

ASSESSMENT OF MORALE BOOSTING STRATEGIES OF EMPLOYEES IN NIGERIAN MANUFACTURING INDUSTRY

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Abstract

The paper examines strategies that boost morale of employees in the Manufacturing industry in Nigeria. Because Nigeria is still a developing economy, the necessity for a firmly rooted zeal for utmost productivity and general development, cannot be overestimated. The employee morale boosting directly influences the human factor in relation to the production process. The study used both primary and secondary technique of data collection. The finding from the study indicates that employee training and development, organizational reward system and leader's capacity to spark excellent performance has significant impact on organizational success and employee morale. The study recommends that the management of manufacturing industries should always keep their employees and organizational leaders abreast with new trends of training and development to avoid them not to become rustic. Also, the adequate reward system need be introduced to boost the morale of the employees to put in their best in the organization. This will improve the morale of employees for better performance and organizational higher productivity.

Key words: Work Attitude, Morale, Manufacturing, Employee

Introduction

The Management of an organization perceives the level of the morale of its employees through tools that measure motivation levels. Because the basis of one's level of motivation is to their morale, proper assessment is relevant in organizational settings. The satisfaction or joy one derives from the desire to meet up with the expectation of an organization defines employee morale. It stems from an emotional perspective and captures the attitude an employee has towards his job, his report line, and obviously the firm. It is quite dynamic, though subject to work environment, people's behavior, salary, etc. This is not static, but it depends on working conditions, supervisors, peer pay, etc. (Millet, 2013).

Generally, morale may range between high to low, where high depicts emotions like enthusiasm, positive drive to deliver, motivation to be a team player, and a healthy desire to follow directives. When it is poor, it means the employee now displays very negative emotions. This may range from unhappiness to dissatisfaction, a lack of motivation, or just sheer dislike for the job itself (Vetrivel, 2015).

Because the success or failure of established policies are dependent less on the Management, and more on employee who carry out these policies, it is imperative that the right attitude and enthusiasm is motivated. In managing employees when it came to encouraging working spirit, it really goes beyond salary payment and assigning duties (Choudhary, 2014). Companies rely on their employees to achieve their set goals. In short, high performance and the spirit of achieving those set goals must be a priority for employers. Create a comfortable working environment and create incentives to go one step further than your job description.

In order to ensure the quality of work put in by employees, there is a significant amount of managerial effort and resources effected. (Gumusluoglu, 2013). Various methods are employed by each business establishment all aiming to achieve this same objective. They are tasked with the objective of achieving the goal for which they were set up in the first place.

The success of a company or organization is based on the ability of leaders to encourage or promote the outstanding performance of their employees. The issue of ethics development, a leader who is a leader who develops a sense of compassion, support, balance, ties and renewal within the team, has not actually been investigated in an environment of positivity and can facilitate the utmost in people. This in return sparks the necessary motivation required. (Goleman 2012). Moreover, Staff satisfaction and the ability to interact as an equal with other professionals are intimately tied to one's own self-esteem or morale. Nursing moral issues are well-studied, despite the claim that effective clinical leaders are those who develop compassionate, supportive, balanced morale qualities, and a sense of bond and renewal within the team. Low morale on the wards, on the other hand, has been found to have a negative impact on personnel.

2.0 Literature Review

Conceptual Framework

In organizational literature, the term "morale" is used the most. Almost all scientists agree that morale is important because it is a sign of a healthy behavioral climate. Morale is a psychologically complex and multi-dimensional notion. In a group of Endeavour, it is an individual's attitude. It relates to the organizational culture and the management environment. It is primarily viewed as a long-term state of an organization's workforce.

Framework for Assessing Employee Morale

Monitoring

Evaluators observe employees in the workplace and record their actions, attitudes, thoughts, and feelings towards the observing organization, supervisor, or employee.

Comparing the results of the two observations, differences in employee behavior and attitudes indicate high or low morale. Let's talk about this strategy. Managers are in the best position to check employee morale on a daily basis, but they need to improve their observation skills and not ignore relevant indicators.

Survey of attitude or morale

This technique is often used to find out how employees feel about their work, managers, company policies, or the entire organization. There are two types, an interview method and a questionnaire method..

Interviewing Methodology

This type of interview is used to draw conclusions about the employee's feelings and beliefs about various aspects of the employee's work and the organization. Interviews can be done face-to-face or by phone. The advantages of this method are primarily its sensitivity and integrity, but the main drawbacks are that it is uneconomical for use in large groups and depends to some extent on the interviewer's ability to classify and understand the results.

Records and Reports of the Company

Employee morale can be measured using certain firm records and reports that were generated for another purpose. Records can be examined in a variety of ways, including but not limited to changes in employment rates, absentee rates, the number of complaints reported by workers and resolved by management, and the number of occupational accidents. Records and reports of a particular company, created for another purpose, may help measure employee morale.

Records can be analyzed by methods such as changes in employment status, absentee rates, the number of complaints reported by workers and resolved by management, and the number of accidents at the factory. These variables can be interpreted as indicators of morality.

Counselling

This strategy is used to determine the root causes of employee unhappiness, implement corrective measures, and provide personnel advice. The following are the objectives of the counseling: Giving employee guidance on what is causing his displeasure.

Assisting him in facing his challenges by providing reassurance and courage; inform him about company policy and collect data on employee feelings and attitudes towards management.

Help employees realign their core goals and values ? ? by helping them think clearly about their challenges. During counseling, signs of poor morale are visible.

Surveys of Employee Opinion

This strategy may be used to determine the workers' attitudes on their work and the company by asking certain questions.

Some instances of questions are as follows:

**I feel obligated to work for the corporation.*

**Individuals in positions of authority above me have no regard or trust for me.*

**The working conditions in which I am employed are appalling on every level.*

**My job does not offer me with any sense of liberty, joy, or satisfaction.*

**If I can receive the same income at a new business, I am willing to quit from my current employment.*

Employee Dissatisfaction

Employee morale is directly affected by grievances about the job, supervisor, and organization.

As a result, management can gauge morale by looking at the rate at which grievances arise and how quickly they are addressed. A high level of morale is represented by a low number of grievances and their prompt resolution. However, the metal structure of the workforce may prevent certain employees from airing their problems.

Boxes for Suggestions

Employees seldom have the chance to communicate their dissatisfaction. They are concerned about doing so.

They may fear retaliation from their superiors if they don't.

For this reason, it's a good idea to have a suggestion box and advise your employees to write their ideas in the box without naming or signing it.

Which method is used to determine employee satisfaction?

Which method is used to determine employee satisfaction?

As the number of referrals continues to grow, management will find holes that

negatively impact employee morale.

These recommendations should be considered and thoroughly considered to improve the situation.

Morality has an overwhelming impact on people's activities, so they can focus on everything they do, especially the level of trust and positive feelings of those who work with them. It's a deep concept belonging to the same team, etc.

"Morale is an emotion, perhaps comparable to spirit de vigor, excitement, or zeal," Yoder writes. Morale is a synthesis of an employee's various reactions and feelings toward his job, his working conditions, his superiors, his organizations, his coworkers, his pay, and so on. According to a common meaning of the term, morale for a group of workers refers to the general tone, mood, or environment of work, which may be dimly experienced by some.

Workers are said to have good or high morale if they appear to be passionate and positive about group activities, if they have a sense of mission about their profession, and if they are amicable with one another. They are defined as having bad or low morale if they appear unhappy, annoyed, grumpy, critical restless, and gloomy. According to Edwin 'B' Flippio, "evidence of surliness, insubordination, a feeling of discouragement, and hatred of the work, company, and associated" is "evidenced by surliness, insubordination, a feeling of discouragement, and distaste of the job, company, and associated."

Morale, according to Hennink (2019), must always be defined in terms of an individual-group interaction; it is a measure of the amount to which an individual perceives a chance of satisfying his personal motives through collective cooperation. Morale, according to Russo (2014), is an attitude of contentment with a desire to remain in and a readiness to strike for the aims of a certain group or organization. Ihantola (2015) defines group morale as having a good aim, a sense of belonging among team members, a sense of risk, and a sense of certainty about development and progress.

Industrial morale, according to Ghafoor (2018), is described as an employee's sense of being welcomed and belonging to a group of employees who are committed to achieving common goals and believe that these goals are desirable.

3.0 Methodology

Data for this study was collected from primary and secondary sources. The primary source of data collected was mainly the use of a structured questionnaire which was designed to elicit information on strategies for boosting employee morale in an organization. The secondary source of data collections were textbooks, journals and scholarly materials. Data collected was analyzed using frequency table, percentage

and mean score analysis while the nonparametric statistical test (Chi- square) was used to test the formulated hypothesis using SPSS (statistical package for social sciences).

Data Presentation and analysis of Data

The data was organized in the same manner as it was in the research questions, and simple percentages were used to assess the demographic information of the respondents, while the chi square test was employed to test the research hypothesis.

Analysis of Respondents' Demographic Information

Table 1: Respondents' Gender		Frequency	Percent	Cumulative Percent
Valid	Male	65	59.1	59.1
	Female	45	40.9	40.9
	Total	110	100.0	

Source: Field Survey. (2022)

The gender distribution of the respondents utilized in this investigation is shown in Table 1. There are 65 male responders out of a total of 110, accounting for 59.1 percent of the population. Females account for 40.9percent of the population, or 40.9

Table 2 shows the age range of the respondents.

	Frequency	Percent	Cumulative Percent
Valid 20-30years	15	13.6	13.6
31-40years	10	9.1	22.7
41-50years	20	18.2	40.9
51-60years	30	27.3	68.2
above 60years	35	31.8	100.0
Total	110	100.0	

Source: Field Investigation. (2022)

The age grade of the respondents included in this research is shown in Table 2. 15 respondents, or 13.6 percent of the population, are between the ages of 20 and 30,

out of a total of 110 respondents. Ten respondents, or 9.1% of the population, are between the ages of 31 and 40. 20 people, or 18.2 percent of the population, are between the ages of 41 and 50. Thirty respondents, or 27.3 percent of the population, are between the ages of 51 and 60. 30 respondents, or 31.8 percent of the population, are above the age of 60.

Table 3: Respondents' Educational Backgrounds

	Frequency	Percent	Cumulative Percent
Valid FSLC	25	22.7	22.7
WASSCE/GCE/NECO	30	27.3	50.0
OND/HND/BSC	35	31.8	81.8
MSC/PGD/PHD	15	13.7	95.5
OTHERS	5	4.5	100.0
Total	110	100.0	

Source: Field Survey. (2022)

The educational backgrounds of the respondents utilized in this investigation are shown in Table 3. Twenty-five people, or 22.7 percent of the population, had an FSLC, out of a total of 110 people that responded. SSCE/GCE/WASSCE holders account for 27.3 percent of the population. OND/HND/BSC holders account for 31.8percent of the population. MSC/PGD/PHD holders account for 13.7percent of the population. Other types of educational credentials were held by 5 people, or 4.5percent of the population.

Table 4 shows the marital status of the participants.

	Frequency	Percent	Cumulative Percent
Valid Single	35	31.8	31.8
Married	60	54.5	86.3
Divorced	5	4.5	90.8
Widowed	10	9.2	100.0
Total	110	100.0	

Source: Field Investigation. (2022)

The marital status of the respondents engaged in this investigation is shown in Table 4. 35 people are single, representing 31.8 percent of the population. 60 people are

married, accounting for 54.5 percent of the population. Divorced people account for 4.5 percent of the population. 10 people are widowed, representing 10% of the population.

Psychographic Data Analysis

Table 5: There is an influence on the requirement to increase staff morale for the establishment's advantage.

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	30	27.3	27.3
	Agree	42	38.2	65.5
	Undecided	15	13.6	79.1
	Disagree	15	13.6	92.7
	Strongly disagree	8	7.3	100.0
	Total	110	100.0	

Source: Field Investigation. (2022)

Table 5 displays the replies of respondents to the question of whether there is an influence on the need to increase staff morale for the benefit of the institution. 30 respondents (27.3% of the total) strongly agreed that there is an influence on the need to enhance staff morale for the benefit of the institution. 42 respondents (38.2%) agreed that there is an influence on the need to enhance staff morale for the benefit of the institution. fifteen respondents, or 13.6 percent, were uncertain. 15 respondents (13.6%) disagreed that there is an influence on the need to enhance staff morale for the benefit of the institution. 8 respondents (7.3%) strongly disagreed that there is an influence on the need for the improvement of employee morale for the benefit of the company 8 respondents (7.3%) strongly disagreed that there is an influence on the need to enhance staff morale for the benefit of the institution.

Table 6: There is no effect on the procedures of implementation of these strategies and how they are tailored to achieve the greatest results.

		Frequency	Percent	Cumulative Percent
Valid	Strongly agree	10	9.1	9.1
	Agree	15	13.6	22.7
	Undecided	5	4.6	27.3
	Disagree	45	40.9	68.2
	Strongly disagree	35	31.8	100.0
	Total	110	100.0	

Source: Field Investigation. (2022)

Table 6 displays respondents' replies whether there is no influence on the procedures of implementation of these techniques and how they are matched for the greatest results. 10 responses (9.1%) strongly agree that there is no influence on the procedures of deployment of these techniques and how they are matched for the greatest results. 15 respondents (13.6%) believe that there is no influence on the procedures of deployment of these techniques and how they are tailored for the greatest results. 5 of them, or 4.6 percent, were uncertain. 45 respondents (40.9%) believe that there is no influence on the methods of deployment of these tactics and how they are tailored for the greatest results.

Table 7: Creating an enabling atmosphere for employees and providing incentives are two steps that may be used to increase employee morale.

		Frequency	Percent	Total Percent
Valid	Agreed completely	60	54.6	54.6
	Agree	25	22.7	77.3
	Undecided	15	13.6	90.9
	Disagree completely	10	9.1	100.0
	Total	110	100.0	

Source: Field Investigation. (2022)

Table 7 displays respondents' responses to the question of whether building an enabling atmosphere for workers and providing incentives to them are necessary methods to enhance employee morale. 60 of the respondents, or 54.6 percent,

strongly believe that establishing an enabling atmosphere for employees and providing incentives are necessary methods to enhance employee morale. 25 of the respondents, or 22.7 percent, think that establishing an enabling atmosphere for employees and providing incentives are necessary strategies to enhance employee morale. Fifteen of them, or 13.6 percent, were uncertain. 10 respondents (9.1%) disagree that building an enabling atmosphere for employees and providing incentives to them are necessary actions.

Table 8: Organizations utilize reward programs to increase staff morale.

	Frequency	Percent	Total Percent
Valid Agreed completely	25	25.0	25.0
Agree	32	32.0	57.0
Undecided	13	13.0	70.0
Disagree	20	15.0	85.0
Disagree completely	20	15.0	100.0
Total	110	100.0	

Source: Field Investigation. (2022)

Table 8 displays the replies of respondents when asked if reward systems are utilized to increase employee morale in a firm. 25 of the respondents, or 25.0 percent, strongly believe that reward systems are utilized to increase staff morale in a firm. 32 of the respondents, or 32.0 percent, believe that reward systems are utilized to increase employee morale in a firm. Thirteen respondents, or 13.0 percent, were uncertain. 15 of the respondents, or 15.0 percent, disagree that reward systems are employed to increase employee morale in a firm. 15 of the respondents, or 15.0 percent, strongly disagree that reward systems are utilized to increase employee morale in a firm.

Table 9: A leader's capacity to inspire excellent performance influences organizational success and an employee's ability to thrive.

	Frequency	Percent	Total Percent
Valid Agreed completely	65	65.0	65.0
Agree	30	30.0	95.0
Disagree	3	3.0	98.0
Disagree completely	2	2.0	100.0
Total	100	100.0	

Source: Field Investigation.

Table 9 illustrates respondents' responses to the question of whether a leader's ability to inspire great performance has an influence on organizational success and an employee's ability to thrive. According to 65 percent of respondents, a leader's capacity to spark excellent performance has an impact on organizational success and employee ability to thrive (65.0 percent). According to 30 of the respondents, a leader's capacity to spark excellent performance has an impact on organizational success and employee ability to thrive (30.0 percent). Undecided respondents made up 3.0% of all respondents. According to three of the respondents, a leader's capacity to spark excellent performance has an impact on organizational success and employee ability to thrive (3.0 percent). The capacity of a leader to spark greatness has an impact on the success of an organization and the ability of its employees to thrive.

Table 10: As one of the techniques for enhancing employee morale, most firms are increasing their focus on training and development.

	Frequency	Percent	Total
Valid Strongly agree	30	27.3	27.3
Agreed completely	42	38.2	65.5
Undecided	15	13.6	79.1
Disagree	15	13.6	92.7
Strongly disagree	8	7.3	100.0
Total	110	100.0	

Source: Field Investigation (2022)

Table 10 illustrates the responses of respondents when asked if most firms are paying more attention to training and development as one of the techniques for raising

employee morale. 30 respondents (27.3%) strongly agreed that most firms are increasing their focus on training and development as one of the techniques for raising employee morale. 42 respondents (38.2%) agreed that most firms are increasing their focus on training and development as one of the techniques for raising employee morale. There were 15 uncertain responders, accounting for 13.6 percent of the total. 15 respondents (13.6%) disagreed that most firms are increasing their focus on training and development as one of the techniques for raising employee morale. 8 respondents (7.3%) strongly disagreed that most firms are increasing their focus on training.

Conclusion

Employee morale is harmed by cost-cutting employee benefit schemes in industrial organizations, although the effect is minor. Staff benefit programs in manufacturing organizations have a major beneficial impact on employee morale. Staff benefit programs in manufacturing organizations have a major beneficial impact on employee morale. Staff morale in manufacturing organizations has a major beneficial impact on employee performance.

Recommendations

The following are the recommendations of the study.

In gauging a sustainable work environment for employees, an organization can improve the employee morale by implementing the following:

Communicate Frequently:

Communicating frequently goes a long way in boosting an employee's morale. It all starts with setting very clearly and achievable goals, whilst keeping track of the progress as well as clearing up any mishaps or misunderstandings along the way. Express the joy of communication by sharing good news, like new products or even positive feedback from a client.

Use The Right Tools

It is advisable as a manager to use an app as a means of engagement. It goes a long way when employees are recognized. News like new hires, individual milestones like anniversaries and birthdays. Give employees the opportunity to make comments that drive engagement.

Benefits & Wellness: I

It is essential to make the necessary provisions to allow employee accessibility to necessary information whenever it is required.

You may also share movies with other employees, beginning with the CEO and

working your way down to the last employee, to provide a personal touch. This is another method of having ready access to a superior while in a regulated and monitored setting.

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