11-15-2021

Morale: A Review

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MORALE: A REVIEW

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ABSTRACT

This is a project to review the Raube publication as a secondary data source. The copyright date on the materials is 1947, but the research data is probably from 1944. Since the publication is out-of-date and cannot be accessed, the publication will be summarized and then comments added by content experts regarding the importance of the data as a historical document as well as a baseline for development of a system for analyzing and modeling employee and management relations.

Key Words: Morale, Employee Services, Work Place Services, History of Management, Satisfaction

RESOURCES

Mokaya, S.O. and Gitalii, J. W. 2012 Effects of Workplace Recreation on Employee Performance, International Journal of Humanities and Social Science Vol. 2(3), pp176-183.

Raube, S. A. 1947 Factors Affecting Employee Morale-Publication 85, National Industrial Conference Board, Inc, Conference Board Report, New York, New York.

Seybold, G 1949 Employee Recreation Activities-Publication 105, National Industrial Conference Board, Inc, Conference Board Report, New York, New York.

ARTICLE

This is an analysis of the Raube article from 1947. The primary purpose of the article was an analysis of morale from employees, labor, and management perspective. It was a comparison of the perceptual differences among these groups.

This article was used as a secondary data source to analyze the perspective of influences morale right after the World War II. Content judges analyzed the data and provided comments that reflected a additional interpretation of the data.

Summary

The basis of the study was discrepancy in perceptions between employees and management. The purpose of the study was to determine the important factors that influence morale.

Page 1

Phases

Phase 1 was a surveying of executives to identify what they believe were the important factors that influence employee morale.

Phase 2 was a surveying of labor leaders to determine what they believe what the greatest influences were on morale.

Phase 3 was the surveying of employees to determine their thoughts on what the important factors was that influence their morale.

Page 5-6

Methods

A list of 74 row factors were identified and used in the study. Individuals were asked to go through the list and select the five most important factors that influence morale. (Appendix A)

Page 6-8

Tabulation

The percentages or frequency of the rankings were reported on the five items selected. Only the percentages of the first choice were reported. The second through the fifth choice was not reported to because of space requirements.   There was a table presented where the number of times each factor was selected anywhere within the five most important selections.

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Comment

The tables reported were modified.   Data was reviewed by content experts and comments provided. Records was reanalyzed based upon historic interpretation. These interpretations were provided based upon a gap analysis of percentages in the tables. The article is being used as a secondary data source and not meant to conflict with intellectual property of the article.

RESULTS

Table 1 Modified

Factors Selected by Employees

First Factor in the Importance/Employees/Top 11 in Terms of Percentage

3 job security – employment stability

7 compensation– base pay

71 type of work

41 opportunities in the company for advancement

10 profit-sharing plans-excluding employee savings plans

68 supervisor's temperament and personality

1 vacation and holiday practices

5 practice of informing you of your job status-both of your successes and failures

23 physical working conditions-on-the-jobs

4 employee merit or performance rating-an organized and systematic method of appraising your performance

66 company's attitude toward employees-its interpretation of policies-whether liberal or conservative

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Comment

The three primary concerns are hard benefits, the future, and how they are treated. This is a direct result of World War II and the perspective of the postwar era. Optimism is one of the primary elements that were driving employee morale. It was a time of unlimited possibilities.

Table 8 Modified

Factors Selected by Employees

Total/Five Most Important Factors and How Often They Appear/Top 11 in Terms of Percentage

3 job security – employment stabilization

41 opportunities in the company for advancement

7 compensation –base pay

29 employee financial benefits, such as group life insurance, sickness insurance, and pensions

5 practice of informing you of your job status – both of your successes and failures

71 type of work

1 vacation and holiday practices

68 supervisor's temperament and personality

10 profit-sharing plans – excluding employee savings plans

23 physical working conditions – on-the-job

66 companies attitude toward employees – its interpretation of policies – whether liberal or conservative

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Comment

An interesting element low on both tabulations was the company's attitude toward employees. It was the interpretation of policies on a liberal or conservative basis. There is not a clear reflection

of the meaning of this finding, but it may suggest how policies are developed and the concern of the employee for their involvement in the decision process. It may be an issue about fairness and how these policies are developed in relation to their future.

Other Surveys That Appeared in Report

Benge Associates of Chicago

Two studies with 13 and 12 Factors/ Ranking Used: A Whole Lot, Quite a Little, Practically Nothing/Results Presented in Order with the Highest Percentage of the Category: A Whole Lot

Study One/13 Factors

how am I doing on my job – good, fair, not so good?

my vacation and holiday privileges

extra pay – such as bonuses, etc.

my job rate

how my supervisor treats me

how my company treats me

physical working conditions on my job

quality of supervision of my job

is my job secure?

special benefits – insurance, etc.

job evaluation as applied to my job

attention given my grievances

my opportunities here for advancement

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Comment

The same characteristics that were reflected in the previous studies were primarily in this investigation. One of the features unique to this study was attention given to grievances. Even though, this seems to be a characteristic of how the employees were treated, it is a reflection of a concern involving fairness. Another theme that is important in this study was vacation and holidays. Even though there is a concern for doing quality work, there is an important aspect of considering issues of quality of life.

Study Two/12 Factors

job security

how my supervisor treats me

physical working conditions on my job

how my company treats me

my job rating

quality of supervision on my job

being told how well I am doing my job

extra pay – such as bonuses, incentives, etc.

special benefits – insurance, etc.

attention given my complaints

my opportunities here for advancement

opportunities to make suggestions

Page 17

Comment

The characteristics were very similar to the previous studies, but there is a new element involving opportunities to make suggestions. This was a direct reflection of how the employee can be involved in some aspect of the decision process. There were hints of this position in the previous surveys based upon how policies were formed.

Reference to Other Survey Using 12 Factors /Chant

No results provided

Page 17-18

Survey by Wyatt/Instrument Developed by Moor

Factors that Appeal to Workers/Women/Ranking Based upon Worker Scale

opportunity for advancement

steady work

opportunity to use your ideas opportunity to learn a job

good boss

high pay

opportunity to be of public service

good working companies

comfortable working conditions

good hours

clean work

easy work

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Comment

In this women's study, there characteristics were similar, but there are a few that reveal a different perspective. There was a theme of comfort and clean work space as well as work that is easy. This may be a reflection of gender related to cultural characteristic. There also is an element of service that was not found in the other studies.

Survey by Charles Stech of Stech Associates

Based upon Attitude Survey/32 Factors /Coefficients of Correlation/Listed In Order of Relative Importance

fair pay for work done

having work that is interesting

opportunities to learn more about present work

consideration and courtesy from supervisor

chance for transfer to better opportunity

physical working conditions

getting full credit for all phases of work done

having understanding and appreciative supervisors opportunity to get counsel from supervisors

getting clear-cut decisions

getting equal pay for equal work within the organization

efficiency of planning by supervisors

having one's initiative encouraged

being shown improvement in one's work

existence of opportunity for advancement

being told plans and results to add interests

that merit governed promotion

chance to broad knowledge of the organization

freedom from favoritism and discrimination

job security compared with elsewhere

freedom to go to other than supervisor for counsel

job security when work is well done

total income to cover needs

not being criticized in presence of others

freedom in choice of methods of work

salary scale compared with elsewhere in the city

congeniality of one's associates

being taught best methods of work

calming enough outside of business

efficiency of equipment

plant or store hospital

employee cafeteria

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Comment

Employees had a strong work ethic, a positive attitude toward advancement to ensure their position in the organization, working for a progressive organization that provides an environment for good working conditions and a system that values their contributions.

Factors Selected According to Demographic Groupings

Table 27 Modified

Gender

First factor in Importance/10 items will be used for the Comparison/Only the Numbers will be Reported/Scale with Numbers listed Above-Reference Page 6-8/ Appendix A

Male	Female
3	3
7	7
71	71
41	23
10	68
1	5
5	1
68	41
4	66
70	4
8	10

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Comment

Male characteristics that differentiate them from females were supervisor's temperament and personality and formal plans for determining basic rates of pay-job evaluation programs. Female characteristics that differentiate them from males were physical working conditions-on-the-job and companies attitude toward employees-its interpretation of policies-whether liberal or conservative.

Other Studies

J f Clark

 Comment

The top three characteristics of males were: a job that interests the employee, proper evaluation all phases one's work when judged, and fair pay for the type of work done. The top three characteristics of females were: understanding and appreciation from bosses of the difficulties of one's job, an available executive with whom to discuss one's personal problems, and good physical working conditions. Men were more concerned about benefits and women are more concerned about working conditions and personal direction.

Page 27

Charles Stech

Comment

The first two characteristics for men and women in this study were the same: fair pay for work done and having work that is interesting. The third characteristic for men was existence of opportunity for advancement. The third characteristic for women was the opportunity to learn more about present work.

Table 30 Modified

Gender

Total/Five Most Important Factors and How Often They Appear/Top 10 in Terms of Percentage/ Only the Numbers will be Reported/Scale with Numbers listed Above-Reference Page 6-8/Appendix A

Male	Female
3	3
41	7
7	41
29	68
10	5
5	29
71	71
42	1
66	17
1	23

Comment

Male characteristics that differentiate them from females were profit-sharing plans-excluding employee savings plans, company's attitude toward employees-its interpretation of policies-whether liberal or conservative. Female characteristics that differentiate them from males were employee feeding facilities-restaurants, lunch rooms, cafeterias, canteens, mobile kitchens, physical working conditions-on-the-job, and supervisor's temperament and personality.

Table 33 Modified

Years of Service

First Factor in Importance/10 Items will be used for the Comparison/Only the Numbers will be Reported on the Survey/ 3 Age Groups Presented/ Scale with Numbers listed Above-Reference Page 6-8/Appendix A

Under 30 years	30 to 50 years	50 years and over
3	3	3
7	7	1
71	71	10
41	10	68
23	41	4
68	1	5
5	5	7
66	68	41
4	23	43
10	66	16

18	4	23

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Comment

There were four factors that distinguished the age groups: vacation and holiday practices, total hours worked per day per week, company's attitude toward employees-its interpretation of policies-whether liberal or conservative, and type of work. The under 30 was not concerned about vacation and holiday practices, but it was important to the 30 to 50 and the 50+ age groups. The total of hours worked was important to the under 30, but was not important to the 30 to 50 and 50+ age groups. Companies attitude toward employees was important to the under 30 and 30 to 50 age groups, but was not important to the 50+ age group. The type of work was important to the under 30 and the 30 to 50 age groups, but was not important to the 50+ age group.

Table 35 Modified

Years of Service

 Total/Five Most Important Factors and How Often They Appear/Top 10 in Terms of Percentage/ Only the Numbers will be Reported on the Survey/3 Age Groups Presented/ Scale with Numbers listed Above-Reference Page 6-8/Appendix A

Under 30 years	30 to 50 years	50 years and over
3	3	3
41	41	29
7	7	7
71	29	1

5	5	23
29	10	16
68	71	41
23	1	10
1	66	68
17	42	34

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Comment

There were seven factors that distinguished the age groups: practice of informing you of your job status-both of your success and failure, profit-sharing plans-excluding employee savings plans, employee feeding facilities-restaurants, lunch rooms, cafeterias, canteens, mobile kitchens, physical working conditions-on-the-job, labor unions, supervisor's temperament and personality, and type of work. The under 30 and the 30 to 50 age groups were concerned about practices of informing you of your job status. The 30 to 50 age group felt that profit-sharing plans were important. Employee feeding facilities was very significant to the under 30 age group. Physical working conditions was important to the under 30 and 50+ age groups. Labor unions were very critical to the 50+ age group. Supervision's temperament and personality was a concern to the under 30 and 50+ age groups. Type of work was important to the under 30 and 30 to 50 age groups.

Table 38 Modified

Length of Service

First Factor in Importance/10 Items will be Used for the Comparison/Only the Numbers were reported on the Survey/ 6 Length of Service Categories/ Scale with Numbers listed Above-Reference Page 6-8/Appendix A

Under 6 mos.   6 mos. to 1 yr.   1 to 4 yrs.   4 to 10 yrs.   10 to 20 yrs.   20 yrs. +

3	3	3	3	3	3
5	7	7	71	7	1
7	41	71	7	41	7
71	71	23	41	71	71
63	4	10	1	68	34
1	5	41	10	10	40
10	10	68	68	1	4
11	23	1	70	66	5
29	66	4	4	16	8
43	43	5	5	47	18

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Comment

The length of service was the one demographic that influenced morale. Vacations and holidays were not very important to individuals with under 6 months experience.   Profit-sharing was not important to individuals with over 20 years of service. Employee savings and thrift plans were very important to individuals with under 6 months of service. Employee financial benefits, such as group life insurance, sickness insurance, and pensions were important to individuals with under 6 months of service. Type of company's products – its social importance – during the war was very important to individuals with under 6 months of service and 6 months to one year of service. Your own temperament-ability to get along with others was very important to individuals with under 6 months of service. Individuals with under 6 months of service were the ones that had the greatest differences in factors that influence morale.

Table 39 Modified

Length of Service

Total/Five Most Important Factors and How Often They Appear/Top 10 on the Survey in Terms of Percentage/ Only the Numbers were Reported on the Survey/ 6 Length of Service categories / Scale with Numbers listed Above-Reference Page 6-8/Appendix A

Under 6 mos.	6-mos. to 1 yr.	1 to 4 yrs.	4 to 10 yrs.	10 to 20 yrs.	20 yrs. +
3	3	3	3	3	3
5	41	41	7	7	1
7	29	29	41	41	29
71	5	7	29	1	7
29	7	5	71	42	41
17	68	10	5	29	70
41	10	68	66	71	16
16	23	71	10	66	18
18	71	23	23	5	26
23	66	1	42	68	5

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Comment

Company medical and health plans were very important to individuals under 6 months experience and those with more than 20 years of experience. Employee feeding facilities-restaurants, lunchrooms, cafeteria, canteens, and mobile kitchens were important issues to individuals under 6 months of experience. Total hours worked per day per week were important to individuals with under 6 months service and 20+ years of service. Physical working conditions were not important to individuals with 10 to 20 years' experience and those with 20+ years of service. Type of work was not important to individuals with 10 to 20 years of service and those with over 20 + years of service.

Table 15 Modified

Comparison of Employees, Executives, and Labor Leaders

First Factor in the Importance/Employees/Executives /Labor Leaders/ Top 11 in Terms of Percentage

Employees	Executives	Labor Leaders
3	7	7
7	3	3
71	66	34
41	9	Union-Management relations
10	10	66
68	1	70
1	13	1
5	68	18
23	71	64
4	No Data	Employees/Importance of Work

66	No Data	52
43	No Data	Sobriety

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Comment

There were three factors that influence different perceptions on morale: job security, compensation-base pay, and vacation and holiday practices. Practices of informing you of your job status- both of your success and failure, opportunities in the company for advancement, and type of company's product- its social importance- during war were the elements that distinguished employees from management and labor. Extra compensation-all types of bonuses and training of supervisors were the elements that distinguished management from employees and labor. Total hours worked per day per week, labor unions, methods of handling grievances, your confidence in yourself, and quality of supervision were the elements that distinguished labor from employees and management.

Table 15 Modified

Employee, Executives, Labor

Total/Five Most Important Factors and How Often They Appear/Employees /Executives /Labor Leaders /Top 11 In Terms of Percentage

Employees	Executives	Labor Leaders
3	7	7
41	3	3
7	1	18
29	41	23
5	23	34

71	66	66
1	71	52
68	29	1
10	68	Union-Management relations
23	18	8
66	9	68

Page 21

Comment

There were three factors that influence the different perceptions on morale: job security, compensation-base pay, and vacation and holiday practices. Practices of informing you of job status-both of your success and failure and profit-sharing plans-excluding employee savings plan were the elements that distinguished employees from management and labor. Extra compensation plans-all types of bonuses were the element that distinguished management from employees and labor. Formal plans for determining basic rates of pay-job evaluation programs, labor unions, and methods of handling grievances were the elements that distinguished labor from employees and management.

CONCLUSION

This was a historical examination of a report on employee morale. This was a secondary data source that was examine by content experts to historically determine on a comparative basis the difference between years right after World War II and present day factors that determine morale. It is quite evidence when the data was examined that World War II had a tremendous influence upon what affected the morale of employees. This was the" Great Generation" that had just won World War II and there was a high degree of optimism and an embracing of the future. There was a desire for hard benefits, positive attitude toward upward mobility, working for a progressive organization that provides a good working environment and a system consistent with their values.

The hypothesis being put forth is that through the years, especially in modern history, the factors that influence employee morale has changed significantly based upon societal influences. It is the focus of this issue of the Journal to try to define a system that better anticipates factors that influence morale without such societal influences.

Appendix A

LIST OF MORALE FACTORS

1. Vacation and holiday practices
2. Leave of absence practices (non-military)
3. Job security—employment stabilization
4. Employee merit or performance rating (an organized and systematic method of appraising your performance)
5 Practice of informing you of your job status (both of your success and failures)

6. Personnel counselling
7. Compensation (base pay)
8. Formal plans for determining basic rates of pay (job evaluation programs)
9. Extra compensation plans (all types of bonuses)
10. Profit-sharing plans (excluding employee savings plans)

11. Employee savings and thrift plans
12. Training of wage earners (rank-and-file employees)
13. Training of supervisors and foremen
14. Training of executives
15. Induction training (including orientation)

16. Company medical and health programs
16a. Accident prevention activities
17. Employee feeding facilities (restaurants, lunch rooms, cafeterias, canteens, mobile kitchens)
18. Total hours worked per day per week
19. Shifts (time starting and finishing work)
20. Transportation facilities (to and from work)

21. Housing facilities
22. Smoking privileges
23. Physical working conditions (on-the-job)
24. Physical condition of recreation rooms, lavatories, and other personal facilities
25. General outside physical appearance of plant

26. Rest periods
27. Length of lunch period
28. Frequency and method of paying wages
29. Employee financial benefits, such as group life insurance, sickness insurance, and pensions
31. Social and recreational activities

33. Termination allowances (dismissal compensation)
34. Labor unions
35. Type of union leadership
36. Employment records—accuracy and completeness of employees' history with the company
37. Music on the job

38. Employment of mixed nationalities
39. Employment of mixed races

NICB Form #600B

40. Labor turnover rate (its effect on morale of employees)
41. Opportunities in the company for advancement
42. Practice of hiring outsiders for responsible jobs vs. "promotion from within"

43. Type of company's product (its social importance) DURING WAR
43a. Type of company's product (its social importance) DURING PEACETIME
44. Knowledge of company's products
45. Knowledge of competitors' products
46. Knowledge of company's customers
47. Company's reputation with the public

48. Company's reputation with its customers
49. Your knowledge of company's finances
50. Type and condition of tools and equipment
51. Employee suggestion systems
52. Methods of handling grievances

53. Contact with executives (opportunity to see them occasionally)
54. Your burden of state and federal taxes
55. Marital status (single or married)
56. Domestic relations and home conditions
57. Employment methods, including selection, interviewing and placement

58. Laws affecting relations between employers and employees
59. Policies and practices regarding discharge of employees
60. Policy with respect to wearing uniforms (or regulating working attire)
61. Production Drives:
    (a) Based upon cooperative effort of management and employees (wartime)
    (b) Incentive ideas stimulated by company (peacetime)
62. Location of plant (on "right" or "wrong" side of "the tracks")

63. Your own temperament—ability to get along with others
64. Your confidence in yourself
65. Your family's attitude toward your company and job
66. Company's attitude toward employees (its interpretation of policies—whether liberal or conservative)
68. Supervisors' temperament and personality

69. Bulletin boards, house organs and other methods of disseminating information to employees
70. Quality of supervision
71. Type of work

23