culture of a school, and it is the school culture that has the greatest impact on teacher morale.

### Ñ **Workplace Conditions**

Employees generally perform with enthusiasm when good working conditions are providing to them. A clean and safe workplace with proper lighting, temperature, and ventilation and which is free from noise, dust and germs are some of the examples of good working conditions. **Tjambolang (2013)** indicated that lighting, noise, color, air conditioning, office layout, office furniture, and equipment are key physical factors of the workplace environment to keep employees' morale high.

### Ñ **Communication**

How effective the communication system operates in the institution affect the level of morale. When there is clear communication, it will create a climate of transparency and trust. Also, proper communication with the members of the organization clarifies the doubts and puts confusion to an end. Employees tend to perform with enthusiasm when the directions are clear and unambiguous which is only possible with an effective communication system. According to **Kessler & Snodgrass (2014)** Effective communication, unsurprisingly, cultivates higher morale.

### Ñ **Relationship among Colleagues**

The level of understanding and cooperation among the coworkers also determines the level of morale. An institution with members supporting each other, treating each other with respect and dignity will experience high level of morale among the employees. Whereas an institution where coworkers are uncooperative and create trouble for each other will experience low level of morale among the employees. **Graves, D. H. (2001)** Stated that Collegiality is considered as the most important energy giver and it is claimed that when teachers have strong emotional connections with colleagues their teaching energy is high.

### Ñ **Financial and Non-Financial Incentives**

Compensation package is very important factor that affects the level of morale. If the employer is offering the remuneration that the employee considers to be equal to his/her worth then the level of morale will be high. When the compensation system ensures sufficient compensation in order to provide reasonable standard of living for the worker and his/her family, employees are more likely to be satisfied and their morale level also increases. In addition to financial benefits, if the compensation system includes individual or group incentives like bonus, profit-sharing etc. and offers fringe benefits like medical insurance, stock options, interest free loan etc. employees' morale would be at a high level. **Shilland (1949)** reported adequate compensation increases the probability of achieving high morale.

### Ñ **Rewards and Recognition**

Rewards and recognition is a factor that helps to keep the level of morale high. An institution which recognizes appreciates and acknowledges its employees' efforts contributing in the success of the organization will experience high morale in the employees in comparison to that institution which neglects the efforts put by the employees. **Farber (1984)** stated that low morale was a function of feeling inconsequential, feeling that no matter how hard one worked, the payoffs in terms of accomplishment, recognition, or appreciation were not there.

### Ñ **Workload**

The amount of work given to be completed within a timeframe also affects the level of morale. If the work can be completed in the timeline set for it, the employees will show willingness to perform it. In contrast if the work is impossible to be completed within the time limit the employees will feel frustrated and will get panic in this situation of work pressure. Poorly managed workload will bring the level of morale of employees down. As per **Mackenzie (2007)** with teacher salaries decreasing, coupled with the budgetary restraints that are plaguing education, increase in workload is one area that has a large impact on teacher morale. While teachers are employed to teach, their job extends far beyond the face-to face

teaching. Schools are demanding more and more from their teachers, with little to no increase in compensation. Research by Mackenzie (2007) suggests that teacher time, including workloads inside and outside of school, directly affect the levels of teacher morale.

#### Ñ **Equitable Treatment**

A fair and equitable treatment by the employer and coworkers affects the level of morale among the employees. Discrimination and biasness on any bases bring negative feeling in the employee who is being a victim of prejudice and ultimately it will destroy the enthusiasm to perform. **Pavalko et al. (2003)** discrimination at work was found to lead to decreased job performance and lower productivity. This in turn affects the employee's level of satisfaction and morale.

#### Ñ **Involvement in Decision-Making**

This factor relates with the participation of employees in decision making. If employees are given a chance to voice their opinions in decision making it will create a feeling of self-worth as employees feel that their thoughts matter and decision maker is concerned about their views. **Miller (1981)** conceded that teachers were more productive when they were provided opportunities to participate in the decision-making process. Teacher praise, instructional leadership, technical leadership, and supporting professional growth were all practices that impacted teacher morale.

#### Ñ **Work-Life Balance**

Every employee desires to find a balance between the personal and professional life. It relates to fulfilling all the roles of life without compromising one role for the another. An institution which provides the opportunity to keep a balance between personal and professional life will experience high level of morale among employees. **Johnsrud and Rosser (2002)** conducted a study on faculty members in their study; they proposed and tested a multilevel structural equation model (SEM). The purpose of their model was to determine the impact of faculty morale and work life on their intent to leave and determine whether the impact is a function of institutional or individual perception. The results indicated that the perceptions faculty members have of their work life had a direct and powerful impact on their morale, and subsequently on their intentions to leave at both the individual and group or institutional levels.

#### Ñ **Personal Attributes**

Having the high level of morale and also maintaining it depends upon the personality traits of an individual. People who are optimistic, perseverant, determined, and strong-willed, people who look for positivity in every situation and who have the attitude of never giving up would have more morale in comparison of those who are worrier, give up easily and looks for negativity in every situation. **Bogler & Nir(2012)** stated that Teachers' sense of efficacy relies on their self-perception of their own individual pedagogical skills, content knowledge, interactions with students, perceived levels of autonomy, and other environmental dynamics, and it remains an important element of their morale, motivation and professional identity. Importantly, teacher empowerment as related to self-efficacy is the most significant determinant of intrinsic satisfaction.

#### Ñ **Faith in Religious Practices**

People who have faith their deity are more likely to experience less stress, worry and anxiety in their life because they believe that there is a higher power than themselves who has control over all the aspects of their life and this results in increased self-esteem, confidence, enthusiasm and morale. People who practice meditation and spirituality live a healthy life because they do not take unnecessary stress. In addition to this, having faith in one's religion and spirituality helps the individuals to find purpose of their life and attain peace of mind.

#### Ñ **Growth Opportunities**

Every employee wants to move ahead in the career ladder. An organization which provides career advancement opportunities will have employees with high level of morale and in the organization which does not provide opportunities for growth employees feel weakening and have low level of morale. In other words, morale is low in stagnant organizations. Study by **Mancuso et al. (2010)** stated that some teachers are motivated by the opportunity for career advancement, or would remain at the school if advancement opportunities were presented.

#### Ñ **Clarity of Roles and Responsibilities**

If Employees know what is expected from them then they will be less confused, less argumentative and in a better position to focus their mind and may direct their knowledge, skills and



competencies towards accomplishing the goals. When employees are well informed about their code of conduct, do not have any confusion regarding their Job description and can relate with the vision statement of the organization they are more likely to perform with confidence and enthusiasm and strive for accomplishing organizational objectives with excellence. Study of **Abramis (1994)** shows that widespread role confusion has a consistent negative effect on the morale, job commitment, and productivity of workers across occupations.

#### Ñ **Students' Feedback**

The response from the students also determines the level of morale. If the students are responding positively to the teaching and the teaching is converting into learning, the morale is likely to be at a high level and teachers are motivated to perform their best. **Stenlund (1995)** in his study stated that Teachers' perceptions of students and student learning can also affect their morale. In a cross-cultural study of teacher enthusiasm and discouragement that included teachers from the U.S. and six other nations, "Teachers clearly identified students as the primary and central factor that has an impact on both their professional enthusiasm and discouragement. Teachers almost universally treasure student responsiveness and enthusiasm as a vital factor in their own enthusiasm, and conversely list low motivation in students as a discourager."

#### Ñ **Sexual Harassment**

Sexual harassment can be defined as an unpleasant activity of sexual nature that makes the work climate hostile and awful. Women are more likely to feel unsafe in the work environment because of their gender. When employees are being harassed at work, this harassment affects their wellbeing in both the workplace and also in their personal life. Victims of sexual harassment suffer emotional harm, mental trauma, stress, anxiety and depression. This negativity is a major reason of decreased morale of employees. Moreover, low self-confidence and unwillingness to work are the consequences of sexual harassment. **Julian Barling et al. (1996)** studied the organizational and personal consequences of workplace sexual harassment. The findings of the study show that sexual harassment exerts direct effects on work-related negative mood, and indirect effects on several outcomes like turnover intentions, job dissatisfaction, psychosomatic complaints.

#### **National Education Policy 2020 and Morale of Management Teachers**

National education policy 2020 is an attempt to ameliorate the education system of India. It has considerable effect on morale of teachers. As the national education policy 2020 mentions the establishment of National Professional Standards for Teachers (NPST) by National Council for Teacher Education, which would motivate the teachers to not only meet the required standards but also to surpass them. It will increase their enthusiasm and willingness to utilize their potential to the fullest and make the learning process effective. The policy also talks about transparency in recruitment and selection of teachers and fairness in promotion which would increase satisfaction, confidence and morale of teachers. Moreover, this policy also focuses on the importance of attaining advanced teaching skills and this will inspire teachers to cope up with the latest trends in teaching profession. National Education Policy assures continuous professional development with the help of mandatory training courses, which would inspire the teachers to achieve professional excellence.

**Delbert C. Miller and W.H. Form** have given four combinations of morale and productivity:

- **High Morale- High Productivity**

Employees with high morale are likely to be more productive if effective leadership is provided. Acknowledgement of individual and organizational goals and motivation for high performance through financial and non-financial rewards can lead to this situation.

- **High Morale- Low Productivity**

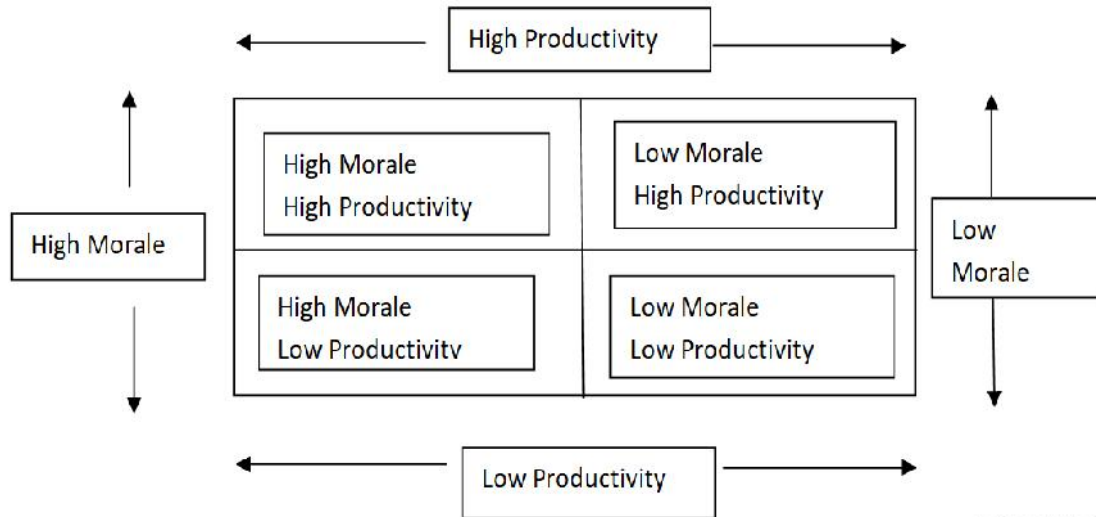
This situation arises when employees are only concerned about their personal objectives and not making an effort to accomplish organizational objectives. Moreover, Lack of resources, absence of training programmes, ineffectual management and supervision, disorganized organizational structure etc. can lead to low productivity with high morale.

- **Low Morale- High Productivity**

This situation only prevails for a short period of time. Reasons of high productivity even when morale of employees is low are threat of loss of job, excellent supervision and machine paced tasks.

• **Low Morale- Low Productivity**

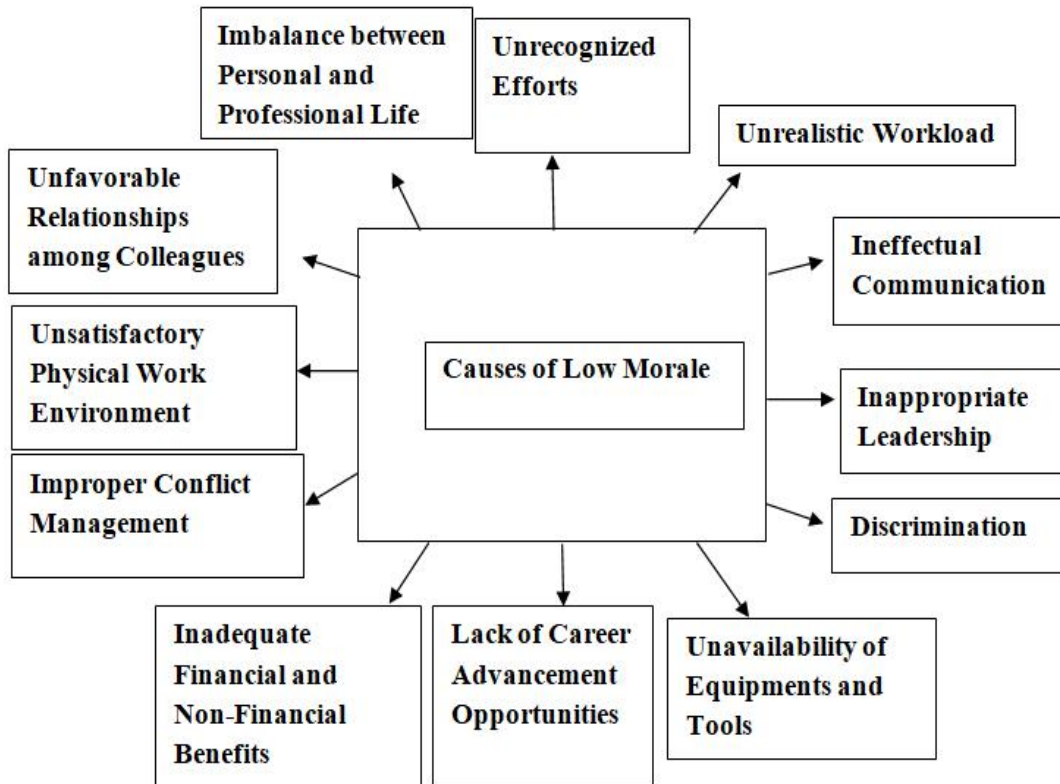
Eventually, low morale is likely to lead to a situation of deteriorate performance and low productivity.



(Source: Miller, D.C. and W.H.Form (1964): "Industrial Sociology : The Sociology of Work Organizations", New York: Harper & Row Publishers.)

**Causes of Low Morale Level of Management Teachers**

There are various causes that decreases the morale level of management teachers. The main causes are described below:



- **Unrecognized Efforts**

When the appreciable work of an employee is not recognized then it can break the confidence and employees begin to doubt their capabilities and potential which eventually damages the morale of employees. Employees no longer interested in working hard as their hard work never gets the credit or due appreciation.

- **Unrealistic Workload**

The problem begins when the workload given to the employees is unmanageable within the set timeline. Also, on one hand some of the employees are given insufficient work and on the other hand some employees are overburdened with the work is also an issue. Poorly managed workload brings stress, fatigue and anxiety and it adversely affects the enthusiasm, willingness and discipline. When there is no required break given at work the employees feel exhausted and overworked which makes them annoyed, tiresome, apathetic and lethargic and these are the signs of low morale.

- **Ineffectual Communication**

In the absence of clear, complete and accurate information the teachers may feel dissociated and disengaged. Ineffectual communication system creates dissatisfaction, conflicts, misunderstanding and distrust which is frustrating. Teachers may not want to work in an institution where the communication system is defective.

- **Inappropriate Leadership**

Leaders inspire and empower the team members. In the institution the absence of effective leadership can create the feeling of unwillingness to work and disinterested in making efforts to get the work done.

- **Discrimination**

Treating employees differently on the basis of age, gender, caste, religion or other unreasonable grounds is unfair. When employees feel that they are not being treated equitably they feel aggrieved and discontented and they develop negative attitude which damages their morale.

- **Unavailability of Equipment and Tools**

Non availability of necessary equipment and tools when needed creates hindrances in completing the task. In the institution, the absence of necessary tools like stationary, books, furniture or other teaching aids may develop unwillingness to work on the part of employees. Moreover, when there is enthusiasm to perform but the unavailability of the necessary resources creates hindrance then it makes employees disappointed and discouraged which leads to poor morale.

- **Lack of Career Advancement Opportunities**

In stagnant organization where there are no opportunities to grow develops low motivation, disappointment, discouragement and the level of morale is also low. In addition to this, when career advancement opportunities are not provided to employees then they will not be able to use their competencies to the fullest and this cause annoyance, hopelessness and unfulfillment which adversely affects the morale.

- **Inadequate Financial and Non-Financial Benefits**

When there is Unsatisfactory salary structure in the organization and allowances such as house rent allowance, Dearness allowance, Conveyance allowance etc. are not sufficient then it creates low job satisfaction. In addition to this, when fringe benefits like health insurance, stock options, leave travel concessions etc. are inadequate then it leads to poor morale. Moreover, Absence of various incentives like bonus, profit-sharing etc. may decrease motivation to strive for excellence.

- **Improper Conflict Management**

With the differences in the opinions of the employees in the institutions, conflict is normal and sometimes inevitable, so the way conflicts are managed in the institution is of great importance. Conflicts cause anxiety, disappointment and dissatisfaction which make the employees uninterested in their work and lower the enthusiasm and will to perform. Moreover, Conflicts in the organization make the work environment toxic and negative which damages morale of employees.

- **Unsatisfactory Physical Work Environment**

Physical work environment relates with such aspects like, ventilation, dust, lighting, noise, temperature etc. Unhealthy and unsafe work environment creates anxiety, stress, distraction, fatigue etc.

It also decreases the willingness to work. When employees perceive they are deprived of basic facilities at the workplace they feel discontented and unhappy which negatively affect their level of morale. In addition to this when provisions relating to covid-19 for example, adequate space for social distancing, sanitization facilities etc. are dissatisfying then it causes irritation, anger and decreased morale.

- **Unfavorable Relationships among Colleagues**

There are certain employees who fall into the categories of gossipers, bullies, trouble makers who find pleasure in bothering others and creating misunderstanding and difficulties for others. When employees feel intimidated by their coworkers, they feel helpless and anxious which ultimately creates a negative organizational climate and decreases the level of morale, enthusiasm and confidence. When employees are not having cordial terms with their colleagues it brings stress and worry. The tiff among the employees brings unhappiness and dissatisfaction which decreases the level of morale of the employees.

- **Imbalance between Personal and Professional Life**

When an employee fails to strike a balance between their personal and professional life, it might have adverse effect on the well-being of employees, their performance and their bond with the family. Because of Imbalance between personal and professional life employees experience exhaustion and fatigue and feel stressed and unmotivated which decreases their enthusiasm and morale to work.

### **Blueprint for Building High Morale**

Morale is very significant and has far-reaching impact on employee performance, creativity, organizational effectiveness, employees' commitment etc. A blueprint has been provided in order to increase the morale level of management teachers:

- In every organization **favorable workplace surroundings** like adequate lighting, proper ventilation, temperature, noise free and safe or healthy work environment and other necessary facilities should be provided to the employees in order to ensure their enthusiasm and willingness for accomplishing organizational objectives. Good working conditions not only increase morale level of employees but also facilitate their well-being and motivate them to perform their best.
- In order to increase morale of employees every organization must have **proper salary and incentives administration** that provides internal equity and external competitiveness. Also, Compensation policy can be very helpful in increasing morale if it has schemes related to incentives and increments. Organizations should include incentives like bonus, profit-sharing, commission on sales and allowances like dearness allowance, house rent allowance, conveyance allowance etc. to improve satisfaction and morale level of employees. In addition to incentives, compensation system must include fringe benefits such as stock options, medical aid, interest free loan etc. to motivate employees and ensure retention of employees.
- Employees work with confidence, optimism and devotion when they are given assurance regarding job security. In other words when employees are working under a constant fear of losing their jobs, their morale cannot be high. Therefore, **Job security** needs to be guaranteed for building high morale.
- When good performance as well as efforts of employees are valued, recognized and rewarded, they are more likely to continue performing with excellence. Therefore, Effective policy related to **appreciation** should be developed in the organizations to boost morale and increase productivity of employees.
- When employees perceive that they get necessary **reinforcement and encouragement** from the top management, they are more likely to perform with determination and courage. Also, top management support and encouragement puts employees' self-doubt to an end which leads to increased confidence, willingness, enthusiasm and morale.
- When **open lines of communication** prevail in an organization there is more loyalty, trust, transparency, clarity of role and responsibility, strengthened interpersonal relationships and these dimensions facilitate boosting morale of employees.
- In an organization there has to be **cordial relationship** among the employees so that they can work with good team spirit and enthusiasm. Unfriendliness among employees makes the work environment toxic which decreases the morale level and destroys their willingness to perform.

- In every organization **task must be properly assigned and allocated** because the right level of workload is crucial in ensuring the morale of employees. A work environment where there is excessive workload experiences exhausted employees and this exhaustion of employees causes disappointment, frustration and anxiety which bring morale level down. Therefore, workload should be carefully managed in order to boost morale level of employees.
- Preferential treatment towards particular employees creates feelings related to animosity, jealousy and anger and these negative feelings are impediments in building high morale. So, every organization should put efforts to provide **impartial treatment** to employees as this leads to satisfied and motivated workforce.
- Organizations should provide opportunities to the employees for their professional development. When employees perceive that there are ample opportunities available in the organization, they are more likely to perform with hope, happiness, enthusiasm, and cheerfulness which eventually increase their morale level. Therefore, providing **opportunities for career grow** this important for building high morale.
- In the organizations where employees are able to develop a state of equilibrium between personal and professional life, they are more likely to work with reduced stress and experience satisfaction, happiness and motivation. Organizations can help its employees to achieve Work-Life Balance by including alternative work arrangements in job design. Alternative work arrangements like flexible work hours, job sharing and telecommuting etc. help employees to find a balance between their personal and professional life. In addition to this, **Balance between personal and professional life** is important for the mental and physical well-being of employees. Thus, Work-Life Balance is significant in boosting morale level of employees.
- Organizations that provide opportunities to their employees to voice their opinions in various organizational matters and **participate in decision making process** are able to increase employees' self-worth and create an idea in the minds of employees that their opinions also matter which is a major resort to develop self-confidence, self-esteem and eventually build high morale.
- **Spirituality** should be a key component in the value statement of the organization. Organizations must put efforts in order to inspire its employees to life a life that is spiritually strong. With the help of various spiritual practices like prayer, meditation or chanting mantras, an organization can create a work climate that is spiritually strong and can bring composure, peace of mind, patience, happiness, positivity and motivation in employees' life which is beneficial for individual as well as for the organization.
- In February 2013, the government of India passed "The sexual harassment of women at workplace (Prevention, Prohibition and Redressal) Act", 2013 with the objective to ensure protection of women from sexual harassment at work. Any practice of sexual harassment prevalent in the organization can create legal trouble for the organization and can also tarnish its image. Hence, considerable efforts must be made in order to provide **safe working environment**. In order to do so organizations need to make sure that there is an active policy which defines what constitutes sexual harassment and employees are well aware of the fact that they can be fired for sexually harassing another employee. The organizations need to comply with the act and set up an internal committee for the investigation of sexual harassment cases and redressal of grievances resulting from it. Moreover, organizations should organize seminars to raise awareness of sexual harassment issues.

### Conclusion

Teachers play an important role in igniting curiosity in the learners' mind; they utilize their knowledge, skills and experiences to facilitate the learning process for the students. Teachers must have passion, enthusiasm and willingness to perform their duties and responsibilities. The knowledge, experiences, competencies are worthless if there is no morale, interest, enthusiasm and willingness to perform. There are various factors that affect morale of management teachers and these factors may not necessarily affect every organization in the same way. Influence and importance of factors can vary from institutions to organizations.

Organizations need to invest their sincere efforts to acknowledge the various factors prevailing in their organization that affect morale level and should put efforts in building high morale because morale has a far-reaching impact. Building high morale among employees is very important as it has its

impact on performance, creativity, satisfaction, commitment, mental and physical well-being, retention, loyalty etc. High morale is significant not only to achieve organizational objectives but also to increase confidence and ensure well-being of employees.

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