EFFECT OF GROUP MORALE ON MEMBERS PERFORMANCE

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ABSRACT

The research investigated the effects of group morale on members' performance. The quasi-experimental study was carried out in Rufus Giwa Polytechnic, Owo, Ondo State using 54 participants randomly selected from ND I Public Administration Students. Through random assignment, the participants were divided into three equal groups (Male:18, Female:18, Mixed:18). Each of this group was further subdivided into three subgroups of 6 members each to ensure that the research used optimum group size. To measure performance, participants were required to pick white beans from a mixture of various seeds with different colours while Van Boxmeer & Christiaan Verwijs Morale Scale (2007) was used to measure the morale of participants. A single hypothesis was tested in the study while Independent Samples t-test was used to test for the result of the study. The result of test conducted indicated that there was no significant difference in the task performance scores of participants with low group morale (M=29.10, SD=6.00) and high group morale (M=30.49, SD= 6.090). The study concludes that there is no positive correlation between morale and task performance and as such, it was recommended that fostering a productive work environment requires motivation and a mix of other means that will achieve the desired objective of increased productivity.

Keywords: Group, morale, performances

INTRODUCTION

The post-second world war era has witnessed a spike in research that is focused on morale and the curious relationship it has with performance. Overall, there has been growing attention on how group performance is affected by a sense of morale. As a result, companies have sought out ways of improving morale and hence team performance (Bowles & Cooper, 2009). Some researches shows that morale and team performance are linked in this way, as have many others. Morale, according to Britt and Dickinson (2006), is associated with better performance under stress, adaptive response to operational challenges, and favorable job attitudes.

However, some studies depicted an inverse relationship between morale and productivity. For example, Perrow (1986) argues that many occupations just don't allow for exceptional performance and that particular efforts by employees to be exceptional in service delivery may diminish productivity from management's point of view. Employees that strive to deliver great service to consumers spend more time on each one, resulting in fewer clients served than those

who aim for good service. There may not be a straight relationship between morale and productivity, as seen by a downward trend in productivity as morale rises over a certain point.

Meaning of Group:

Groups are a fundamental part of human existence and play a pivotal role in influencing individuals and society at large. They can be very small (dyad) and they could be large as well. Despite the numerous benefits that may be derivable from groups, they could also be fraught with dangers.

The significance of collectivities such as families, friendship circles, and tribes has been established for quite a long time but it was not until about two centuries ago that groups were studied scientifically and theories developed around the concept (Mills, 1967).

As a result of the tendency of authors to focus on the aspects that are most important to their work, many definitions have emerged (Benson, 2009). Forsyth (2006) defined a group as two or more people who are related to each other via social connections. Each of these terms refers to one of three things: a link, a relationship, or a combination of the three. The term "group" is used to refer to two- or three-member groups, such as a work team or a study group, which are collectives or aggregates. A throng or religious congregation, on the other hand, is an example of enormous gatherings of people. Even though small and big groups may vary in certain areas of behavior, there seem to be considerable similarities. Based on the interdependence of group members (or subparts of the group), Homans (1951) considered the group to be made up of people who communicate frequently over some time and are small enough that each person can communicate directly with all of the others, rather than through another person. There are two or more people who come into touch with each other for a specific reason, which is why they consider it significant (Mills, 1967). For social comparison and the acquisition of norms and values, a psychological group is defined as one in which members have a psychologically significant relationship with one another, and which they accept their membership in privately and which has an impact on their attitudes and behaviors (Turner et al., 1987). Groups may be said to exist when two or more persons declare themselves to be a part of it and at least one other individual acknowledges their existence as such (Brown, 1988).

Irrespective of the multiplicity of definitions of groups, the following attributes as posited by Benson (2009) are identifiable in any collectivity that could be called a group.

- a group of persons that regularly interact
- Each of them feels connected to the other.
- Others classify them as a unit.
- Concerning mutual interests, they have the same opinions and adhere to the same standards of behavior.
- They see themselves as a team.
- They work together to accomplish a shared goal.

Morale:

An independent variable explored in this research is morale. Employee morale is often evaluated on a group basis rather than an individual one. Morale which is also known as *esprit de corps* (a spirit of pride and loyalty shared by members of a group) in the military refers to members' ability to keep their trust in an institution or aim despite resistance or adversity. Authoritarian figures use it as a general value judgment of a group's ability to perform tasks assigned by a superior while maintaining their sense of self-control, obedience, and discipline.

As described by Alexander (1949), the ability of a group to pull together repeatedly and consistently in pursuit of a shared goal is a measure of morale. Workplace morale is defined as the level of job satisfaction, perspective, and well-being that a person experiences in the workplace. It has been shown to have a direct impact on performance and is regarded as a business pillar (Alexander, 1949).

In military parlance, morale is lucidly explained as "when a soldier thinks his army is the best in the world, his regiment the best in the army, his squad the best in the company, and that he is the best blankety-blank soldier man in the outfit"(Knickerbocker, 1941). Perhaps, there cannot be any better explanation or definition is given to morale than the one succinctly given by the above-quoted American general and we can as well extend this meaning to what morale connotes in the real workplace settings.

Performance:

In psychology, performance may be defined as any activity or collection of responses that result in an outcome or has an effect on the environment. Additionally, it might refer to the activities of a living entity when challenged with a certain task (Psychology dictionary.org). It is described in the online business dictionary as the fulfillment of work in comparison to currently accepted criteria of correctness, completeness, cost, and speed. In this example, performance is defined in a contract as the execution of an obligation in a way that absolves the performer of all contractual obligations.

Whichever way we look at it, performance is intrinsically linked to task execution.

Statement of Problem

It is often said that group is the bedrock of society. Realities in the larger society are a reflection of what is obtainable at the individual and group levels. It is believed that the performance or productivity of members of a group in large measure, depends on the morale of group members.

However, it has been observed that groups, both social and organizational, in many cases are unable to achieve the enhanced productivity and mutual satisfaction that necessitated their creation in the first place. Many reasons, both internal and external have been implicated in this unsavory situation that inhibits performance both at individual and group levels. Prominent among these factors is morale

Morale is an important attributes of group that is expected to address the problem of performance associated with the group. It is the purpose of this research, therefore, to unravel the intricate relationship between morale and the performance of group members

Purpose of the Study

The general purpose of this research is to establish the effect of group morale among members on their performance.

This study used quantitative data to test the relationship between the independent variables (morale) and the dependent variable (performance) using participants that were drawn randomly from the student population of the Department of Public Administration in Rufus Giwa Polytechnic, Owo, Ondo State Nigeria

Since it has been earlier identified that morale is an important factor influencing performance both at individual and group levels, this research will seek to establish the veracity or otherwise of this claim.

Other objectives of the study will be to examine the influence of group characteristics such as age, gender etc on group performance.

LITERATURE REVIEW

Morale as a concept originated from the military and gained currency during the world wars. Peterson, Park & Sweeney (2008) were of the opinion that in the sphere of management, despite the fact that the word "morale" is often used, and the importance attached to the concept, there seems to be little empirical research on it.

There have been many definitions as there are writers in what morale is (Lawrence, 1996). Part of the haziness surrounding the research on morale is that in a number of studies, morale is conflated with related constructs such as job satisfaction, motivation and organisational commitment. The literature on morale is suffused with such conflations.

The disparity in the definitions of morale has inadvertently affected its measurement as different measure exists depending on how a researcher conceptualized what morale is. Though, attempts are being made to generate a more generalisable measure of the construct that will not be contextually bound.

In spite of the above, researches point to the positive correlation between morale and performance. Arvind M. (2019) pointed that morale is the feeling of an individual or group to their work related factors such as involvement towards the company, their job, reporting authorities, colleagues and working environment. They feel pride and that make them to devote time to contribute effectively. As a result of a strong morale, an employee is content with their work and is willing to put out their best effort in order to achieve the company's objectives rather than their own. Low morale may lead to high turnover, unresolved complaints, and strikes, which can have a negative impact on an organization's productivity (Linz, Good & Huddleston, 2006). Herb Kelleher (2005), the founder of Southwest Airlines, said that 'there is one essential to profitability and stability amid either a boom or collapse economy; staff morale' (Sirota, Mischkind, & Meltzer, 2005). '... the nation that first addresses these (morale) challenges would infallibly outpace the rest in the quest for peace, security, and progress' was repeated by Park (Park, 1934). According to recent studies, employee morale has an economic impact since it motivates them to work more for the company and vice versa. In 2005, Sirota, Mischkind & Meltzer found that this is the case. The stock prices of 14 high morale businesses rose by 16.3 percent in 2004, compared to just 6.1 percent increases for companies in the same sector with an average morale in 2004. The obverse is much more depressing. Six firms with poor morale saw growth of just 3.4%, compared to 15.6% for a matched set of companies with medium morale (Sirota et al., 2005). As Sirota and his colleagues found, greater morale leads to increased production, which in turn leads to increased revenues for an organization.

However, Likert (1932) found that different combinations of morale and productivity, such as high morale and low productivity, high morale and high productivity, low morale and high productivity, and low morale and low productivity, were not always rosy. For example, high morale and low productivity were all identified. This implies that morale and performance are not intrinsically connected.

THEORETICAL FRAMEWORK

The Input-Process-Output theory was used to midwife the research.

Input- Process – Output Model

The Input-Process-Output model otherwise known as the IPO framework for a long time dominated discussions on how to analyze and explain group performance. The influence of this model is yet to wane in contemporary researches.

This concept is based on the classic systems theory, which holds that a system's overall structure is just as significant as its individual components in determining the system's performance (Hackman, 1987; Ilgen, Hollenbeck, Johnson & Jund, 2005).

Aside this, the IPO framework has causal structure. This means, the model sees outputs as a function of various group processes, which are also influenced by various inputs. The simplest depiction of this model is as follows:

Input ⟶ Process ⟶ Output

Input

Input refers to the resources accessible to the groups, and these resources are often divided into three categories: individual, group, and environmental factors. Individual members' motivation, personality, skills, knowledge, and other characteristics, such as age and gender, all have a role in the effectiveness of the group. Work structure, team norms, and group size are determinants at the group level, whereas reward structure, stress level, task characteristics, and company culture are environmental factors.

Process

According to this theory, processes refer to the mediating mechanism that converts inputs to outputs. Central to this definition is the fact that processes also represent the interactions that occur between or among group members. Examples of teamwork behaviours according to this theory are: coordination, communication, conflict management and motivation. While group process may evolve over time, they require direct observation before they could be sufficiently captured.

Outputs

The efficacy of a group's output is determined by the performance of the group and the responses of its members. It is said that the group's success is measured by its ability to meet or exceed the standards established by its customers for its production. Quality, quantity, timeliness, efficiency, and cost are just a few examples. Member responses on the other hand, pertain to the group's functioning, viability, and personal growth satisfaction. Both of these categories are actually important in measuring output because a group may be able to produce optimally yet, mutual antagonism may be rife among members.

HYPOTHESIS

The only hypothesis tested in the research states that there will be a significant effect of group morale on task performance of members of the group

Operational Definition of Terms

For the purpose of this research, the following terms were operationally defined in the following way:

Group: A unit of six students who came together to perform the task of picking white beans from a mixture containing several seeds.

Group Morale : As a group, it is the ability to work together towards a same goal regularly and persistently. In this research, it is measured using Christiaan & Boxmeer team morale scale and it is the dependent variable in the research.

Performance: Picking of white beans from a large table containing a mixture of various seeds is the task performance in this research. This is a maximizing task hence; it is focused on quantity, which means, the more the quantity picked, the better the performance

METHODOLOGY
Research Design
The research is a quasi- experimental study designed to test the effect of group morale and characteristics on member's performance. Quasi-experiment refers to the use of methods and procedures to make observations in a study that is structured like an experiment, but the conditions and experiences of participants lack some control because the study lacks randomization, therefore, there is no manipulation of variable.

In this study, there is no control or experimental group. However, the independent variables of interest are morale and characteristics while the dependent variable is performance.

Population
The study was conducted in Rufus Giwa Polytechnic, Owo, Ondo State, Nigeria. The institution is the only government-owned polytechnic in Ondo State. The primary aim of the institution as conceived by Ondo State Government is the training of middle-level manpower development in science and technology and other related fields targeted at effective development of technology in Ondo State in particular and Nigeria at large.

Sampling Technique
Using multistage sampling, fifty four (54) students from ND I in the Department of Public Administration, Rufus Giwa Polytechnic, Owo, were selected for the study. The fifty four participants were divided into three equal groups. Group A (Male group) had eighteen male members. Group B (Female group) had eighteen female members and Group C (Mixed group) had nine males and nine females.

Each of the groups is further subdivided into three sub- groups of six (6) members each.

Sample Selection
To pick the participants used for the study, the class was first split into male category and female category. Using systematic sampling (a probability sampling method which involves selection of participants at a regular interval determined in advance), in the male category, every other student is picked to get a total of twenty seven (27). In the female category, every other student is picked to get a total of twenty seven (27).
The two twenty seven students were combined together to make a total of fifty four subjects.

From the twenty seven (27) males, the first eighteen were selected to form group A (male dominant group) and that left a balance of nine (9) males. From the twenty seven (27) females, the first eighteen were selected to form group B (female dominant group) and that also left a balance of nine (9) females. The remaining nine males in group A and the remaining nine females in group B were combined (eighteen in all) to form group C (mixed group).
Each of these large group comprising eighteen members were subdivided into three subgroups, each comprising six members, using simple random sampling.
Group A was subdivided into Aα, Aβ and Aγ. Each of the subdivisions has six members randomly assigned to the respective subgroups. Thus, the following were the codes for each member of the subgroups:
Aα: Aα1, Aα2, Aα3, Aα4, Aα5, and Aα6.

Aβ: Aβ1, Aβ2, Aβ3, Aβ4, Aβ5, Aβ6.
Aγ: Aγ1, Aγ2, Aγ3, Aγ4, Aγ5, Aγ6

Group B was subdivided into Bα, Bβ and Bγ. Each of the subdivisions has six members randomly assigned. Thus, the following were the code for each member of the subgroups:
Bα:Bα1, Bα2, Bα3, Bα4, Bα5, Bα6
Bβ: Bβ1, Bβ2, Bβ3, Bβ4, Bβ5, Bβ6
Bγ: Bγ1, Bγ2, Bγ3, Bγ4, Bγ5, Bγ6

Group C was subdivided into Cα, Cβ and Cγ. Each of the subdivisions has six members randomly assigned. Thus, the following were the codes for each member of the subgroups:
Cα: Cα1m, Cα2m, Cα3m, Cα4f, Cα5f, Cα6f
Cβ: Cβ1m, Cβ2m, Cβ3m, Cβ4f, Cβ5f, Cβ6f
Cγ: Cγ1m, Cγ2m, Cγ3m, Cγ4f, Cγ5f, Cγ6f

To randomly assign members of group A, eighteen rolled papers containing the codes for group A were thrown on the table, participants made their pick and stick to that code picked throughout the experiment. The code was attached to the left wrist using adhesive tape

To randomly assign members to group B, eighteen rolled papers containing the codes for group B were thrown on the table, participants made their pick and stick to that code picked throughout the experiment. The code was attached to their left wrist using adhesive tape

To randomly assign members to group C, eighteen rolled papers containing the codes for group C were thrown on the table, participants made their pick and stick to that code picked throughout the experiment. The codes were attached to their left wrist using adhesive tape. Because C is a mixed group, the gender identity was also included in the rolled paper and also taken into consideration while doing the assignment to group.

Research Materials
The following were the instrument used for the research: Red beans, white beans, yellow maize, white maize, analytical balance, 1 large table, 1 black pen, 2 Foolscap sheets for recording, adhesive tape, 108 white cellophane papers, 9 black cellophane, 3 large envelopes labelled A Vs B, A Vs C and B Vs C, 1 stopwatch and 54 copies of Verwijs & Boxmeer team morale scale.

Uses of the Research Materials
The beans and maize formed the mixture from which participants picked the white beans. The analytical balance was used to measure the amount of white beans picked by participants
The black pen was used for labelling and recording
The mixture of beans and maize were spread on the large table, and the competing groups stand on opposite side of the table
The two foolscap sheets were used for recording
The adhesive tape was used for labelling
The cellophane papers were used to keep the amount of beans picked by each member
Each of the 9 black cellophane paper was used to keep the work done by each team
The three large envelopes labelled A vs B, A vs C, and B vs C were used to keep the work of the original three large group made up of 18 members
The stopwatch was used to time the each session of the contests
Boxmeer and Verwijs team morale scale was the instrument used to measure the morale of the participants

Verwijs & Boxmeer Team Morale Scale

This team morale scale was developed by Christiaan Verwijs in collaboration with Major Frank van Boxmeer in 2007. It is an 8-item measure that is predicated on a 7-point likert scale. The alpha coefficient (an indicator of reliability) for the scale is very high (0.90, N=2471). And for the validity, the CFI=0.952, RMSEA=0.041 and SRMR=0.037. Generally, the fit of a model is good when the CFI is larger tha .90 and the RMSEA and SRMR are lower than .08 (Kline, 2005). CFI-Comparative Fit Index, RMSEA- Root Mean Square Error of Approximation, SRMR- Standardized Root Mean Square Residual.

Scoring: To calculate the individual morale: average the scores per individual (per individual: sum the scores on each item and divide by the total number of questions in the scale)

To calculate team morale: average the individuals' averages. This means, sum the individual averages (individual morale score) and divide by number of members in the team

An enormous number of researches have employed the scale to study the causes and implications of low and high team morality (Euwema M et al., 2009; Van Boxmeer et al., 2011; Van Boxmeer & Euwema, 2011; Boxmeer, Verwijs, Euwema & Dalenberg, 2010). Researchers in military psychology have also used the scale to examine the effects of low morale, including cynicism and burnout (Boxmeer, Verwijs, Euwema & Dalenberg, 2010), depression (Britt & Dickinson, 2007), perceived group performance (Boxmeer, Verwijs, Euwema & Dalenberg, 2010), and organizational citizenship (Britt & Dickinson, 2007), as well as the effects of high morale (Britt & Dickinson, 2006).

Procedure

A bowl (Ondo State authorised congo) of each of the seeds mentioned above was mixed together on a large table. The groups competed against each other picking the white beans from the mixture. Each group stood opposite each other. Each session lasted five minutes; before each session commence, members of each group were told that they belong to a group hence; should see themselves as a group competing against an opposing group, and that the overall output of each group will be compared against its rival to determine the winner. All through the instruction, the emphasis was on group and group performance.

The study was conducted in three session as followed:

First Session (Group A vs Group C)

In this session, the male group (Group A) competed against the mixed group (Group C) in this order: Aα Vs Cα, Aβ Vs Cβ, Aγ Vs Cγ

The session started at 11.30 am and it was a competition between group A (Male group) and group C (mixed group).

For group A, the white cellophane paper, using adhesive tape, were labelled Aα1,Aα2, Aα3, Aα4, Aα5,Aα6

For group C, the cellophane paper using adhesive tape, were labelled Cα1,Cα2, Cα3, Cα4, Cα5,Cα6

After the session, the tied and labelled cellophane papers (12) were all put in a black cellophane labelled   Aα vs Bα

After this session, another three milk tins of white beans was added to the mixture used for the study. The essence of this addition is to replenish the quantity of white beans in the mixture since it is the one being picked by the subjects.

The same procedure was repeated for Aβ Vs Cβ. The same procedure was also repeated for Aγ Vs Cγ

Three black cellophane, each of which contains twelve white cellophane representing the competition between the subgroups highlighted above, will be tied and put inside the large envelope labelled A Vs C

Second Session (Group A vs Group B)
In this session, the male (Group A) competed against the female group (Group B) in this order: Aα Vs Bα, Aβ Vs Bβ, Aγ Vs Bγ.
At 12.00 noon, the second session commenced and lasted till 12. 25pm
The same procedure as the above were followed, and subject to appropriate labelling, concluded, tied and put inside a large envelope labelled Group A Vs Group B.

Third Session (Group B vs Group C)
In this session, the female group (Group B) competed against the mixed group (Group C) in this order: Bα Vs Cα, Bβ Vs Cβ, Bγ Vs Cγ. The session commenced 12.30pm and ended 12.55 pm
The same procedure as the previous ones were followed, and subject to appropriate labelling, concluded, tied and put inside a large envelope labelled Group B Vs Group C

Fourth Session (Questionnaire marking)
Subjects were asked to frankly fill the questionnaire by expressing how they felt about the task performance. Christian Verwijs team morale scale was then distributed to them for completion. The scale was also marked according to groups and their subdivision.

Statistical Analysis
The responses of the participants were scored based on the instructions in the manual of the instrument. The data were also presented in tables.

Performance Measurement
The output for the individual participant and group were measured using analytical balance. And the values for both morale and task performance in respect of each participant and group were also recorded accordingly in foolscap sheets.
Independent samples t- test were used for the analysis of the data gathered.

RESULTS

Social Demographic Data
Table 1 displays the participants' demographic data. There were equal number of males (n = 27) and females (n = 27). Also, there were equal number of participants in the male group (n = 18), the female group (n = 18) and the mixed group (n = 18). The majority of participants were aged 20-24 (n = 39, 72.2%) and of the "monogamous family type (n = 34, 63%). In addition, the greater number of participants had high group morale (n = 33, 61%) but low task performance (n = 24, 55.6%).

Table 1: Social-demographic information of participants

N = 54 Variables	N	%
Sex		
Male	27	50
Female	27	50
Age (in years)		
<19	12	22.2
>20	42	77.8
Group characteristics		
Group A (Male)	18	33.3
Group B (Female)	18	33.3
Group C (Mixed)	18	33.3
Family type		
Monogamy	34	63
Polygamy	20	37
Stratification of low/high group morale and task performance		
Group Morale		
Low morale	21	38.9
High morale	33	61.1
Task performance		
Low performance	30	55.6
High performance	24	44.4

Hypotheses Testing

There will be a significant effect of group morale on task performance of members.

Table 2: Independent sample t-test evaluating the influence of group morale on task performance

	Low morale		High morale		$t_{(52)}$	95%CI	Cohen's d
	M	SD	M	SD			
Task performance	29.10	6.00	30.49	6.09	-.83	[-4.78, 2.002]	.23

An independent t-test was conducted to test the effect of group morale on task performance in table 2. Result indicated that there was no significant difference in the task performance scores of participants with low group morale (M = 29.10, SD = 6.00) and high group morale (M = 30.49, 6.09). This means that group morale does not significantly influence task performance [t (52) = -.83, p = .41, d = .23].

Summary of findings

The research investigated the effects of group morale on members' performance. The study which was quasi-experimental in design used 54 participants randomly drawn from ND1 students of Public Administration Department in Rufus Giwa Polytechnic, Owo, Ondo State.

The 54 participants were divided into three equal groups of eighteen (18) members each labelled A, B and C. "Group A was a male group while group B was a female group and group C was mixed.

Each of the three groups was further divided into three sub-groups of six (6) members each. The essence of this was to ensure that the research used optimum group size which according to literature varies between 5-7 members.

Maximising task (picking of white beans from a mixture) was used to measure performance while Boxmeer and Verwijs morale scale was used to measure the morale of members.

The hypothesis formulated for the study and the data gathered were analysed Independent samples t-test.

Group is seen as the bedrock of the society, and as such, realities at group levels mirror the larger society. However, it appears that groups, social and organisational, are unable to achieve enhanced productivity and mutual satisfaction that necessitated their creation in the first place.

Morale and group characteristics are important attributes of group that are expected to address the problem of performance associated with group. The study therefore, attempted to unravel the relationship between these variables of interest and group performance. In addition to group characteristics and morale, variables such as age and family type were also investigated to deepen the scope of the research.

The research found that:

- Majority of the participants were above 20 years of age (20-24)years (n=39, 72.2%)
- Majority of the participants came from monogamous family type (n=34, 63%)
- Greater number of the participants had high morale (n=33, 61%) but low task performance (n=24, 55.6%)
- Greater proportion of the male group (24.1%) have high morale as against 20.4 % in the female group and 16.7% in the mixed group

- More participants aged 20-24 years (42.6%; 37%) were found to have high morale and high task performance than those aged 15-19 years (14.8 %; 5.6%) and those aged 25-29 years (3.7%; 1.9%). However, age was not significantly associated with group morale (x^2 (2)=.27, p=.87) and task performance (x^2 (2)=2.73, p=.26)

- And finally, family type was not significantly associated with group morale (x^2 (1)=.20, p=.65) and task performance (x^2 (1)=1.15, p=.28).

Conclusion

The study investigated the effect of group morale and group characteristics on members performance. The centrality of group to individual and societal functioning is without contestation. Descriptively, group serves several functions which could be broadly classified as organisational and psychological, and sometimes, a combination of the two.

As beneficial as group is, it could also offer socialization that could be highly constraining and oppressive for some of their members particularly the minority, including impacting individuals in ways that warp their judgement, thus impairing their decision making by succumbing to what is called 'group think'.

Even though it can be inferred from researches that group are intended and organic rather than resulting from some random experiences, they could still be primary or secondary, planned or emergent. This distinction has continued to be useful for both researchers and practitioners.

Morale as an independent variable investigated in this research is generally seen to have positive correlation with performance, but there are a number of studies which findings contradicted this claim. Evidently, the result of this study lend credence to the researches that disagree with such iron-cast view of morale and performance. Based on the findings of this research, the first hypothesis which stated that there will be significant effect of group morale on members' performance was rejected

Recommendation

The hypothesized relationship between morale and performance was refuted in this work. Perhaps, this could have resulted from the operationalisation of morale as a concept. Some literature hinted that fuzzy

conceptualisation could be responsible for the inconsistency in the results of moral studies. To address this, it is recommended that future research using the same method as this may increase the duration of task performance session. Maybe, if the task performance takes a longer time, the influence of morale may become bolder in the research.

Closely related to the foregoing, is perhaps, the need to utilise in future studies, strictly experimental design to investigate the variables of interest. Comparing experimental group with control group may yield results favourable to the hypothesized relationship between morale and performance

Since findings of this research have established that age, gender and family type had no interaction effect on performance, emphasis in future studies, should be on characteristics or variables such as experience, skill level etc that are more job related.

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