



## FACULTY MORALE: A CORE ELEMENT FOR JOB SATISFACTION & RETENTION

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### **Abstract**

*The leader should focus on publicly acknowledging their employee work. Establishing norms that rewards work goes above and beyond in terms of results and creative work environment. Many researchers have suggested that creating a friendly, interactive work space will encourage creative thinking which in turn make a huge difference when it comes to work culture. Acknowledging the employees work when they do a fabulous job by showing them the results they have obtained out of their hard work and empowering them with more responsible will ends up with high morale in the entire organization. Most of the time the management are under the wrong connotation that the employee stay for high pay, less responsibility and they are never loyal to their management under whom they are working. But in reality, it is a true. The colleges should focus on professional priorities of teachers, administrative support, students' attitude and quality environment within the campus.*

**Key Words:** Faculty Morale, Job Satisfaction, Retention.

### **Introduction**

The present global environment and the higher education sector are facing quite many growing pressures which is straining the capabilities of the teacher and making tough for them to satisfy the growing needs of the stakeholders demand. Like many other institutions of higher education even colleges is facing dampened staff morale. These challenges reduced the staff morale which in turn led to retention problem. Few leadership competencies like communication, building trust and team work can impact on morale, especially during the negative event. According to the researcher, the leader should take up the challenge to overcome the issues of low morale in the higher education by implementing creative strategies and initiatives. The present situation also witness that the colleges which fails to provide a friendly, interactive and encouraging work space, the environment sets the stages for potential hostility, miscommunication and separation between employees. Rewarding the employees is a great way to encourage for more good work. The leader should focus on publicly acknowledging their employee work. Establishing norms that rewards work goes above and beyond in terms of results and creative work environment. Many researchers have suggested that creating a friendly, interactive work space will encourage creative thinking which in turn make a huge difference when it comes to work culture. Acknowledging the employees work when they do a fabulous job by showing them the results they have obtained out of their hard work and empowering them with more responsible will ends up with high morale in the entire organization. It is recommended to treat the faculties not like daily machine. And the management people should be available to listen. Employees' opinion should be valued and they should be offered professional training. Since the best people at work will always demand professional development opportunities that help them to grow up straight. In addition to providing professional opportunities, the employees should be rewarded and of course no employee loves to leave a cheerful organization.

### **Need of the Study**

The faculty members' job satisfaction and retention are connected to the employee morale provided in the workplace. To understand the reasons, why there is the need of positive employee morale to enhance job satisfaction and to increase the retention level, this topic has been chosen and analyzed in this research paper.

### **Objective of the Study**

1. To explore the various research work done in the area of employee morale.
2. To analyze the impact of employee morale on job satisfaction and employee retention.

### **Research Methodology**

The research paper contains secondary data. The data is collected from various journals and website.

### **Review of Literature**

James and Rhonda (1996) undertook a study on the title 'A New look at Factors related to college faculty morale' at Tennessee State University. The researcher has studied and analyzed the factors, which have a significant impact on the level of morale in the organization. The author reveals the link between the faculty dissatisfaction with their work load, working conditions and the author also identifies the relationship between the faculty and the administration of the college. The researcher concludes by stating that race, sex, academic rank or the salary have no effect on morale of a faculty.



Linda Evans (1998) in her book, attempted to tackle the conceptual problems. She unfolded the natures of teacher morale, motivation and job satisfaction by bringing forth the influential evidences. She also examines the importance of leadership as an important determinant of a teacher. As per the research, job comfort and job fulfillment are components of job satisfaction. The rationale for studying job satisfaction is that, it shed light on attitude of an employee related to their job. The researcher presents a unique and fascinating insight into what influences teacher's attitude in their jobs. She has also illustrated as how a leader can get the best out of their staff.

John Pisciotta (2001) conducted a study entitled 'The importance of teacher morale in combating teacher shortage' in Texas Public and Private educational institutions. The teacher attitudes were examined. The author focused on the main reasons for morale problems. The research showed that 30% of the teachers of private institutions pointed to compensation, only 14.4% of the teachers of public institutions stated compensation as the main problem of low morale. Morale has also an impact on the treatment by the administrator, student's attitude and the behavior. The researcher concludes by saying that the main reason for teacher shortage is due to the salary or pay, teacher certification and the teacher satisfaction with the environment. Marua Rafferty (2002) has focused on the connection between the teacher morale and the teacher turnover. The author identifies the reasons for choosing to leave the school or to quit the teaching profession itself. The researcher has found the reason for low morale in the teaching profession is due to low pay, student's behavior and lack of support from the administration.

Linda K. Johnsrud and Vicki J. Rosser, (2002) in their study entitled 'Faculty members morale and their intention to leave', advocated that morale is an important factor in teacher's decision to whether or not to continue in their teaching profession. A teacher morale increases with an increase in the improvement of the teachers work which gives way to teacher retention. An engagement in work, sense of institutional regard and personal sense of their wellbeing' are analyzed to be the three dimensions that affect teacher morale at large. The authors have observed that gender, race and ethnicity have no significance in maintaining to morale. The educational institutions should focus on professional priorities of teachers, concentration on the relationship between teacher and the administrative support, enhancement of the quality of benefits and service. Such attention by the educational institution helps to retain the teachers in a long run.

The author in this article brings in to light upon the prevailing wrong myths with regards to employee morale. According to him people leave a company not only because of low income paid. Rather, it is due to the dissatisfaction caused due to poor policies and procedures, quality of supervision, working conditions, relationship with the supervisor. A sense of achievement, recognition, respect, competence, opportunity to grow and develop their skills, advance their career, greater work life balance plays an important role in employee satisfaction and retention which in turn leads to long term companies profitability. According to the researcher, the employers for a long period of time are under a wrong fiction that people stay for high pay, incentive programs, less responsibility and they are not loyal to their jobs. This is not real in work life.

Al-Habsi, S. K., (2009) has studied the motivation of teachers with a view to providing insight in to how this can be improved through the efforts of head faculty and educational managers. Managers can influence the direction and strength of these instincts. There is a strong connection between motivation, morale and job satisfaction. He found that job satisfaction leads to high morale. He also found that teachers may be dissatisfied with their pay and conditions of service and suffer low morale. The author suggests motivating the employee to keep them satisfied.

Sombat Tayraukham (2012) carried his research on the topic entitled "Casual factors influencing to teaching commitment: Northeast Thailand". The author has identified the direct and indirect factors influencing the morale of teachers and their teaching commitments. The organizational citizenship behavior creates a direct impact on teaching commitment. Whereas job satisfaction and the organizational climate impact the teacher's morale indirectly. The author concludes by stating that the variable be indirect or direct, have significant impact on teaching commitment.

Muhammed Rauf, Muhammad Saeed Akhtar, Zafar Iqbal and Mushtaq Ahmad Malik, (March 2013) has revealed the relationship between morale and job satisfaction. According to them satisfied teachers with high morale enthusiastically take part in teaching learning process, developing the personality of the students with better achievement. They suggest that to make the teacher more effective in his or her work the management should take an effort towards the satisfaction of their teachers.

Fekede Tuli Gameda & Paivi Tynjale, (May 5, 2015) reveals that low salary and absence of link between performance and reward leads to job dissatisfaction. The author has focused upon two most important factors that influence a teacher. The teachers are the crucial players in giving the quality education to those students. But this is possible only when teacher are motivated properly to update their skill and knowledge to perform their duties effectively with adequate knowledge. The



researcher concluded by saying that if teachers' standard of living are not looked upon while paying the salary, that is if their basic needs are not met, then the chances of teachers being irresponsible towards their academic responsibilities.

P.Kandhakumar & Dr. Isaac Balasingh, (2016), attempts to describe the factor influencing employee morale. In this article the author tries to understand the relationship between employee morale, employee satisfaction and its performance. The author focuses on the indicators of morale and the ways to establish positive morale. The researcher has also observed the scope for studying the relationship between impact of employee morale in satisfaction and the performance of an employee. The author concluded by saying that the result of effective performance of an organization is due to the prime factor employee morale.

### Conclusion

Every human being work for satisfaction. If it is available as desired, then they remain at the same workplace. The core element of job satisfaction and employee retention is considered to be the Employee Morale that is supposed to prevails in the organization. The teachers are the crucial players in imparting quality education to the students. But this can be made possible only when the faculties are providing with positive employee morale. There are various factors of employee morale which lays the road for job satisfaction to lead retaining the faculty in the organization. But there is no connectivity between race, sex, academic rank and the salary on morale of a faculty. The teacher's attitude has to be fascinated with positive morale. A satisfied teacher always takes part enthusiastically in teaching learning process by aiming to develop the student's academics. Many researches indicate the reason of low employee morale is due to teacher's dissatisfaction with the environment and thereby results in turnover. In order to make the teachers more effective and enthusiastic the management has to take effort to maintain the job satisfaction. Most of the time the management are under the wrong connotation that the employee stay for high pay, less responsibility and they are never loyal to their management under whom they are working. But in reality, it is a true. The colleges should focus on professional priorities of teachers, administrative support, students' attitude and quality environment within the campus.

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