

Imperative of Staff Morale on Productivity of Manufacturing Companies in Nigeria

Dr. Odogu Laime Isaac¹, Ogbogi Gabriel²

¹Department of Law, School of Foundation Studies, Bayelsa State Polytechnic, Aleibiri, Nigeria

²Department of Accountancy, School of Management Science, Bayelsa State Polytechnic, Aleibiri, Nigeria

ABSTRACT

This study seeks to identify the factors, which affect staff morale in the organization and then make suggestions to ensure continues high morale of staff in the organization. The continues high morale of staff is of great interest and benefit to management who wish to enhance productivity on one hand and quality of working life on the other. Questionnaire is used as the main instrument for the collection of data as well as personal interviews and chats. using the simple random sampling technique. The main analytical tool, used is the Pearson Product Moment Correlation Coefficient. The data collected were collated and analysed using the Statistical Package for Social Sciences (SPSS). The findings revealed that there is a negative and non-significant correlation between staff morale in the organization and job characteristics with correlation coefficient (r) of -0.04. This indicates that job characteristic has little effect on the morale of the individual staff. There is also a negative and non-significant relationship between staff morale and leadership characteristic. On the other hand the findings show a negative but significant relationship between staff morale and labour turnover; while there exists a positive and significant relationship between staff morale and job satisfaction.

How to cite this paper: Dr. Odogu Laime Isaac | Ogbogi Gabriel "Imperative of Staff Morale on Productivity of Manufacturing Companies in Nigeria" Published in International Journal of Trend in Scientific Research and Development (ijtsrd), ISSN: 2456-6470, Volume-7 | Issue-6, December 2023, pp.804-813, URL: www.ijtsrd.com/papers/ijtsrd61310.pdf



Copyright © 2023 by author (s) and International Journal of Trend in Scientific Research and Development Journal. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (CC BY 4.0) (<http://creativecommons.org/licenses/by/4.0>)



INTRODUCTION

Over the years, the concept of staff morale has been rising steadily in importance, because of its pivotal role in providing a link between productivity and staff needs on the one hand and the quality of working life on the other. To achieve its set goals and objectives, an organization needs among other things a high morale work-force. A work force that perceives the organization as a medium through which personal goals could be achieved and at the same time achieving the organizational goals. To feel motivated, individual sources of satisfaction should be commensurate with organizations offer and demand Guion, (2018) saw staff morale as a means of aiding productivity by creating work situations in which there would be better integration between individual and organizational goals. Saal, (2015) and Lapin (2020) presented arguments and findings suggesting that one of the best ways to increase the productivity of professionals in research organizations was to provide them with jobs demanding high morale. Recent studies of staff morale show that such morale enhances the individuals satisfaction, which at the

same time increases productivity for the organization (years, increased attention has been given to the quality of life in the workplace (Sekeran & Mowday, 2016). measures by which the quality of working life can be (Dickinson, 2015). Within the past few assessed (Sculer, 2020). Jobs requiring a high degree of morale are seen as vehicles through which staff can satisfy their need for growth, especially in the areas of competence achievement and self-actualization (Rabinowitz, 2018).

Lawler and Hall, (2021) showed that individuals become involved in their work even in the artificial context of a laboratory. Since that time, empirical investigations of staff morale in the job have appeared in the psychological literature with increasing frequency. Understanding the nature of staff morale has been the pre-occupation of social philosophers and social scientists for more than a century. Consequently, one finds a vast amount of theoretical and empirical literature on the subject (Schuler, 2020.). Despite such rich literature, our understanding

of the phenomena has not gone beyond the superficial descriptive level. A cursory look at the literature reveals that the concept of staff morale has been used loosely by sociologists and psychologists to describe and at times, explain work related problems such as low productivity, absenteeism, turnover etc. Recently, both Seeman (2019) have expressed their concern with the promiscuous usage of the concept and the resulting difficulty in understanding its meaning. Because of loose usage in varied contexts, the concept has come to carry excess meaning and very often different meanings for different researchers. Distorted and ambiguous interpretations of the concept has created an aura of mysticism that must be dispelled before scientific understanding of the phenomena can be achieved.

Nigerian worker is still struggling with low productivity, poor work attitude, prone to fraud, and lack of sense of duty (Seybolt, 2017). Workers change jobs at the least opportunity, the turnover rate among our organization is therefore assumed to be high. Given the differential psychology of the Nigerian worker with the unique characteristics of his environment, the willingness to continue to work for an organization is to be determined by the degree of his organizational morale and/or satisfaction in the job. This problem initiated this research work.

PURPOSE OF THE STUDY

This study seeks to find out the imperative of staff morale on the productivity of manufacturing companies in Nigeria. Specifically, the study seeks to achieve the following:

1. To identify how morale of staff in an organization correlated with labour turnover
2. To identify how staff morale correlate with job satisfaction in the organization

The following research questions have been formulated and will be answered at the completion of this work.

1. To what extent is the morale of staff in an organization correlated with labour turnover?
2. How does staff morale correlate with job satisfaction in the organization?

LITERATURE REVIEW

THE CONCEPT OF STAFF MORALE AND JOB SATISFACTION

The study of staff morale has been approached from two diverse perspectives. First, staff morale has been conceptualized as an individual difference variable. In this view, staff morale has been thought of as similar to such concepts as central life interest and belief in the Protestant work ethic and individual staff are viewed as possessing certain needs or values which

made them to become more or less committed in their job.

Second, staff morale has been identified as a reaction of staff to specific characteristics of the work situation. This view suggested that certain type of jobs or characteristics of the work situation influence the degree of staff morale. The two theoretical approaches to the study of staff morale suggest the importance of examining both characteristics of the individual staff and the job situation as determining staff morale. An extensive review of literature by Rabinowitz (2018) indicates that both types of characteristics have been found to be related to staff morale. Several studies have been found to be related to staff morale.

According to Sekeran, and Mowday, (2016) Staff morale has been identified as a reaction of staff to specific characteristics of the work situation This view suggests that certain types of job or characteristics of the work situation influence the degree of staff morale. Studies have found characteristics of the work situation such as leader behaviour, decision making processes, interpersonal relationship and job characteristics were related to staff morale. Furthermore, Rabinowitz, (2018) found that individual difference variables and job characteristics were equally important in determining staff morale. Their effects on staff morale were found to be independent and additive. Wannous and Lawler, (2021), suggested that job factors can influence the degree to which a staff morale is related to the job, though he presents little data about the impact of job design factors upon staff morale. Lodahl and Kejner, (2017) provide some data about the impact of job design factors upon staff morale. They mention that meaningfulness of work, adequacy of supervision etc. are factors that might affect it, but they say very little about why these factors should affect it. Finally, they present some data to suggest that high social contact on the job leads to high morale. Despite the fact that there is little empirical evidence to establish the validity of considering staff morale, job satisfaction and motivation as independent job performance and consequences of different job design characteristics. In fact, there is testable speculations to the effect that different aspects of job design may affect each of these Morales and that they in turn have different effects on job behavior.

Researchers and managers alike are increasingly attending to the job design as an important factor in determining the motivation, satisfaction, morale and hence performance of staff at work. This is not to say that jobs previously have been seen as irrelevant to

organizational administration. On the contrary, earlier when scientific management was in its prime, considerable research effort was expended to find ways that jobs could be simplified, specialized, standardized and routinized. At the same time, industrial psychologist was developing rather complex and sophisticated procedure for describing and analyzing jobs in terms of their simplest components, as a means of evaluating the skill levels required for different jobs. The general expectation of the scientific management approach was that by simplifying jobs, work could be carried out more efficiently, less skilled staff would be required, the control of management over production would be increased, and ultimately organizational profits would be enhanced.

The job characteristics studied included job challenges and the five core dimensions of job design identified by Saal (2016). The five core dimensions are composed of skill variety, task identity, task significance, autonomy and feedback. From the job, research re-viewed by Rabinowitz, (2018), suggests that each of these variables may have an important impact on staff morale. In addition, Schuler, (2020) postulated that job challenge would be positively related to organizational morale.

PERSONALITY CORRELATES OF INDIVIDUAL ORGANIZATION RELATIONSHIPS

An ideal situation in which an individual's personality fits with a job would result when there is an optimum level of job morale. The personality factors that impinge on one's reacting and getting along in complex systems day after day relate mainly to one's style of coping with organizational requirements, sensitivity to stimuli, faith and trust in the system, and ability to understand and react to the system's norms. Much of the current theory about organizational functioning alludes to, but deals only summarily with the effects of different modalities of individual personality orientation on behaviour in organizations. Specifically, there has been little attempts to determine whether particular attributes of the individual's personality have significant effects on the nature of the relationship of the individual to positive organizations and therefore on his or her behaviour in organizational settings. One of the hypothesis that this research is attempting to test is that individuals faced with a common environment perceive it differently and that these difference in perception are strongly influenced by particular dimensions of the individual's personality.

Three personality dimensions were chosen for study. These were activity- passivity, task orientation and

inter-personal orientation. The theory upon which this is based is that basic aspects of the individuals personality importantly affect the way that the individual perceives his/her environment situation and that perception in turn influences behavior (Weissenberg and Gruenfeld, 2018).

ACTIVITY - PASSIVITY

This dimension relates directly to the capacity of the individual to establish and maintain a satisfying and productive relationship with his environment. Szilagy and Wallace, (2020) has stressed the importance of the individual's capacity to take effective action (as opposed to feeling acted upon) in achieving a sense of competence or feelings of effectiveness while developing the thesis that the need to take effective action to achieve a sense of efficiency is an independent ego similar in strength and importance to the sexual and aggressive drives. If white's theory is correct, one would expect that the individual's capacity for effective and sustained action would have an important influence on the quality of his relationship to the organizations.

TASK AND INTERPERSONAL ORIENTATION

These two dimensions are concerned with the means by which the individual attempts to establish and maintain relationships with his environment. The person with strong task orientation seeks to establish his sense of competence through manipulation of the object - environment, while the person with a high interpersonal orientation relies to a greater degree on inter - personal relationships as a means of achieving satisfaction of his needs for effectiveness. Thus these two personality dimensions deal with approach modalities, whereas activity - passivity deals with approach capacity. (Szilagy and Wallace, 2020)

CAREER ORIENTATION

According to (Baridam, 2019) formal organizational career management programs are increasingly a part of many firms overall human resources strategies. Organizations often decide to adopt such programs in the belief that they will be of benefit to individual performance and development and will increase staff morale and involvement (Aniagoh & Ejiofor, 2017) proposed that Goal attainment on a job can lead to feelings of psychological success that in turn raises self-esteem. The most common rationale for organizational morale in individual career planning is that it will reduce staff's uncertainty, help them to plan and thus guide positive outcomes for an organization. Although it may be true that providing information helps individuals make career plans, the suggested organizational outcomes depend on the following three assumptions:

1. Morale leads to success

2. Certainty leads to satisfaction
3. Knowledge of options leads to organizational morale and involvement.

An examination of available decision theory suggests, however that these propositions may be overly simplistic. First, the assumption that effort will lead to a perceived increase in career success fails to consider that increased effort may lead to higher expectations for return on the investments than previously held (Dickinson, 2015) instituting a career management program does not however increase the number of opportunities for career advancement in an organization and may actually increase competition among program participants. Also as people aspirations rise, opportunities are likely to exist that satisfy them. Unless an organization takes steps to either meet or adjust such aspiration, perceived career success will decline (Schuler, 2020) and employees may seek opportunities elsewhere to justify the effort they have expended.

The assumption that reducing staff's uncertainty concerning their career status in an organization will lead to greater organizational and career morale has some support (Guion, 2018). But individuals may not respond positively to increased certainty if additional information leads them to discover that their career plans do not match opportunities available in their current organization. Wanous and Lawler, (2021) found that, in the absence of information concerning future reality, individual tend to rate their prospects with an optimistic bias. Instituting a career management program could eliminate that bias and polarize participants. Those who perceive a match between personal and organizational goals might experience greater satisfaction, but those who perceive a mismatch experience increasing dissatisfaction. The last assumption linking knowledge or organizational alternatives with organizational morale also has only narrow support. Individuals tend to make use of readily available and apparent solution. They even shape their own aspirations in terms of the alternatives that organizations present. But only until growing feelings of disequilibrium justify the cost in time and effort of seeking out less obvious alternatives (Lodahl & Kejner, 2017). As dissatisfaction increases, increased activity aimed at relieving that disequilibrium is likely to occur. If career programs reveal a good match between individual and organizational plans, they may channel such activity towards organizationally desirable solutions. If the solutions offered by an organization does not match those staff values, that individual may search for alternative career paths external to the current employer.

Career management programs therefore may or may not generate positive outcomes for organizations and their staff: Life program raise aspirations to unrealistic levels or make employees certain that their personal career plans do not match those of the organization, knowledge of organizational career opportunities may force them away from an organization rather than binding them to it. Managers need to understand how individual planning, organizational career information and perceived matches between individuals and organization career plans combine to shape and energize staff's career attitudes and behaviors. We addressed those issues by proposing and exploring a model of individual career planning that incorporates the three critical assumptions we have described.

ORGANISATIONAL COMMUNICATION

Communication has been the subject of considerable attention in organizational research. However, investigations often attach diverse labels to seemingly similar communication variables and similar labels to what appear to be different variables. A review of the organizational literature reveals that among the communication facets most frequently discussed and investigated are directionality of information flow accuracy and distortion of information, modalities used in transmitting information and gate keeping of information (Lapin, 2020). Three non-communication variables - trust in superior, perceived influence of superior and mobility aspirations of the respondent - have been repeatedly shown to influence individual communication in organizations.

ORGANISATIONAL ROLE EXPECTATIONS

Organizations today are under challenge as a result of the break with traditional authority. The growth of democratic or socialist ideology, economic affluence and consequent changes in needs and motive patterns and the accelerated rate of change. There are some silent crises between people and organization. The survival of our society therefore depends on how well we acknowledge and understand these crises. Organizations are the frame works through which most of society's work is carried out and within which individuals seek to satisfy many of their needs. Organizations, as instruments for meeting societal and individual needs are sensitive to changes in expectations and demands from both quarters (Saal, 2015).

Schuler, (2020) states that, most people in paying jobs find work and its environments so unappealing that they do not work very hard. There seems to be the tendency for workers to withdraw from commitment in unrewarding jobs. This often results from the mismatch between rewards and individual's

expectation. An important source of the mismatch arises from the uniformity of the system of rewards and incentives. It is a poor assumption that everybody wants the same thing. Our system of reward does not reflect the diversity of goals and expectations needed by individuals. Organizational positions are locations in the system and roles are the expectations associated with a particular position (Schuler, 2020). Individual members are expected to define situations and to make organizational decisions in terms of their position in the organization. But even when a position is well defined, the expectations that others have for a position may vary considerably. Variation may be due to the special interests of the various role sender and increase when senders include outsiders (Guion, 2018). The boundary spanning role of workers have not been fully explored in management literatures. Individuals having such a role are assigned responsibility for contracts with people and groups outside the organization and so become vulnerable to pressures from outsiders as well as insiders. Guion, (2018) maintained that boundary spanning roles are susceptible role conflict because employees seldom have control over other groups with which they interact. Saal, (2015) pointed out that a role incumbent must maintain some balance between the demands of the role and available resources if organizational staff morale is to prevail.

LEADER-BEHAVIOUR AND STAFF MORALE

Szilagyi and Wallace (2020), in recent years, behavioral scientists and practicing managers have implemented a number of work restructuring approaches in order to improve staff productivity and the quality of work life. Such productivity efforts have focused on the way jobs are designed, the way workers relate to each other and to management and the manner in which performance is measured and rewarded. In one way or the other, these efforts have involved increased levels of staff participation in the management of organizations. Participation is the involvement of employees in unit activities that encourage them to contribute to unit goals. Participation is mental and emotional as well as physical. Morale is also more than mere consent or approval of what to do. It is seen in actual contribution to unit activities.

Finally, morale assumes that staff will accept a certain level of responsibility for their actions - that they want to see the unit perform effectively and thus, will make the unit's activities part of their domain. Participation does not mean that the manager shares the responsibility of performing the task with unit members. The ultimate responsibility remains on the manager's "shoulders". One of the contributions of

Path-goal theory has been the identification of a mere complete set of leader behaviors. Szilagyi and Wallace (2020) states that the path goal theory attempts to study leadership effectiveness in a variety of situations. The model suggests that leaders are effective by means of their impact on employee motivation. Four leadership styles have been most frequently studied through Path-goal theory; instrumental, supportive, participative and achievement oriented.

- A. Instrumental Behavior: The planning, task assignment, monitoring and control aspects of the leader behavior is known as instrumental. An instrumental leadership style can be used to increase an employee's effort to performance perception (expectancy) that had been low to ability problems or because of an ambiguous or unstructured task.
- B. Supportive Behavior: This includes giving consideration to the needs of subordinates, displaying concern for their well-being and welfare, and creating a friendly and pleasant work environment. For instance, employees with high social needs (valence) may relate more positively to a supportive leadership style.
- C. Participative Behavior: It is characterized by sharing of information, emphasis on working with subordinates and use of their ideas in making managerial decisions. A subordinate who exhibits ability to do the work and/or is highly self-confident (high expectancy) will probably react more favorably to a participative style of leadership than an instrumental style.
- D. Achievement - Oriented Behavior: Setting challenging goals, expecting subordinates to perform at the highest levels, and continually seeking improvement in performance.

An achievement oriented style would work well with employees who have high ego needs (valence). On the other hand, this style can help clarify an employee's low performance to reward perception (instrumental) by working with him or her to seek high goal accomplishment. The leader makes decisions which determines organizational purpose and ensures it is fulfilled. His action determines whether the potential of the organization's members will be actualized or lie dormant and whether the emotional tone of the organization will be characterized by warmth and enthusiasm or coldness and apathy (Baridam, 2019). A leader is one who influences the behavior of others, then conditioning, motivations, recognition of personality difference and group dynamics to mention a few, form part of

leadership. Based on the above view, we can define leadership as the process by which one person induces others to work towards some predetermined goals. The key words in this definition are "induce" and "goals"

The leader is one who inspires others towards goals. It is reasonable to say that leadership has to do with the dynamic quality of relationship the action reaction phase of managing others. Studies on leadership have usually fallen under one of the three general readings: Trait theory, Behavioral theories and contingency model. Each of these seems to contain some elements of truth but has always in the final analysis failed to explain enough of the difference between effective and ineffective leadership to be generally useful in a variety of situations (Baridam, 2019)

Trait theory rests in the assumption that the individual is more important than the situation, that there are certain distinguishing characteristics or traits which differentiate successful from unsuccessful leaders. The behavioral approach of the study of leadership believes that leaders may be best characterized by behavior pattern rather than by individual traits. Unlike the trait approach that attempts to explain leadership on the basis of what leaders are, the behavioral theories attempt to explain leadership on the basis of what leaders do. There are three main schools of research identified with the above theoretical orientation (Baridam 2019) Bales research at Harvard has emphasized that leadership behavior may be performed by any group member, yet early in the life of a group, certain persons engage in such behavior to a greater degree than others. Studies identify two relatively independent dimensions of behavior along which leaders differ. One of these consideration, that is, and action which the leader takes to perceive the human needs of subordinates and to support subordinates in their own attempts to satisfy their needs. This may involve the establishment of mutual trust, rapport and communication with subordinates. The second character is initiation of structure that is, a variety of actions taken by the leader to "get the work out. Such actions may involve organizing, defining relationships, setting goals, emphasizing deadline, giving directions and so on. The third school of research includes the work of Likert and his colleagues at Michigan and is similar to that of the Ohio State group. They identified two main categories of leader behaviors - job centered and staff centered (Saal, 2016). Staff centered supervisor and managers tend to have higher productivity. The relationship between these two dimensions of leader behavior and subordinate performance on

productivity - cannot be summed up so easily. Guion, (2018) found no accurate way to predict group performance from measures of leader consideration and initiating structure. The extent to which these leader behaviors affect subordinate performance is either (a) negligible or (b) very much dependent on the situation (a statement which, in itself tells us little).

It is reasonable to believe that no organization can achieve high consideration at the expense of initiating structure in the long run, neither can it achieve high structure at the expense of consideration. Intensively, one would regard the high consideration - high structure combinations as the optional blend of leader behavior. The contingency model suggests that an effective leader must match his style with the demands of the situation. Leadership style as defined in the model is the extent to which a manager is task oriented versus relationship-oriented. These are measured by means of the preferred co-workers scores.

RELATIONSHIP BETWEEN STAFF MORALE AND JOB SATISFACTION

As disclosed earlier, no concept, in order to reveal its true meaning should be defined in isolation but should be differentiated from other related concepts. In this context, we should ask to what degree job satisfaction is different from staff morale and more specifically whether job satisfaction is the same as the feeling or evaluative component of staff morale. Saal, (2015) defined job satisfaction as an emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values. It should be realized that such a conception of job satisfaction does not correspond to the feeling component of staff morale. The main difference is that in job satisfaction the feeling is a function of the perceived relationship between all that one wants from the job and all that one perceives it as offering or entailing. The emphasis here is on all that one wants whether it is important for self-definition or not. For instance, for some individuals, having a physical work environment, having certain benefits or working with a certain group of people may be satisfying but may not be valued for self-definition and therefore not job involving. For others, who internalized the value of being associated with certain groups of occupying a good office for their self-definition, such factors would affect both their satisfaction and morale. Individuals with the protestant ethic value system, the job which enhances one's individuality and autonomy and allows the use of one's valued abilities would be both satisfying and morale boosting. It is understood that individuals

adhering to the protestant ethic would consider higher order needs and their expression an important aspect of their self-concept. In Weissenberg and Gruentield's (2018) of a sample of male civil service supervisors, morale was related to satisfaction with the motivators but not with the hygiene factors. Another distinction between job satisfaction and staff morale lies in the nature of feelings or emotions associated with each of the concepts. While the pleasurable emotion is the ever rising feeling in job satisfaction, evaluative feelings such as being concerned and anxious about one's performance whether good or bad, right or wrong, successfully or unsuccessfully are part of the feeling component of staff morale. In this sense, we may consider employee morale an intervening variable and job satisfaction an output variable. A further difference is that while job satisfaction readily changes with the situation, staff morale is a relatively stable individual difference variable which is not completely situationally dependent but is also based on the internalized self concept. In other words, staff morale as compared to job satisfaction becomes elaborated less upon the basis of the objective characteristics of the job than upon the individual's ability to maintain his own self-image.

EMPIRICAL REVIEW

The two theoretical approaches to the study of staff morale suggest the importance of examining both characteristics of the individual staff and the job situation as determining staff morale. An extensive review of literature by Rabinowitz, (2018) indicates that both types of characteristics have been found to be related to staff morale. Several studies have been found to be related to staff morale. Several studies have found such individual characteristics as age, education, sex, length of service, need strength, and values as related to staff job morale, although these relationships have been far from consistent across studies. In addition, studies have found characteristics of the work situation such as leader behavior, decision making processes, inter-personal relationship and job characteristics were related to staff morale. Furthermore, research by Rabinowitz, (2018) found that individual difference variables and job characteristics were about equally important in determining staff morale. Their study also examined Lawler and Hall, (2021) prediction that individual and job characteristics would interact in predicting staff morale. The effects of the individual and job characteristics on staff morale however were found to be independent.

Wonous and Lawler (2021) discussed the relationship between the individual's socialization process and the characteristics of a job. The socialization environment

plays a role as one of the early determinants of an individual's work need. The context of white-collar environment, an individual may be more likely to adopt a set of middle-class values. The results of such an upbringing, could cause an individual to develop a general value orientation towards work that emphasizes the importation towards work for one's total self. esteem and reinforces the belief that work can hold intrinsic satisfaction. The consequence of such values, speculated, is that an individual (when asked) is likely to state his own particular desires for job characteristics such as autonomy, variety, challenge, task identity and feedback. It is believed that it is likely that a morale prone individual will become involved when holding a job characteristics if desires are not met, there would be unfavorable (low morale) reaction. Schuler, (2020) also discussed the interaction of personality with the situation a person is involved in. It is through the process of socialization that social values and institutions of individual personality and behavior involves. He noted that society in effect provided a well of values and expectations that determine the individuals character, his ethical beliefs, and his ideas about progress, success and failure are recognized. Additionally, application of interpersonal theory as a way of explaining the organizational behavior of an individual. Interpersonal theory was viewed as emphasizing the interplay of the social situation and personality. More specifically, the behavior of an individual within organizations is a result of the interaction between the bureaucratic situation and personality. Staff morale would be one type of expected response if the pattern of accommodation developed through socialization and the situation match. behavioral and attitudinal outcomes. Specifically, hypothesizes thE variety of background factors influence the individual's personality type. These factors, which include the influence of parents, peer, sex, socio-economic status, physical environment, generally reflect. The individuals will seek out environments that will let them exercise their skills and abilities, express their attitudes and values and take on agreeable problems and roles. A further example is that the individual's behavior is determined by an interaction between his personality and the characteristics of his environment. Thus, if the individual's personality and environmental situation are lodgment (i.e. person-job match) a variety of positive outcomes such as achievement, vocational stability, job satisfaction and perhaps greater morale could result. The differences in defining staff morale in the literature are, to a great degree, based on consideration of it as unidimensional. Each of the authors focused only on

one of its three dimensions. Lodahl and Kejner (2017), introduced two definitions of which the first is related to the cognitive or identify dimensions, the degree to which a person is identified psychologically with his work, or the importance of work in his total self-image. Their second definition, the degree to which a person's work performance affects his self-esteem is related to the evaluation diminution. They made no attempt in their study to show how the two are related. A number of authors, besides Lodahl and Kejner, stressed the cognitive or identify component in their definition Dickinson (2015) conceptualized morale, as the degree to which the total job situation is a central life interest. This definition is similar to that of (Lawler and Hall, 2021) who define it as the degree to which the person perceives his total work situation to be an important part of his life and to be central to him and his identity. Along the same lines (Guion 2018) proposed that staff morale is characterized by the staff perception of the job as being of extreme importance. The cognitive or the action dimension of staff morale reflected in the definitions which focused on the degree of the staff moral could be measured by asking the staff the degree to which he feels that he is actively participating in his job. Vroom indicate that it could be measured by asking the staff how much he participates psychologically in his job.

Seybolt, (2017) administered staff morale scale which included all measure used in previous investigation to two different sample. A factor analysis was

DATA PRESENTATION

Descriptive Analysis

units	mean	Standard Deviation	Staff morale	Job Satisfaction	Turnover	Personality	Anxiety	Job characteristics	Character Of superior	Career orientation	Org. role expec. Structure
Staff Morale	8.6900	6.5469	1.0000								
Job satisfaction	11.4800	2.7834	0.3231*	1.0000							
Turnover	2.2600	0.8833	-0.3460*	-0.1252	1.0000						
personality	14.6600	3.4560	0.3730*	0.4015*	0.0226	1.0000					
	17.9500	6.6308	-0.0120	-0.1404	-0.253	-0.2414	1.0000				
Job characteristics	18.6400	6.4487	-0.0685	-0.0595	0.0738	-0.1986	0.3438*	1.0000			
Character of superior	9.7000	2.7871	-0.0494	0.1138	0.3003*	0.1707	0.3293*	0.2193	1.0000		

performed for each of the sample separately. The result showed in each case that a three factor solution was the best to interpret the results as well as the best solution statistically. The three factors clearly correspond to the cognitive and evaluative dimension as presented in the three types of definitions presented. He concluded that staff morale is a multi-dimensional concept and define it as the degree to which the person identify with his job, actively participate in it and considers his performance important to his self-worth.

METHODOLOGY

This study adopts the cross-sectional field survey of quasi-experimental research design. The survey design was adopted because of the need to gather enough discriminative data across a wide range of the study subjects that further enhanced the generation of our finding. Data used in this study is mainly collected from primary sources. The formula applied is the pearson product moment correlation coefficient formula for testing the association or relationships between variables as highlighted by Stockton and Clark (2019) which is:

$$r = \frac{n \sum x y - \sum x \sum y}{\sqrt{[(n \sum x^2) - (\sum x)^2] [(n \sum y^2) - (\sum y)^2]}}$$

Where

- n= Number of Respondents
- x= Independent Variables
- y= Dependent Variables
- Σ= Summation

Career Orientation	11.5900	2.0846	0.0720	0.0552	0.0234	0.3436*	-0.3735*	0.0903	-0.2596**	1.0000	
Org. Role Expec. Structure	6.5300	6.2562	0.3370*	-0.2207	0.2015	-0.2135	-0.219	-0.0385	-0.2810*	0.1284	1.0000

To what extent is staff morale in organization correlated with organizational expectation and organizational structure the question to what extent staff morale in the organization is correlated to organizational role expectation and organization structure was asked. The results of our findings, as shown in table above shows a negative but significant relationship between staff morale and organizational role expectation and organization structure ($r = -0.337$, $P < 0.001$). The correct type of match depends very much on good and relevant type of training and education for job opportunities for present and the future, this will systematically make it possible for workers to enter into a contract with an appropriate level of morale. This will by and large lead to a situation where management and staff expectations match.

To what extent is staff morale in organization correlated with the personality of the individual. Personality is one of those exclusive words used to signify some quality in man so easy to perceive but so difficult to describe. it means a combination of person's attitudes, conviction, integrity, values-drives, and philosophy which mark him out as him, whether the definition is true or not, there is no doubt that one's effectiveness in any situation is affected by his personality, equally one's personality can determine the extent of his or her morale in the organization. Human beings vary tremendously in personality characteristics, ability, knowledge and skills. Companies invariably require different mixes of these characteristics, that is, deterrent kinds of people to achieve their various task and goals. In developing economics such as ours, culture influences to a great extent the personalities of the individuals. By culture, one means our ways of life, behavior, values attitudes and shared ideas. It is conventional in the African environment to respect those who display wealth, no matter their evil past. The occupation of a luxuriously furnished office is seen as symbol of power. This trend has been so entrenched in our culture that it has affected our morale in the organization to a great extent. According to Baridam (2019) employees' abuse their profession by corrupt practices in a bid to amass wealth. This could be seen in the number of fraudulent cases in our organization annually. In Nigeria, for example, the spirit of kickback is entrenched in business practices. Organization uses

different level of morale which members of the organization has in the organization.

CONCLUSION:

Although research has not shown consistent positive correlation between job satisfaction and productivity, this study has deduced a relationship because of the positive and significant correlation between staff morale and job satisfaction. Wages and fringe benefits are important criteria whereby workers judge whether a job is a good one or a poor one. There is a general expectation that the wages paid should be in line with the prevailing evaluation of the jobs, so that it becomes impossible to separate the rate paid from the prestige that the jobs, so that it becomes impossible to separate the rate paid from the prestige that the job holds. One must distinguish between money as a motivating force for organizational membership or for superior performance. Where the individual is paid a fixed rate for the job he holds, the money itself can serve only as an incentive to maintain a minimum performance level that will keep him in the organization. Greater morale must be elicited through other means. It is only when the money paid bears a relationship to the amount produced that money has a possible motivational effect upon morale and consequently productivity. Incentive systems have important effects upon the behavior of workers and supervisors. The effectiveness of the individual incentive system depends upon setting the rates-per-unit produced high enough to motivate workers to put out extra effort and still not so high as to be unduly costly to management.

Good morale towards work cannot be enforced. Rather, it must come as the product of the enthusiasm that an individual feel towards his job. A key factor then in accounting for an individual's morale is his desire to continue to contribute to the achievement of the organization's objectives as well as his own objectives. Such desires could, however, be hindered if the individual is not evaluated properly for results, his needs are not matched with the various task demands, he is not remunerated on the basis of his contribution to the organization's objective. An attempt should be made to strike a balance between strategic goals and available resources to ensure responsibility and accountability. The widespread

work slackness, weak and ineffective supervisory control, and a prevailing attitude towards work that reflects low morale, indifference and consequent poor productivity, appear to be caused by lack of discipline at the various levels of the organizational hierarchy. There should be an awareness of the need to increase discipline to enforce rules and regulations, to praise and punish without fear or favour, but above all to increase emphasis on the need for employee participation as well as granting access to free flow of communication amongst management and employees.

On the whole, high morale in staff of organization depends on the following:

- Making employees know how well they are performing
- Avoiding misleading information about their performance
- Guiding employees on how to perform well
- Providing the infrastructural facilities necessary for the performance of the job
- Matching employees properly with the jobs they perform
- Rewarding employees on the basis of their contribution toward the achievement of the organization's objectives
- Providing grassroots participation in decision-making.

REFERENCES

- [1] Aniagoh V. A & Ejiofor P. N. O (2017) "The Nigerian Manager: Challenges & Opportunities, Longman Nig. Ltd.
- [2] Baridam, M. Don, (2016) "Research Methods in Administrative Science", Belk Publishers.
- [3] Baridam, M. Don, (2019) "Management and Organization Theory", Pam Publishing Company.
- [4] Dickinson, J. N (2015) "Participation: a Remedy for work alienation", International Review of Applied Psychology, vol. 30, PP 87-102.
- [5] Guion R. (2018) "Industrial Morale The Problem of Terminology", Personal Psychology, vol. 11, PP 59-61.
- [6] Lapin I. (2020) "Statistics for Modern Business Decision" The Harbrave series in business and economics, New York.
- [7] Lawler E. E and Hall D. T (2021) "Relationship of job characteristics to job involvement, satisfaction and intrinsic Motivation," Journal of Applied psychology, vol. 54, No, PP 305-312.
- [8] Lodahl, T. M and Kejner, M (2017) "The definition and measurement of job involvement," Journal of Applied psychology vol. 49, PP 24-33.
- [9] Rabinowitz, S. (2018) "Towards a Development model of job involvement, International Review of Applied Psychology, vol. 30, PP 31-50.
- [10] Saal F. E (2015) "Job involvement A Multivariate Approach," Journal of Applied psychology vol. 63, No. 1, PP 53-61.
- [11] Saal F. E (2016) "Empirical and theoretical implications of a purely cognitive definition of job involvement", International Review of Applied psychology, vol. 30, PP 103-120.
- [12] Schuler, RS (2020) "Participation with supervisor and subordinate Authoritarianism: A Path-Goal theory reconciliation", Administrative Science Quarterly. Vol. 21, P 320.
- [13] Sekeran, U and Mowday, RT (2016) "A cross-cultural Analysis of the influence of individual and job characteristics on job involvement", International Review of Applied Psychology, vol. 30 PP 51-64.
- [14] Seybolt, J. W (2017) "Dealing with premature employee turnover", California Management Review, vol. 25, No. 2-4, P 107.
- [15] Seeman, A. D (2019) "The Effects of Formalization on Professional Involvement: A Compensatory process approach", Administration Science Quarterly, PP 237-252.
- [16] Stockton J. R and Clark, C. T. (2019). Introduction to Business and Econometric Statistics, 6th Edition, South-Western Publication Company, USA.
- [17] Szilagyi, A. D and Wallace M. J (2020) "Managing Behaviour in Organizations, Scott Foresman and Company.
- [18] Wanous, J. P and Lawler E. E (2021) "Measurement and Meaning of job involvement", Journal of Applied Psychology, vol. 56, PP 95-105.
- [19] Weissenberg, P and Gruenfeld, L. W (2018) "Relationship between job satisfaction and job involvement", Journal of Applied Psychology vol. 52, PP 462-473.