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EMPLOYEES MORALE – A STUDY WITH REFERENCE TO DHARANI GINNING FACTORY, KANCHEEPURAM.

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ABSTRACT

This study evaluated the job morale of employees. The investigator used survey method for the study. The sample consists of 110 employees of Dharani Ginning Factory, Kancheepuram District, Tamil Nadu, India. Stratified random sampling technique has been used for the selection of sample. Employees morale scale was used to collect data from the employees. Simple percentage analysis, t test and one way ANOVA was employed to find out the significance of difference between employees morale with demographic variables. Results revealed that the rural, unmarried employees with the age group of less than 25 years have high morale.

INTRODUCTION

JOB MORALE

The morale is the sum of satisfactions which the individual or group experience because of one's membership and involvement in an organization. It generally refers to esprit de corps, a feeling of enthusiasm, zeal, confidence in individuals or groups that they will be able to cope with the tasks assigned to them.

Morale is a group concept with five components

- a. A feeling of togetherness ie, of belonging to a group and not being isolated.
- b. A clear goal which will be the target of production set before them.
- c. There must be an observed or perceived progress towards the attainment of the goal ie expectation of success.
- d. Within the group each member feels that he has a meaningful task to perform.
- e. A supportive or stimulating leadership.

KEY WORDS Morale, communication, leadership, organisational climate, enthusiasm, productivity, teamspirit, performance appraisal.

DEFINITION

Robert Guion defined "Morale as the extent to which individual needs are satisfied and the extent to which an individual perceives that satisfaction stemming from total job satisfaction.

According to **Jucious and Slender** "Morale is a state of mind and emotions affecting willingness to work which in turn affects individual and organisational objectives."

According to **Blackmanship** "Morale is the feeling of togetherness."

There is a sense of identification with an interest in the elements of one's job, working conditions, fellow employees, supervisor, employer and the company.

Broadly speaking Morale is

- i. A stimulation of the feeling of togetherness
- ii. An identification of group interest and that of the interest of the enterprise, fellow employees and the requirement of the job.
- iii. The creation of an atmosphere in the organisation conducive to the achievement of the enterprise.

APPROACHES TO MORALE

Morale is generally referred to as “willingness to work.” Job satisfaction and dissatisfaction create the problem of low morale among the employees. Good motivation leads to high morale. It being a psychological concept, it is not easy to define it precisely. There are two approaches to morale

Classical Approach

According to this approach, satisfaction of basic needs is the symbols of morale. If the basic needs of the employees are satisfied their morale will be high.

Psychological Approach

According to this approach, morale is a psychological concept, ie, a state of mind. Morale is a mental condition or attitude of individuals and groups which determine their willingness to co-operate.

FACTORS AFFECTING MORALE

According to **Mc Farland**, the important factors which have affecting morale are

- a. The attitudes of the executives and managers towards their sub-ordinates.
- b. Working condition, including pay hours of work and safety rules
- c. Effective leadership and intelligent distribution of authority and responsibility in the organisations.
- d. The design of the organizational structure which facilitates the flow of work.
- e. The size of the organisation.

According to **Korn Hauer** factors determining morale are

- a. Direct contact with management, primarily with immediate supervisors.
- b. Physical surrounding and working conditions.
- c. Contact with fellow workers.
- d. Suggestions from fellow workers.
- e. Emotional factors arising contacts with fellow workers.
- f. Factors in the individual-these factors include aptitudes, age, sex, health etc.

THE FOLLOWING TECHNIQUES ARE HELPFUL IN IMPROVING THE MORALE OF THE EMPLOYEES

1. Effective communication system
2. Concern for people
3. Participative decision making
4. Favourable policies
5. Proper working condition to build a good organisation atmosphere the management should understand the employees of the organisation.

Employee morale is a qualitative aspect, which has a big impact on productivity. There are so many factors, that might affect productivity, but high employee morale within an organisation will help the organisation to achieve better results. As it is a qualitative aspect, the organisation measures the morale by using surveys, performance assessments.

The top level management should work towards increasing their team morale of its human resource. The management should aim to increase the morale with its human resource to increase its productivity. When low morale appears, it is the duty of the management to identify the source of it and develop the strategies and create a positive atmosphere in the organisation.

Some key aspects that might affect the morale of the human resources are:

Compensation, work environment, job safety, career development opportunities, attitude of management, training and knowledge development opportunities. Job satisfaction will be defined as the amount of overall positive effect or feelings that individual have towards their job.

According to Flippo: Morale is a mental condition or attitude of individual and group which determines their willingness to co-operate internal cohesiveness, ability to cope the changing the environment, feeling of belongingness, commonness of goals are the signs of high morale.

Two way communication, incentive system, human relation approach, welfare schemes. Participation in management, improvement by training Job enrichment are the factors improving the morale.

REVIEW OF LITERATURE

Hankari[2014] revealed that relationship between employees at the satisfaction level and welfare measures in selected National Bank in Hyderabad. He found that most the employees are dissatisfied with the clarity and transparency in communication, Training and development lunch rooms ,health checkup camps etc.

Usha tiwari [2014] indicates that employee morale and it's impact on the efficiency of employee still exist in good manner and further indicates that relationship with the fellow workers, team spirit in direct work environment, working condition of workplace, leaves and holidays provided by management and the employees are allowed to talk freely are the most important factors which are determining the employee morale.

Monga, verma, Monga[2015] conducted their research in ICICI Bank, Himachal pradesh and found that employee morale can be highlighted only by increasing various employee welfare measurement and appreciation from superiors.

Surya Rashmit Rawat [2015] through his research he found that there is impact of leadership over Employee morale and motivation.He also added that leadership competencies such as fostering trust and team building Has direct impact on employees morale.

Vittala,Tanskanen and Santti[2015] examined the relation between organizational climate and wellbeing at work in the public daycare centres in Finland.The findings were if the climate in the unit is not healthy,it can be a contributory factor in the ill health of the employees.If the climate in the unit is positive, it can help nurture employees wellbeing and protect them from any potential related problems.

Rukshani and Senthilnathan [2015] revealed that low employee morale and productivity decline are caused By employee turnover.New leadership ideas have positive effects on employees morale and it limits the employee's intention to leave the organization.

Daeij al Hosni [2016] evaluated the main issues on the scrutiny of personal belongings and effect of it in the employee morale .He said that the employees who understood the logic behind the welfare measures had no negative impact on employees morale.The major factor that impede the security procedures are the trust and privacy.

Ashraf Tag Eldeen [2017] observed that workplace bullying has an impact on employee morale ,performance,turnover. Low morale leads to undermining teamwork, lowering productivity and the increasing staff sickness and absence. It also leads to increase in the cost time and affect the quality of the work and damages the organisational reputation.

Osoma samik shaban [2017] analyzed the effect of low morale and motivation on employees productivity and competitiveness and he found that the low productivity and loss of competitiveness are the results of low morale and low motivation and it leads to absenteeism and sabotage. He recommended the management to increase the employee satisfaction by providing incentives education and training programs.

V. Muthalakshmi [2018] “ A study on employee morale and job satisfaction with reference to Mandela apparels private ltd “. Pondicherry found that high morale can result in job satisfaction, constructive attitude, higher productivity and better performance cost reduction, cohesiveness ,low absenteeism, better identification with the organizational goals .Low morale can lead to low productivity , low jobs satisfaction ,apathy, fatigue and monotony ,absenteeism ,strikes, disputes conflicts negative attitude etc .she concluded that the employee's morale plays a very vital role in the success of the organization.

P. suganya Devi and A.G.Ravi through their article titled A study on employee morale with special reference to Butterfly Gandhi Mathi appliance found out that the employees who have not get

proper appreciation from the supervisors have low morale and it demotivates them. Majority of the respondents are inspired in the organization by doing their work. It shows the level of high morale. They also recommended that the management should arrange more motivational programmes and should recognize their special talents. Employees should be treated friendly and should be allowed to participate in the decision making process.

John Schaeffer [2019] in his research paper titled 'The root cause of low employee morale' has given some suggestions to avoid destroying morale such as build relationship with trust, show them respect, nurture creativity, build effective teams etc.

Catherine Paul Jug [2020] in her article revealed some of the most popular job perks that boost employee morale and reduce turnover in the workforce. In-house professional development, yoga, flexible work hours, health services, mental health support, opportunity for growth and development in the career, friendly environment can boost the morale.

Sky Schooley [2020] in her research revealed that high employee turnover can cost time and money and it damage the company's culture and reputation. She also added that the employee turnover is often caused by poor management, lack of career advancement and when they feel undervalued are overworked. Employee turnover can be improved by giving preference in creating a culture of open communication, recognition, feedback, which are all the factors influencing employees morale.

Sky Schooley [2021] through her research paper found that the management can boost the employee morale by facilitating clear communication and feedback, recognizing and rewarding the employees, encouraging the employees development and prioritizing employee health and wellness. She also revealed that high employee morale is linked to increase the employee engagement and productivity and low morale lead to absenteeism and a reduced turnover. Low morale can be caused by employee burnout, poor communication, mistrust, a lack of recognition and limited growth opportunities.

Bennett Conlin [2021] recommended creative ways to appreciate the employees which can improve engagement, retention, productivity and morale. Some of the ways include recognizing employee on social media, hosting events, giving them extra time off, asking feedback from them, celebrating their anniversaries and milestones, annual retreat, host happy hour events offering training opportunities etc.

OBJECTIVES OF THE STUDY

- To assess the morale level of employees in Dharani Ginning Factory.
- To find the factors which influence the morale of the employees
- To assess the level of morale between different demographic variables i.e., age, qualification, experience, locality and marital status.
- To identify the factors to improve the morale of employees

HYPOTHESIS OF THE STUDY

Based on the present study's primary objectives and the problem definition various Hypotheses are developed. The Hypothesis so developed is tested against the research objectives.

- **Hypothesis H1:** There is no significant difference in employees morale with respect to their age, qualification and experience.
- **Hypothesis H2:** There is no significant difference between the employees morale with respect to their locality and marital status.

METHODOLOGY

Methodology is the description, explanation and justification of various methods of conducting research. It comprises the procedures used for generating, collecting and evaluating data. Methods are ways of obtaining information useful for assessing explanations. Methodology is to describe the research procedure. The investigators used survey method to study the job satisfaction of employees.

Sample and Sampling Technique - A total sample of 110 employees was taken up for the present study. The sample was taken from Dharani Ginning Factory, Kancheepuram. Stratified random sampling technique is used for the selection of sample. The stratification has been done on the basis of their age, qualification, experience, locality and marital status.

Tool - The investigator has used Employees Morale Scale developed and validated by T. S. Nanjundeswaraswamy (2019). All of the items in the scale are positive. Each item is scored using a five point likert scale, (1 = “Strongly Disagree” to 5 = “Strongly Agree

Statistical Analysis: - The statistical techniques- simple percentage analysis, ‘t’ test and ANOVA were employed for the analysis and interpretation of the data.

ANALYSIS OF THE DATA

Table – 1 Level of Job morale of Employees

| Variables | Low | | Average | | High | |
|------------|-----|---|---------|----|------|----|
| | N | % | N | % | N | % |
| Job morale | 7 | 6 | 43 | 39 | 60 | 55 |

The above table – 1 show that, out of 110 employees, 6 % of them have low level of morale, 43 % of them have average level and 55 % of them have high level of morale.

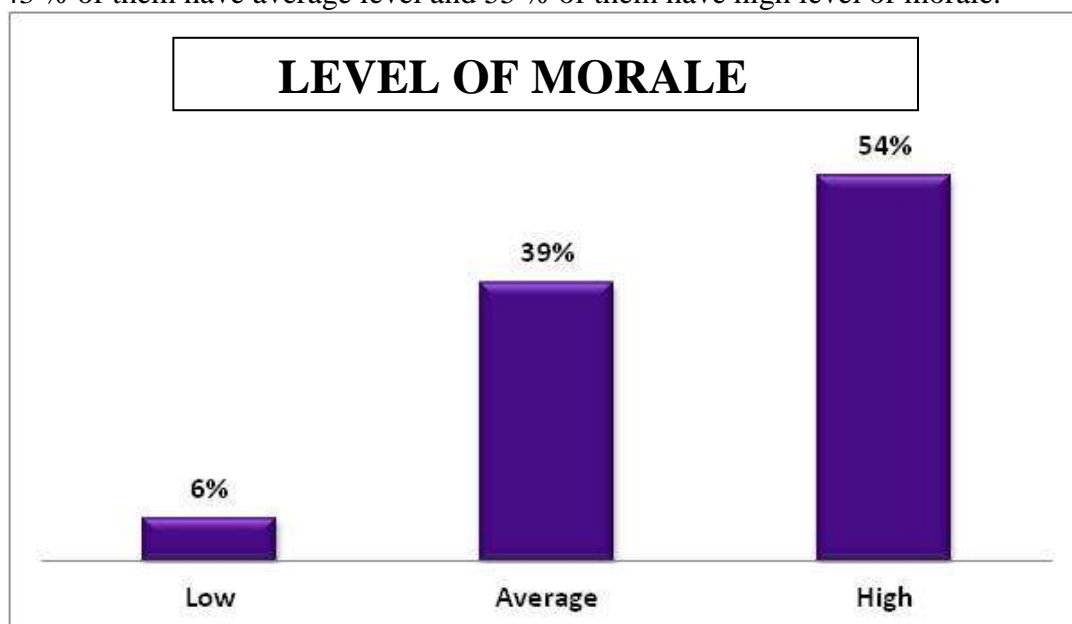


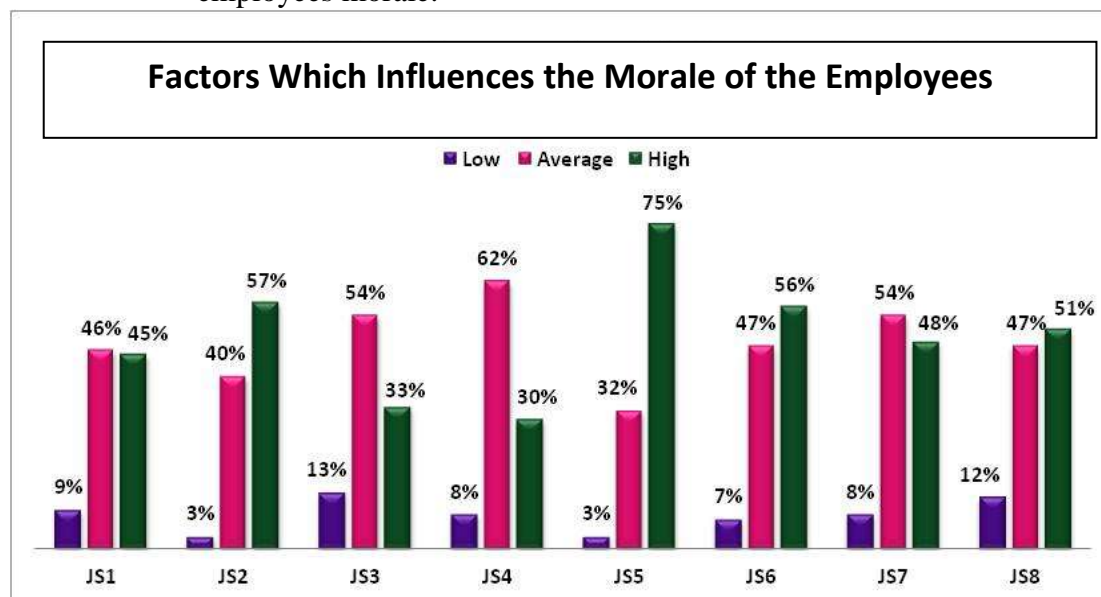
Table – 2 Factors Which Influences the Morale of the Employees

| Variables | Low | | Average | | High | |
|--|-----|----|---------|----|------|----|
| | N | % | N | % | N | % |
| Compensation & Welfare Benefits (JS1) | 10 | 9 | 51 | 46 | 49 | 45 |
| Work Environment (JS2) | 4 | 3 | 43 | 40 | 63 | 57 |
| Career & Promotion Opportunities (JS3) | 14 | 13 | 60 | 54 | 36 | 33 |
| Leadership Style (JS4) | 9 | 8 | 68 | 62 | 33 | 30 |
| Communication & Job clarity (JS5) | 3 | 3 | 35 | 32 | 72 | 75 |
| Work Life Balance (JS6) | 8 | 7 | 52 | 47 | 50 | 56 |
| Training & Development (JS7) | 9 | 8 | 59 | 54 | 42 | 48 |
| Teamwork & Job Security (JS8) | 13 | 12 | 52 | 47 | 45 | 51 |

Out of 110 employees,

- 45 % of them says compensation and welfare benefits.
- 57 % of them says high attitude towards work environment.
- 33 % of them says high amount of career and promotion opportunities.
- 30% of them says the leadership style.
- 75 % of them says the communication and job clarity.

- 56 % of them says work life balance.
- 48 % of them says training and development.
- 51 % of them says teamwork and job security, play major role in increasing the employees morale.



Testing of Hypothesis 1:- There is no significant difference among the morale of employees with respect to their age, qualification and experience.

Table – 2 Significance of difference in the mean scores among morale of employees with respect to their (a) age, (b) qualification and (c) experience

| Dimensions | Morale | N | Mean | SS _b | SS _w | df | F Value | Sig |
|---------------|-----------------|----|--------|-----------------|-----------------|--------|---------|--------------|
| Age | Below 25 yrs | 29 | 191.86 | 415.14 | 15808.71 | 2, 107 | 1.405 | 0.250 |
| | 25-35 yrs | 53 | 189.26 | | | | | |
| | Above 35 yrs | 28 | 186.46 | | | | | |
| Qualification | SSLC | 60 | 189.73 | 266.73 | 15957.12 | 2, 107 | 0.894 | 0.412 |
| | HSC | 44 | 187.84 | | | | | |
| | UG/PG | 6 | 194.50 | | | | | |
| Experience | Less than 5 yrs | 40 | 191.18 | 1054.14 | 15169.71 | 2, 107 | 3.718 | 0.027 |
| | 5 -10 yrs | 43 | 190.84 | | | | | |
| | Above 10 yrs | 27 | 183.81 | | | | | |

The above table - 2 reveals that the calculated 'F' values for experience (3.718) is greater than the table value (3.02) at 0.05 level. Hence, the formulated null hypothesis 1 (c) is rejected and there is a significant mean difference in the morale of employees with respect to their experience. The above table further shows that the calculated 'F' values for age (1.405) and qualification (0.894) is less than the table value (3.02) at 0.05 level. Hence, the formulated null hypothesis 1 (a) & (b) are accepted and there is no significant mean difference in the morale of employees with respect to their age and qualification.

Testing of Hypothesis 2:- There is no significant difference between the mean scores of morale of employees with respect to their residence and marital status.

Table – 3 Difference in the mean scores of morale of employees with respect to their (a) residence and (b) marital status.

| Variables | Categories | N | Mean | SD | t-Value | Level of Significance |
|-----------|------------|----|--------|--------|---------|-----------------------|
| Locality | Rural | 83 | 191.84 | 12.553 | 4.222 | 0.000 |
| | Urban | 27 | 181.22 | 6.216 | | |

| | | | | | | |
|-----------------------|-----------|----|--------|--------|-------|--------------|
| Marital Status | Unmarried | 36 | 192.58 | 7.625 | 2.036 | 0.044 |
| | Married | 74 | 187.61 | 13.644 | | |

The Table – 3 shows that the calculated “t” value for locality (4.222) and marital status (2.036) are greater than the table value (1.98). Hence the null hypothesis-2 (a) and (b) are rejected at 0.05 level. It means, there is a significant difference in the mean scores of morale of employees with respect to their locality and marital status.

The mean scores of rural employees (M=191.84) are greater than urban employees (M=181.22) which indicates rural employees have high level of morale than urban employees. While comparing the mean scores of unmarried and married employees in their morale, unmarried employees have high level of morale (M=192.58) than married employees (M=187.61).

FINDINGS

1. Out of 110 employees, 6 % of them have low level of morale, 43 % of them have average level and 55 % of them have high level of morale.
2. Out of 110 employees,
 - 45 % of them says compensation and welfare benefits.
 - 57 % of them says high attitude towards work environment.
 - 33 % of them says high amount of career and promotion opportunities.
 - 30% of them says the leadership style.
 - 75 % of them says the communication and job clarity.
 - 56 % of them says work life balance.
 - 48 % of them says training and development.
 - 51 % of them says teamwork and job security, play major role in increasing the employees morale.
3. Employees who are below 25 yrs of age are having high morale followed by 25- 35 yrs and above 35 yrs of age.
4. Employees who qualified UG/PG have high morale followed by SSLC and HSC qualified employees.
5. Employees who are having less than 5 yrs experience have high morale followed by 5- 10 yrs and above 10 yrs of experience.
6. Rural employees have high level of morale than urban employees.
7. Unmarried employees have high level of morale than married employees.

SUGGESTIONS

1. The findings demonstrate that employee’s morale may be shaped in part by workplace conditions that are within the reach of policy. Focusing on workplace conditions, therefore, is a feasible way to improve morale.
2. Promotion must be strictly on the basis of merit and performance.
3. Salary revision should be considered and measures should be taken to make optimum use of the welfare measures.
4. Management should confer about the problems faced by the employees in the organization and take relevant action upon it.

CONCLUSION

Morale is the positive emotional state that occurs when a person fulfils the important job value provided. These values are suitable to one’s need. Job satisfaction is the end feeling of a person after performing a task. To the extent that a person’s job fulfills his dominant needs and is consistent with his expectations and values, the job will be satisfying. The feeling would be positive or negative depending upon whether need is satisfied or not. Satisfaction reflects the person’s feelings about various aspects. If a person enjoys their work, which can provide immense satisfaction and this in turn provides the incentive to work. If employees feel equitably treated by the outcomes they receive,

they will be satisfied. Employees Morale is the prime need of employees that can be enhanced by regular review and by creating a cordial relationship between the employees and management. Every individual should be assured of job satisfaction not only at his home and also his work place too.

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