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**A STUDY ON EMPLOYEES MORALE WITH SPECIAL REFERENCE
TO KUMAR SPINNING MILL PVT, LTD, TIRUNELVEL**



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ABSTRACT:

The research project entitled "A Study on Employees morale with Special reference to Kumar Spinning Mill, Tirunelveli. The aim of this study is to analyze the factors influencing the employee's morale in the motivation. Data were collected from 178 employees working in Kumar Spinning Mill. A structured questionnaire was used to collect the data. The morale factors were classified in to dimensions like employee motivation, employee fringe benefits, employee safety and health, organizational policy, work environment, training and development, performance

appraisal, employee incentives, management, employee interpersonal relations, trade union and employee safety and health and employee participation in management. This study is descriptive in nature. Convenient sample method is adopted to collect the data from the respondents. For analyzing the data statistical software SPSS (Statistical Package for Social Science) is used. The statistical tools like Reliability analysis, One-Way ANOVA, Chi-Square, Regression and Correlation analysis used for the research.

KEYWORDS

Employee morale, employee participation motivation, interpersonal relationship.

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1. INTRODUCTION

Employees attitude, emotions and employees satisfaction are highly important for the employees to be positively motivated. Today employee's motivation is the factors for which all companies are strive for. It is not easy to create a positive morale among employees. The term morale is also defined by online business dictionary as, description of the emotions, attitude, satisfaction, and overall outlook of employees during their time in a workplace environment. Effective productivity is directly related to the morale of the employees. Employees who are happy and positively motivated at work are said to have positive or high employee morale. Companies that maintain employees who are dissatisfied and negative about their work environment are said to have negative or low employee morale.

There are several factors affecting employee's motivation, when those factors are identified and treated properly, employees' morale will be increased and obviously employees will be highly motivated. This study concerns about identifying factors that are influencing morale and resulting in employees' motivation. Employee morale is the matter of willingness or enthusiasm towards what an employee is ready to work towards attainment of the organizational goals. It is clearly understood that employee morale is a measure of an individual's attitude towards his / her work, the organization and the work fraternity.

Positive employee morale is a connotation of existence of good human resource policies in an organization. Employee morale is also an indicator of the degree of satisfaction an individual is benefited from one's job and the nature of the organizational image. Employee morale is determined by a number of factors which leads to job satisfaction. Job satisfaction in the connection of happiness drawn from the job by an employee.

1.1 OBJECTIVES

- a. To measure the employees morale factors of the employees.
- b. To identify the factors towards which employees have positive and negative morale.
- c. To offer suggestions to improve the morale and to improve the productivity.

1.2 SCOPE OF THE STUDY

This research tries to understand the factors affecting the morale of the employees in Kumar spinning mill. Motivating the employees is a crucial factor which directly reflects on the productivity of a mill. There are several factors affecting employee's motivation, when those factors are identified and treated properly, employees' morale will be increased and obviously employees will be highly motivated. The findings of this research shall be applied to understand the real status of employees' morale in this organization and the suggestions of the study shall be used to improve the employees' morale.

1.3 NEED FOR THE STUDY

It is very clear that employees' morale is based on employees' attitude and employees'

motivation is related to employees' morale. Employee morale is the degree of willingness or enthusiasm with which a person is ready to strive towards attainment of the organizational goals. Employee morale is a measure of an individual's attitude towards his work, the organization and the co workers. Employee morale is representative of an individual's zeal towards organizational goal attainment. Morale is a state of mind; it is a depiction of an employee's resolution, courage and hope.

2. REVIEW OF RELEVANT LITERATURE

Allport (1944), the famous Psychologist, provided a basic understanding of morale. He recognized that "morale like health and sanity has to do with the background condition in living. It is found on the fringe rather than in the focus of consciousness. It has to do with the individual effort in a group endeavor."

Flippo (1961) described morale as "a mental condition or attitude of individuals and groups which determines their willingness to cooperate. Good morale is evidenced by employer enthusiasm, voluntary conformance with regulations and orders, and a willingness to co-operate with others in the accomplishment of an organization's objectives. Poor morale is evidenced by surliness, insubordination, a feeling of discouragement and dislike of the job, company and associates'.

However, Dale (1972) considered morale as "a feeling, somewhat related to esprit the corps, enthusiasm or zeal." In their article, examining the importance of employee management relationship closeness, McKnight et al. (2001) defined morale in the context of workplace as "the degree to which an employee feels good about his or her work and work environment." The authors say morale serves as a broad term that encompasses smaller concepts including intrinsic motivation, job satisfaction, experienced work meaningfulness, organizational commitment, and pride in one's work.

Spriegel and Lansburgh (1957) said that morale is depressed by:

- a) A too fine division of authority and responsibility.
- b) Too many supervisors.
- c) An improper selection of personnel for new expanded duties.
- d) Too much reliance on organizational charts.

McManus (2005) found that, the best performing companies consider their internal customer survey a key tool for identifying improvement needs and a key indicator of performance challenges and opportunities. They believe that ,higher levels of employee satisfaction lead to higher levels of quality, customer service, and performance.

Perrin's Global Workforce Study (2003) uses the definition "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." According to the study, engagement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience.

Robinson et al. (2004) defined employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way

relationship between employer and employee.”

West (2005) argues that, when individuals feel positive emotions, they are able to think in a more flexible, open-minded way and are also likely to feel greater self-control, cope more effectively and be less defensive in the workplace.

According to Robinson (2006), employee engagement can be achieved through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health.

According to Penna research report (2007) meaning at work has the potential to be valuable v p y of bringing employers and employees closer together to the benefit of both where employees experience a sense of community, the space to be themselves and the opportunity to make a contribution, they find meaning. Employees want to work in the organizations in which they find meaning at work.

Fernandez (2007) shows the distinction between job satisfaction, the well-known construct in management, and engagement contending that employee satisfaction is not the same as employee engagement and since managers cannot rely on employee satisfaction to help retain the be stand the brightest, employee engagement becomes a critical concept.

William Ransom, President of Ransom & Associates (a management advisory firm) writes: “The morale of a business allows it to accomplish more than its cumulative talents would suggest. It operates in a synergistic mode using management, employee and customer participation to resolve its problems.” He further lists three characteristics of a high morale organization: 1. Gives workers the freedom and autonomy to do their jobs. 2. Rewards the employee for exceeding expectations. 3. Listens to employees, and swiftly act to resolve any disputes. Ransom also sites that high morale organizations are more productive than the competition (Ransom 1995).

Stembridge (1989) came to the conclusion that, it was both intrinsic and extrinsic motivators that kept teachers motivated. How much it was one or the other depended on the amount of control teachers had over their environment.

3. RESEARCH METHODOLOGY

The research design adopted for the study is descriptive research and “convenience sampling technique” to represent the population. Data were collected from 190 respondents. A well structured Questionnaire is used to collect the primary data. It consists of closed ended questions. A pilot study was conducted to preparation the questionnaire in a quality manner. The questionnaire includes five dimensions with twenty five questions. Five point Likert scaling method was used by the researcher to measure the level of morale. The tools used for analysis were descriptive statistics, reliability test, and regression.

4.DISCUSSION

TABLE 1: DEMOGRAPHIC PROFILE OF THE EMPLOYEES

Demographics	Options	No of employees	Percentage of employees
Gender	Male	165	92.7
	Female	13	7.3
Age	Up to 30 years	49	27.5
	31-45 years	90	50.6
	Above 45 years	39	21.9
Educational Level	Illiterate	15	8.4
	High school	15	8.4
	Higher secondary	43	24.2
	Diploma	90	50.6
	Others	15	8.4
Marital status	Unmarried	46	25.8
	Married	132	74.2
Family type	Nuclear Family	51	28.7
	Joint Family	127	71.3
Family size	Below 4 members	109	61.2
	4-6 members	44	24.7
	Above 6 members	25	14.0
Total		178	100.0

Above table concludes that, most of the employees are male, about 51 per cent employees are belong to 31-45 years old and have diploma level educational qualification. 74 per cent employees are married, 71 per cent employees are lives as joint family and 61 per cent employees have below 4 members in their family.

TABLE 2: JOB RELATED PROFILE OF THE EMPLOYEES

Job Related Profile	Options	No of employees	Percentage of employees
Status of employment	Permanent	76	42.7
	Temporary	76	42.7
	Contract	26	14.6
Secondary occupation	Agriculture	80	44.9
	Business	73	41.0
	Others	25	14.0
Monthly income	Up to Rs.2000	71	39.9
	Rs.2001 – 5000	71	39.9
	Above Rs.5001	36	20.2
Skilled level	Skilled	43	24.2
	Semi skilled	90	50.6
	Un-skilled	45	25.3
Experience	Up to 5 Years	53	29.8
	6 to 10 Years	90	50.6
	Above 10 Years	35	19.7
Membership in Trade Union	Member	95	53.4
	Non Member	83	46.6
Awareness about Laws	Aware	61	34.3
	Unaware	117	65.7
	Total	178	100.0

Table 2 shows that 43 per cent employees are permanent and temporary employees, about 45 per cent employees are secondary source of income is agriculture based work, 40 per cent employees are getting between less than Rs.2000 to Rs.5000 as monthly income, 51 per cent employees are semi skilled workers and have 6-10 years experience, 53 per cent employees are members in trade unions and 66 per cent employees are unaware about legal laws.

TABLE 3: DESCRIPTIVE STATISTICS, RELIABILITY AND CORRELATION ANALYSIS

Employee morale dimensions	Mean	SD	Value	r (Overall opinion on employee morale)
Organizational policy	24.66	5.44	0.765	0.225**
Work environment	15.02	3.78	0.812	0.203**
Training and development	25.42	5.62	0.862	0.649**
Performance appraisal	23.89	4.21	0.911	0.158*
Employee incentives	25.26	3.68	0.789	0.185*
Employee fringe benefits	26.28	5.29	0.751	0.421**
Employee motivation	28.20	4.82	0.899	0.297**
Employee participation management	25.66	4.67	0.782	0.397**
Employee interpersonal relations	22.63	4.07	0.708	0.456**
Trade union	23.31	3.98	0.941	0.325**
Employee grievance handling	25.13	5.88	0.822	0.014
Employee welfare facilities	21.89	5.01	0.918	0.084
Employee safety and health	25.81	3.23	0.839	0.196**

** Denotes Significant at 1 per cent level

* Denotes Significant at 5 per cent level

Table 3 concludes that, employee motivation, employee fringe benefits, employee safety and health and employee participation management are the top ranked employee morale dimensions. Employee interpersonal relations, employee welfare facilities and work environment are the last ranked employee morale dimensions. Acceptable Cronbach alpha coefficients were obtained on all the dimensions of employee morale varying from 0.708 to 0.941 (Nunnally & Bernstein, 1994).

Correlation between employee morale dimensions and overall opinion on employee morale are reported in Table 2. Overall opinion on employee morale is statistically significantly related with all employee morale dimensions, except employee grievance handling and employee welfare facilities. Remaining dimensions like organizational policy, work environment, training and development, performance appraisal, employee incentives, employee fringe benefits, employee motivation, employee participation management, employee interpersonal relations, trade union and employee safety and health have low level positive relation with overall opinion on employee morale.

TABLE 4: RELATIVE EFFECTS OF EMPLOYEE MORALE DIMENSIONS ON OVERALL OPINION ABOUT EMPLOYEE MORALE

Dimensions	Beta	t	Sig.
Training and development	0.566	6.149	0.000**
Performance appraisal	0.295	3.593	0.000**
Employee incentives	-0.227	-2.604	0.010*
Employee participation management	-0.180	-2.509	0.013*
F	10.701		
Sig	0.000**		
R	0.677		
R square	0.459		
Adjusted R square	0.416		

** Denotes Significant at 1 per cent level

* Denotes Significant at 5 per cent level

Table 4 shows that F-Ratio for the regression model indicates statistical significance of the Overall regression model. The F-ratio is the result of comparing the amount of explained variance to unexplained variance. The F-value is the mean square regression divided by the Mean Square Residual, yielding $F=10.701$. The p-value associated with this F value is very small. The significance value of the F-Statistic is less than 0.01. So that the group of employee morale dimensions can be used to reliably predict overall employee morale.

The strength of correlation coefficient is 0.677. There is a strong positive strength of correlation between the observed variable and predicted values of the dependent variable. The R-square shows the percent of variation in one variable that is accounted by another variable. In this case, employee morale dimensions account values of 46 per cent on overall employee morale. R square (R^2) is the correlation coefficient squared; also it is referred as the coefficient of determination. The adjusted R-square attempts to yield an honest value to estimate the R-squared for the population. The value of the adjusted R - square is 0.416.

The t-test examines the question whether the regression coefficient is different from zero to be statically significant or not. The coefficient value (Beta) shows training and development (Beta=0.566), performance appraisal (Beta=0.295), employee incentives (Beta=-0.227) and employee participation management (Beta=-0.180) dimensions are predictors in the model. Training and development, performance appraisal has the highest standardized coefficient with the lowest significance ($p=0.01$) which means that "training and development, performance appraisal" are the main significant predictor of employee morale.

5.CONCLUSION

Employee motivation, employee fringe benefits, employee safety and health and employee participation management are the top ranked employee morale dimensions. Employee interpersonal relations, employee welfare facilities and work environment are the last ranked employee morale dimensions. Except employee grievance handling and employee welfare facilities remaining dimensions like organizational policy, work environment, training and development, performance appraisal, employee incentives, employee fringe benefits, employee motivation, employee participation management, employee interpersonal relations, trade union and employee safety and health have low level positive relation with overall opinion on employee morale.

6.FUTURE SCOPE

This study gives future scope to study the relationship between the employee morale and job satisfaction. It may give scope to understand the factors influencing job satisfaction of the employees and influence of morale and motivation of employees in it.

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