
Improving the Moral of Workers to Enhance Greater Productivity in the University (The State University Perspective)

By

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ABSTRACT: *This research work is a study of the moral of workers to enhance the greater productivity in the State University. It is very pertinent to improve the workers moral so as to enhance greater productivity. Any organization that has no consideration on how the moral of the workers can be improved is liable to face a lower level of production. The rationale for conducting this research work lies in the suspected high degree of dissatisfaction, creation of more knowledge base which reduces the workers moral towards productivity and its effects on the productivity. The significance portrays the very sensitive nature in which an organization senses an employee's moral should be improved so that there will be increase in productivity. To solve the research problem, both primary and secondary data were collected. In presenting the data collected, table data and frequencies were used. The hypotheses were tested using 2 level proportion method and instruments. From the analyses of data collected the following findings were made; since employee morale and productivity are based on their participation in setting the goals of the organization and in participation in decision making, the researcher recommends that managers should adopt democratic style of leadership and that workers should be involved in the decision making process. The conclusion of the study is that it has now been discovered that autocratic leadership in an organization reduced the workers moral and it affect their productivity.*

KEYWORDS: Enhance, Greater, Improving, Moral, Productivity, Worker.

1. INTRODUCTION

In even, organization set-up, indispensable groups are discernible. These groups are known as the employees and the employers. They both constitute the point upon which the activities of the State University revolve. It is said that area of the most common mutual interest where employees and employers may co-operate consciously, the advantage of them consist of improving the morale of the workers, promoting efficiency and productivity eliminating waste, reducing cost of maintenance.

Every State University is set to attain some definite and defined objectives. These objectives, which have to be accomplished through the instrumentality of the above mentioned groups often, include high productivity. To do this management has to organize its resources to achieve maximum performance. One of these resources is of course human beings. The output of some factors like machine which predetermined activities involving people are not calculated precisely for even if they are, the result may vary: due to what is known as human element. How well a job is done depends on the rewards attached to the work for the word reward in its own stresses complete meaning.

But due to the result of research on human behavior in work situation, we are able to realize that wages or salary is mainly one of the important needs of the workers. Even, worker at work requires the State Universities to treat him not just like a community but like a human being of high reasoning. [1] once wrote that workers have certain inalienable right as important as those of their employer and it is the duty of the State Universities to recognize these rights. It is obvious that the workers have needs, which the work situation may or may not satisfy. The degree of satisfaction and dissatisfaction will be reflected not only in measured work but also in the morale of workers. The maximization of personnel contribution of the entire human element in a State Universities is the major objectives of the State Universities which is implemented, not only through the whole management process itself. How those people are organized directly influence their morale. Improving on workers moral and productivity or to increase the shareholders wealth in a State Universities has been the main problem. The workers are faced with lots of problems concerning the strategies for improving workers morale and productivity in the State Universities and with regards to these problems; the researcher wants to find answers to the following problems.

1. What are the ways of improving the workers moral?
2. How can efficiency and productivity' be increased in the State University
3. How can waste and redundancy be eliminated in the State University
4. What are the ways of reducing cost of maintenance at the same time improve the quality of services?

According to [2] Management should develop and administer policies and programme for providing an effective means of improving on the moral of workers and their productivity. The author is of the opinion that the workers are to be given free hand in the management of the organization. To improve the moral of workers and their productivity, there should be directed communication from the management to the workers.

Even though there may be good perspective link between the workers and the management yet much depends on the effectiveness of such perspective. As [3], opined in his books that we have not learned about utilization of talent, and as such away from realizing the potential represented by the workers we, recruit into the State University. [4]opined that, a high degree of workers participation in management of any State University will not only develop the hidden talent but also give a positive effect on the moral of workers and a corresponding increase in productivity. [5] opined, Personal relation and productivity are prime tasks of an effective personnel administration. Management is concerned with the creation of a State University in which both the workers and the University may obtain optimum satisfaction.

[6] opined that management literature reflects on appreciation for the need for business to grow and become more aware of the need to provide some level of protection against an unplanned disaster.

[7] pointed out in his book mass media and national development that since the essence of economic Development is a rapid increase in economic productivity of society, great attention should be paid to it. He is also of the opinion that productivity is the key and as such development economics should find solution to the problem of husbanding resources, so as to ensure the attainment of the required level of productivity.

[8] in his book titled Industrial Relation in Nigeria observes that significant proportion of employees and employers still reflect the idea on the hand that co-operation on both sides can bring about increase in productivity, better wages, good living condition and industrial peace. He is also of the opinion that nowadays management focuses its attention on the sizeable service and profits made with the result that they ignore workers interest and overlook the probable disruption of the business activities when employees react to the insensitivity of their employees.

[9] opined that high productivity is attained when the amount of employee participation used is greater, than what is expected by them, but with their capacity to respond to its efficiency.

[10] in his book titled, "Managing people at work noted inter alia that managerial leadership reflect the internal state and health of the State University. He also observed that attitude, motivation and communication such as high productivity and working performance reflect the goal attainment of the State University.[11] ,in her book titled; Introduction to Business Principles said: that Mixing up the Organizational usual way of doing things will introduce an element of confusion to employees who are not knowledgeable in the field.

[12] in his book titled; Practice of Management said; that leaders can influence their followers or subordinated, in addition to being able to give their subordinates legitimate direction, that is leaders not only can tell their subordinates what to do but also can influence how or in what manner they are to carry out the leaders instructions.

From the above, it can be seen that leadership and motivation are connected closely. By understanding motivation, we can appreciate better what people want and why they act the way they do, leaders may not only respond to these motivation but also arouse or make them realistic.

[13] stressed the importance of adequate incentives to the employees. He said that greater attention should be given to employees and not to machines, because it is the employees who do the actual: work of thinking, observing and finding out better processes and plans for more efficient and economic production.

[14] ,in his plea of a dichotomy between Politics and administration is without question one of the key paradigms in the study of public administration. [15] administrators at all levels of responsibility are being constantly thrown into the area of decision making and their decisions add up to major policies in the subsequent course of events. [16] path goal approach theory also states that if a worker has a desire for a given goal and perceives a given path leading to that goal he will utilize that path if he has freedom to do so. He found that workers who perceive high personal productivity as means of increase earning performed more effectively than workers who do not perceive this relation.

In an attempt to emphasize on workers money and their effects on productivity, rock feller said that he would pay more for the ability to lend with people than other ability under the sun. His research shows that manager need three levels of expertise viz

Understanding past behavior

Producing further behavior

Directing, changing and controlling behavior in order to have impact on individual behavior and productivity.

He mentioned that if individual behavior and productivity are increased, there will also be increases in State University productivity to the mutual benefit of all concerned.

Performance appraisal exercise has been found to act as strong and indispensable machinery for increase in State University position in its environment. According to [17] a good appraisal system is fundamental to management of people in a State University that it must not be ignored; not only when dealing with the future of individual human beings who make up the State University but must also recognize that the success of the State University itself depends largely on good appraisal system. This is because a good performance appraisal system in State University itself will act as morale booster and encourages the employee to continue in pursuit of state University objectives with the hope of achieving his own personal objective. However, am of the view that performance appraisal system aimed primarily at picking out those who have put in their best over the past months to enable the State University achieve its set goals. These they do by coming to work on time, working hard, relating with their colleagues, and attending to customers and members of the State University carefully.

It is aimed at finding out those whose performance can at times produce positive effects leading to increase in productivity. For each to occur depends on appraisal system or appraisal policy of any State University where objectivity is employed, no worker will feel cheated both benefited and non benefited will continue to put in their

best in the State University; those who are not promoted will work harder so as to score a high mark tomorrow and there will be high cumulative productivity.

I.1. Confidential Reporting System

The operating word in this system of appraisal is secrecy the assessor evaluates his subjects without allowing them to see the contents of the evaluation report. The system of appraisal gives rooms or may see it as nice opportunity to victimize some of his subordinates that are not in his good books. Confidential reporting system aids perpetration of evils since it neither affords the staff being reported upon the opportunity to defend his action nor to douse the flames concerning heaps of lies leveled against him by his supervisor. There have been critics on the confidential reporting system. [18] reported weaknesses of confidential reporting as:

- i. Susceptible to abuse (victimization and favoritism)
- ii. Inability to make employee aware of their potentials and inadequacies, so as to explore their deficiencies.
- iii. It has tendency to jeopardize supervisor subordinates relationships.

I.2. Open Reporting System

Under this system of appraisal the reporting office discourse the appraisal reports with the subordinates it afford the assessor opportunity to express their views or vent their feelings where perceive that the evaluation is objective. [19], stated that “The open reporting system makes it mandatory for the assessor or reporting officer to make his assessment about a subordinate known to him to enable him react on any report which tend to misrepresent him where the report is positive..

Open reporting system is seen as a potent vehicle for efficient personnel management, any management style or practice that encourages French discussion between supervisor and subordinated on job relates activities helps to achieve the following objectives.

1. It makes supervisors and subordinates aware of their behavior and what each feels about the other’s attitude towards him.
2. It make subordinates appreciate their strengths and weakness,
3. It improves the supervisor subordinates interpersonal relationship and invariable facilities the attainment of the corporate goal of the State University.

[20] is of the view that with a right on appraisal a real industrial need where people are judged on the basis of the results of their work and where the job is made to orient the appraisal discussion on the job and it's work requirement, rarely if even; is a health relationship between supervisor and subordinate destroyed.

He goes on to say that open reporting system exercise is a laudable and highly recommendable for State University survival.

He also state that certain factors impinge it workability.

1. Illicit affair between some superior and their female staff which stultifies objectivity in evaluation report.
2. Fear of intimidation by those employees who have prominent personalities as their good father.
3. Fear of being assassinated or being mal handled by those employees who are never doing well or popularly called hard man.

A good appraisal is necessary since its good effect enhances productivity of a State University. A good appraisal system is one devoid of appraisal bias which will ensure that a good employee is rated high.

The rationale for conducting this research work lies on the suspected high degree of dissatisfaction, which reduces the workers' moral towards productivity and its effects on the productivity. To identify the degree of workers' dissatisfaction from their routine job and to create more knowledge base when they are confused in what is expected from them in routine job.

1.3. Statement of Hypothesis

Ho₁: Workers do not have job satisfaction from their routine job.

Ho₂: Their boss does not give workers more knowledge when they are confused on what is expected from them.

1.4 Significance of Study

It is very important to a State University and employees as well as government. It is a very sensitive issue to a State University; it is important to a State University in the sense that if an employee's moral is well improved, there will be an increase in the productivity thereby meeting the set goals, with good strategies in improving workers' moral. There will be high productivity. The researcher would have thrown more light on the problems caused by low morale among the workers and also level the motivational strategies that would be adopted to increase workers' moral and productivity.

Secondly, the managers would know the management techniques they would employ to pull their workers forward, achieving State University objectives and facilitating mutual understanding between the managers, supervisor and his subordinates.

Thirdly, the workers should also understand how to set goals for themselves if there are, so as to win the love and benefits from the State University.

1.5 Design of the Study

Area under study, this study will cover the workers in State Universities, the workers to be used in this study will include both the senior and junior staff organization.

1.5.1 Population of Study

The officials of the State Universities, the middle level manpower which include the depot managers, supervisors and the junior staff will equally be included in the population to be studied.

1.5.2. Sampling Techniques

As a result of large size of the entire workforce of about one hundred and forty three employees of the State University, a sample size of forty workers will be selected: four managers, six supervisors, and thirty junior staff, both at base (head office) and depots. The samples from each group of workers will be sampled randomly.

II. INSTRUMENTATION

The instruments used for the collection of data were the questionnaire and oral interview. Both instruments were principally used to obtain data because they are most suitable for eliciting the kind of information needed.

2.1. Sources of data collection

Data for this work were collected from two main sources namely, Primary Sources and Secondary Sources.

2.1.1. Primary Sources: This includes the use of questionnaire and personal interviews. The questionnaire for this study was prepared in such a way that it served for both the managers and other member of staff of the company. The researcher adopted what is generally referred to as the finding procedure “in which the general questions were first asked before the specific ones on the topic.

Secondly, the researcher visited the State University to interview the low cadre staff who are not literate. Also to distributes the questionnaires which he was asked by the administrative staff to come and collect in a week's time. After a week, he went to the administrative department and collected the forty questionnaires intact

2.1.2 Secondary sources: Extensive use was made of some texts like the following.

Related text books on motivation and collective bargaining agreement in some companies. Journals, Newspapers and magazines. Unpublished articles, seminar papers, term papers and thesis.

III. PRESENTATIONS AND ANALYSIS OF DATA

In analyzing this data, statistical tools like tables and percentages will be used. It attempts to give a clear analysis and interpretation of data collected through the questionnaires administered on the sample of managers and other employees in the State University The distribution was done as follow.

Table 1: Distribution of Questionnaires

Questionnaires	Number distributed	Number returned	Percentage collected	Percentage not collected
Administration	4	4	10	-
Academic	6	6	15	-
Non academic	30	30	75	-
Total	40	40	100%	-

Sources: Field survey (2016)

TABLE 1 above shows the distribution and collection of the questionnaires used to collect data four manager six supervisors and thirty junior staff were given the questionnaires and these were returned from all the categories of the respondents.

Table 2: Number of Female and Male Respond in the Same Size.

Variable	No of responses	Percentage
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Male	25	62.5
Female	15	37.5
Total	40	100%

Sources: Field survey. (2016)

TABLE 2 above shows that the greater number of the respondents are male i.e. 25 (62%) represent the male staff of the State University while 15(37.5%) represent female staff of State University. This researcher has found out that male workers involved in the State University is greater than the female workers

Table 3: What is Your Educational Background?

Sex	Sample size	Percentage
School Certificate	25	62.5
Ordinary National Diploma	5	12.5%
HND	4	10%
Bachelor of science	4	10%
ACA, MBA, MSC	2	5%
Total	40	100%

Sources: Field survey, (2016)

The figure from TABLE 3 above indicates that the greater number of the respondents are of the junior staff cadre this number 25 (62.5%) and 5 (12.5%) represent the junior staff while 10 (25) of the respondents are of the senior staff cadre. The researcher shall place reliance on the information based on the qualification.

Table 4: How Long Have You Served the State University

Period	No of Responses	% of Responses
5-10 YRS	5	12%
11-20 YRS	15	37.5
21-30 YRS	20	50
31 YRS AND ABOVE	-	-
TOTAL	40	100%

Sources: Field survey. (2016)

The figure from TABLE 4 above shows that 5(12.5%) of the respondents have worked between 5 to 10 yrs in the University, while 15(37.5%) and 20(50%) of the respondents have served between (11-20) yrs and (21-30) yrs respectively and none has worked up to 31 yrs and above yet. This shows that the employees are experienced in their job and their answers are given from experience.

Table 5: Do You Consider Your Annual Appraisal Objective or Subjective?

Variable	No of responses	Percentage
Yes	35	87.5%
No	5	12.5%
Total	40	100%

Sources: Field survey. (2016)

TABLE 5 above indicate that 35(87.5%) of the responses consider their annual appraisal objective while 5(12.5%) of the subjects consider their annual appraisal subjective. These 35 respondents said that they are appraisal on the achieving results by the times they were expected. This is done through reliable performance reports and appraisal, which measures progress towards the set objectives.

Table 6 Participation in Decision Making

Variable	No of responses	Percentage
Yes	30	75%
No	10	25%
Total	40	100%

Sources: Field survey. (2016)

From TABLE 6 above, 30(75%) of the respondents agreed that they participate in decision making while 10 (25%) said that they do not participate in decision making.

Table 7: When You Are Confused in the Procedure of Operations, Does Your Boss Give You More Knowledge on what is Expected of Your?

Variable	No of responses	Percentage
Yes	35	87.5%

No	5	12.5%
Total	40	100%

Sources: Field survey. (2016)

Based on TABLE7 above, 35(87.7%) of the respondents agreed that the boss direct them on what is expected of them when they are confused on the procedure of operation. While 5(12.5%) said that the boss did not direct them on what is expect in the procedure of operation. Thus, the researcher discovered that the boss direct his subordinate on what is expected of them when they are confused in the procedure of operation.

3.1. Hypothesis one

The information in TABLE 7 above will be used in testing the first hypothesis at z level. Proportion method will be used as instrument of test.

$H_0 = 0.05$ (workers have job satisfaction from their routine jobs)

$H_1 \neq 0.05$ (workers does not have job satisfaction from their routine jobs)

There are two different response “yes” and No responses

X = proportion found in sample

N = 40

Y = 38 (95 of the response that says workers have job satisfaction from their routine job 95% confidence Level = 1.96%.

Se = standard error = 0.392

Formula $Z = \frac{x - y}{Se}$

Where y = hypothesis proportion

$$Z = \frac{0.95 - 0.05}{0.0392} = 22.96\%$$

$$Z = 22.96$$

3.2 Decision Rule

NOTE: If the calculated z value is above 1.96% confidence level accept the H_0 (null hypothesis) but if otherwise reject the H_0 (null hypothesis) and accept the H_1 .

Based on the calculated z value accept H_0 : workers have job satisfaction from their routine job.

3.3.Hypothesis Two

Workers do not have job satisfaction from their routine job

The information in TABLE 7 will be used in testing the second hypothesis.

N = 40

Y = 35 (87.5%) of the repose that says workers are given more knowledge by their boss when they are confused on what is expected from them.

95% confidence level = 1.96%

$$Z = \frac{y-y}{Se}$$

$$Z = \frac{0.875 - 0.125}{0.0392} = 19.1\%$$

$$Z = 19.1$$

3.4. Decision Rule

Based on the calculated z value accept H_0 : workers are given more knowledge by their boss when they are confused on what is expected from them.

The main objective of this research has been to examine the strategies for improving the workers moral and productivity in an organization. Research finding indicate that the moral of employees in an organization could be improved by offering them the opportunity to participate in decision making allowing them to participate in getting the goal of the organization and rewarding them for accomplishing the organizational goal effectively and efficiently.

The research also reveals that workers will be motivated if their relationship with their supervisor is cordial and if they have very high satisfaction for the job they perform. It was also revealed that a yearly appraisal of employees motivates them to higher performance and if superiors relationship with their subordinates are cordial the employees social interaction with bosses will lead to enhancement of the workers productivity. It was also observed that from the respondents that appraisal based on result achieved as expected is highly welcome by the subordinates.

The employees also preferred performance reports and appraisal which measures, progress towards the set objectives of the organization. Moreover, almost all the respondents unanimously agreed that they are given the opportunity and that they are reinforce for their overall good performance through training and development and the reinforcement is by promotion.

The respondents also agreed that they are given every opportunity for team work toward the achievement of organizational goal and more over, they have not observed any eroding of their authority in the process of executing their job.

3.5 Findings

From the findings of this research; it was discovered that:

1. Autocratic leadership in an organization reduced the workers moral and affects their productivity.
2. Lower, the moral of the workers and this will lead to a reduction in productivity.

V. CONCLUSION

It is very pertinent to improve the workers moral so as to enhance greater productivity. Any organization that has no consideration on how the moral of the workers can be improved is liable to face a lower level of production. The rational for conducting this research work lies in the suspected high degree of dissatisfaction, creating of more knowledge base which reduces the workers moral towards productivity and its effects on the productivity.

To solve the research problem, both primary and secondary data were collected. In presenting the data collected, table data and frequencies were used. The hypotheses were tested using 2 level proportion method and instruments. From the analyses of data collected the following findings were made; since employee morale and productivity are based on their participation in setting the goals of the organization and in participation in decision making, the researcher recommends that manager should adopt democratic style of leadership and that workers should be involved in the decision making process.

VI. RECOMMENDATION

Based on the findings of this research report the following recommendations were made.

3. Since employee morale and productivity are based on their participation in setting the goals of the organization and in participation in decision making the researcher recommends that managers should adopt democratic style of leadership.
4. Secondly, the workers should be involved in the decision making process performance appraisal based on result achieved by the time the output were expected; this should be done through reliable performance report and appraisal.
5. The relationship between the superior and subordinate should be cordial.
6. This will create an atmosphere where the managers and their subordinates could sit together, discuss and reach agreement on how to improve the employee performance.
7. Most importantly the employees should be given good conditions of services.

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