APPENDIX - C

MORALE   SCALE

The Morale Scale is developed by Qureishi, Z.M.(1965)[*].

The following steps constitute the development of Morale Scale:

1.   Collection of the items:

The large number of Statements regarding job, supervision,

environmental conditions, work, recognition management policies,

suggestions and relation with co-workers were obtained primarily

from books and journals of Psychology. These statements varied

in their degree of favourableness. The statements were homo-

geneous with respect to the degree of morale.

2.   Selection of the items:

From these statements some statements were rejected on the

basis of ambiguity and similarily. The statements though

constructed differently but with same meaning were also rejected.

This preliminary rejection of statements led to give a total

of 144 statements.

These 144 statements were than given to 30 judges. These

judges were industrial personnel, Supervisors and Lecturers.

The definition of morale was given to judges for clearity

along with instructions.

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[*]Qureishi Zahiruddin. M.

"Construction of Employee's Morale Scale" unpublished
Dissertation, M.S.University of Baroda, Baroda, 1965.

The frequency of judges who placed each statement in the different degree or category constituted the basic data for computing the "median values" and "Q values" of the statement.

Thurstone and Clove regarded median value as a scale value of the Statement and Q value or interquartile rang e as a measure of the variation of the distribution of judges for a given statement.[1] To determine the value of Q two other points measures namely 25th and 75th percentiles were found. The two obtained statistical values for each statem nt served as the criteria for building the seale.

The value Q was regarded as a measure of ambiguity or other fault in the statement that, if Q is small, it indicated that the judges were relatively in agreement about the proper position of that statement along the attitude continuum. If Q is large, it indicated relative disagreement among the judges. Hence, on these two criteria again 52 items were rejected. Thus, out of 144 items, 92 statements were left.

From them 92 Statements 32 Statements were selected. Selection was made is such a way as to have statements spaced as nearly equidistantly as possible.

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[1] The median value was determined with a use of formula.

Hence the distance between two statements was kept approximately of .1 when these 32 items were selected. The final scale comprising of 32 statements was then administered to a group of 50 skilled workers from four different industries of Baroda.

Scoring of the items:

The scale was scored on five points from strongly agree to strongly disagree with strongly agree response getting weight of 1 and strongly disagree, a weight of 5.

This enabled to find a total score on each item. Similarly, a total score for each subject on all the items was also obtained by summing up the score of each individual on all the items. Then the workers (total scores of workers on each item) were arranged according to their magnitude of the total scores.

To form two contrast groups, to know the discriminative value of Statements, upper 25 per cent of cases were compared with the lower 25 per cent of cases. More technically, 't' values were computed. At the end, 32 't' values were significantly different from each other it indicated that the statements were discriminative in nature.

Reliability: (Accuracy of the measuring tool) :
It is an index of the extent to which repeated measurements

yield similar results.

It has two aspects - stability and equivalance. In the present investigation test-retest method for determing the reliability of scale was not possible.

Hence it was essential to use odd-even technique to determine the reliability of the scale. On the basis of 't' scores, items were divided into odd and even groups following the Likert technique. Thus, two parallel forms were obtained. Using the product moment method, coefficient of correlation was computed. This obtained (r) = .094. This indicates that the scale is highly reliable.

Validity:[2]

For determining the validity of the scale the method of internal consistency was used. Thus the scores of each item were correlated with the total scores one by one by using product moment formula of coefficient of correlation. The obtained correlation coefficient were positively significant.

In short

Following methods were used:

Selection of Statement	= Thurstone Method
Scoring of Statement	= Likert method
Reliability of Scale	= Odd-even technique
Validity of Scale	= Internal consistency method.

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[2]The problem of validity is to discover what it measures. If the scale lives up to our definition of attitude, then it measures an attitude Universe. The first problem in validation is to delimit and define this attitude Universe.

EMPLOYEE'S MORALE:

		Very High	High	Average	Low	Very Low
1.	I am treated in a way that i feel I am really a part of this company.					
3.	All the workers work cooperatively because of the good treatment of the supervisor.					
4.	The Officers here consider the good of the workers of their own good.					
4.	All people regard our company with an esteem.	6				
5.	My company gives an opportunity to learn how to work well.					
6.	The supervisors in this company are ready to hear all kinds of complaints.					
7.	All the workers here respect their officers.					
8.	I believe that I shall be employed so long as I shall do my work nicely.					
9.	The company has progressed only because of its officers.					

	Very High	High	Average	Low	Very Low
10. There is a housing colony for workers and a good arrangement for their children's schooling.	___	___	___	___	___
11. The supervisor is questioned when a worker breaks the safety rules.	___	___	___	___	___
12. There are other persons also in the company besides the boss who can lead the workers according to their goals.	___	___	___	___	___
13. A worker is fined if he does not follow the safety rules.	___	___	___	___	___
14. In order to make a progress here, it is necessary to compete with other workers.	___	___	___	___	___
15. The supervisor goes out with the workers.	___	___	___	___	___
16. The supervisor invites the workers to parties at his home.	___	___	___	___	___
17. The opinion of popular workers prove effective on the other workers.	___	___	___	___	___
18. Some rules in this company are very bad.	___	___	___	___	___

	Very High	High	Average	Low	Very Low
19. Workers lose their interest in work because it is done in a stereotyped manner.	___	___	___	___	___
20. No worker is in a better condition than that of a worker in other company.	___	___	___	___	___
21. If the facilities available here were available in some other company most of the workers would prefer to work there.	___	___	___	___	___
22. Most of the accidents are due to work-out machines.	___	___	___	___	___
23. I do not get an opportunity to use my experience in my work.	___	___	___	___	___
24. Changes are effected here without making any consultations.	___	___	___	___	___
25. Workers ca.. uot do any thi--j r-i their own welfare.	___	___	___	___	___
26. A majority of people work here because of helplessness and fear.	___	___	___	___	___
27. One who desires to advance in his work by his own efforts is not liked by the other workers.	___	___	___	___	___

	Very High	High S	Average	Low	Very Low

28. The officers here do not possess any qualities that they may be praised.

29. Whemever there is a quarrel amongst workers, they grudge against one another.

30. Workers who flatter alone progress here.

31. The we······· have to restore tc violance to get their rights.

32. A man who does not flatter lags behind.