A STUDY ON EMPLOYEE MORALE ON JOB SATISFACTION AMONG THE EMPLOYEES WORKING IN HEAVY INDUSTRIES WITH SPECIAL REFERENCE TO COIMBATORE ZONE

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ABSTRACT

Organizational effectiveness considerably depends on the morale of its work force. Morale is the enthusiasm with which workers as individuals and as groups respond to their work situation and requirements. It is a state of healthy balance in the organization in which people make their respective contributions to achieve their set goals, maintain their sense of worth besides developing their abilities, knowledge and skills. Every organization should have personnel policies in order to accomplish the objectives of the personnel as well as the organization. Periodic updating of personnel policies is essential to keep pace with the changing times to avoid managerial stagnation of personnel policy. It is found that to attain goals, factors like men, money, materials and machines are involved, out of which man power is the most important. The relationship between the employer and employee is an integral part for success of any organization. Various interactive behaviors such as interpersonal behavior, group behavior, use of power and authority, leadership, communication, conflict and control are the significant factors which affect the climate in an organization, thus, influencing productivity. In this study analysis is made from the primary data for that questionnaire is used for getting details from the samples. Convenient sampling is used for data collection method. Various tools have been used to analyse the factors which affects the morale of employees. Suggestions were given to improve the factors which affect the morale of employees.
Keywords: Organisational Effectiveness, Power of Authority, Leadership, Factors Which Affect Employee Morale, Organisation Climate and Employee job Satisfaction.

INTRODUCTION

Employee Morale refers to an attitude of satisfaction with a desire to continue and strive for attaining the objectives of a factory. Morale is purely emotional. It is an attitude of an employee towards his job, his superior and his organization. It is not a static thing, but it changes depending on working conditions, superiors, fellow workers, pay and so on. Morale may range from very high to very low. High Morale is evident from the positive feelings of employees such as enthusiasm; desire to obey orders, willingness to co-operate with co-workers. Poor or low Morale becomes obvious from the negative feelings of employees such as dissatisfaction, discouragement or dislike of the job.

Importance of Employee Morale

Employee Morale plays vital role in the origination success. High Morale leads to success and low Morale brings to defeat in its wake. The plays of Morale are no less important for an industrial undertaking. The success of failure of the industry much depends up on the Morale of its employees.

TYPES OF MORALE

I. High Morale

It will lead to enthusiasm among the workers for better performance. High Morale is needed a manifestation of the employees strength, dependability pride, confidence and devotion. Some of the advantages of high Morale such as:

1. Willing cooperation towards objectives of the organization.
2. Loyalty to the organization and its leadership.
3. Good Leadership.
4. Sound superior subordinate relations.
5. High degree of employee’s interest in their job and organization.
6. Pride in the organization
7. Reduction in absenteeism and labour turnover.
8. Reduction in grievance.
10. Team building.
11. Employee empowerment.
II. Low Morale

Low Morale indicates the presence of mental unrest. The mental unrest not only hampers production but also leads to ill health of the employees. Low Morale exists when doubt in suspicion are common and when individuals are depressed and discouraged i.e., there is a lot of mental tension. Such situation will have the following adverse consequences.

1. High rates of absenteeism and labour turnover.
2. Decreased quality.
3. Decreased Productivity.
4. Excessive Complaints and Grievances.
5. Frustration among the workers.
7. Increase errors, accidents or injuries.

FACTORS AFFECTING MORALE

Employee Morale is a very complex phenomenon and is influenced by many factors on the shop floor. Several criteria seem important in the determinants of levels of workers Morale such as:

1. **Objectives of the organization**: Employees are highly motivated and their Morale is highly if their individual goal and objectives are in tune with organizational goal and objectives.

2. **Organizational design**: Organization structure has an impact on the quality of labour relation, particularly on the level of Morale. Large organization tend to lengthen their channels of vertical communication and to increase the difficulty of upward communication. Therefore the Morale tends to be lower. Against this flat structure increases levels of Morale.

3. **Personal Factors**: It is relating to age, training, education and intelligence of the employees, time spent by them on the job and interest in worth taken by them, affect the Morale of the employees. For examples if an employees is not imparted proper training he will have low Morale.

4. **Rewards**: Employees expect adequate compensation for their services rendered to the organization. Good system of wages, salaries, promotions and other incentives keep the Morale of the employees high.

5. **Good Leadership and Supervision**: The nature of supervision can tell the attitudes of employees because a supervisor is in direct contact with the employers and can have better influences on the activities of the employees.

6. **Work Environment**: The building and it appearance the condition of machines, tools, available at work place provision for safety, medical aid and repairs to machinery etc. all have an impact on their Morale.
7. **Compatibility with fellow employees**: Man being a social animal finds his words more satisfying if he feels that he has the acceptance and companionship of his fellow workers. If he has confidence in his fellow worker and faith in their loyalty his Morale will be high.

8. **Job Satisfaction**: If the job gives an employee an opportunity to prove his talents and grow personality, he will certify like it and he will have high morale.

9. **Opportunity to share profit**: one of the requirements of high morale is possibility and opportunity of progress in any concern. All worker should be given an opportunity of the progress and earn high wages without any discrimination.

**REVIEW OF LITERATURE**

Azoulay, Graff-Zivin, Manso (2010), professors at Massachusetts Institute of Technology and University of California, Santa Barbara, published a paper indicating that Long term rewards rather than short term rewards helped to improve morale of scientists in their work and to promote overall greater creativity. The application of this study suggests that short term rewards, that are common in many businesses, may truncate morale and hinder innovation.

Ederer and Manso’s (2011) study titled concluded the following: …the optimal incentive scheme that motivates exploration is fundamentally different from standard pay-for-performance schemes used to motivate effort and improve morale of Employees. Tolerance (or even reward) for early failure, reward for long-term success, excessive continuation, commitment to a long-term incentive plan, and timely feedback on performance are all important to motivate exploration.

Grant and Singh (2011), two management professors from The Wharton School of the University of Pennsylvania, argue that traditional incentive schemes (stock options and bonuses) are often beneficial for better and improving employee performance, but can have serious repercussions such as “unethical behavior, fuel turnover, and foster envy and discontent.” Moreover, they further explain that financial incentives are best used with the following three guidelines: when tasks are algorithmic in nature and generally uninteresting, when the financial incentives are small their morale level decreases, and they work in conjunction with major initiatives.

Grant and Gino (2010), concluded in their study “ that gratitude shown in the workplace can promote “prosocial” behavior the carries throughout the company and improves morale. In their discussion they state, “Our findings complement this line of research by demonstrating that expressions of gratitude, not only experiences of gratitude, have spillover effects on prosocial behavior. As such, our research suggests that gratitude expressions may have important theoretical and practical implications for encouraging prosocial behaviors that promote cooperation and help in positive morale…”

Schoeffler (2005), a contributor to the Insurance Journal, explains that incentives should be in a three tier incentive scheme: recognition, short-term, and long term. The basic concept is to allow for incentives that will motivate different personality types and bring out morale. For example, some people enjoy immediate satisfaction and some enjoy satisfaction that is delayed but has taken time to build up. Recognition is a key element in improving morale of people which is a non-financial incentive that reflects feedback.

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People’s levels of degrees of job satisfaction can range from extreme satisfaction
to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008).

Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state, achievement, either quantitative or qualitative (Mullins, 2005).

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

**OBJECTIVES OF THE STUDY**

**Primary objective**

- To study the level of employee morale on job satisfaction with special reference to Heavy Industries in Coimbatore Zone.
- To study the socio-economic profile of the employees.
- To identify the factors affecting morale.
- To know the level of job satisfaction of employees towards organization.
- To suggest measures to increase the morale among employees towards job satisfaction.

**RESEARCH METHODOLOGY**

This study aims to study the Morale of employees on job satisfaction in Industry sector with special reference to Coimbatore zone. This study is based on the primary data through a well structured questionnaire which was finalized based on comments and suggestions given by researchers, experts and academicians. The relevant secondary data have been collected from various journals, magazines, books and websites.

**Sampling Design**

Descriptive type of research was used. The study is infinite and hence the type of sampling method adopted was convenient (purposive) sampling. The sample size is 100 and data were collected from employees in various industries in Coimbatore City.

**Statistical Tool Used**

The Statistical package for social sciences (SPSS) was used and the following tools were administered in this study a) Chi square Test b) Friedman Test c) Garrett Ranking d) Factor Analysis.
ANALYSIS AND INTERPRETATION

A. Chi-Square test
H0: There is no association between gender and recognition
H1: There is association between gender and recognition.

<table>
<thead>
<tr>
<th>Test Statistics</th>
<th>Gender</th>
<th>Receive proper recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>67.240*</td>
<td>69.800*</td>
</tr>
<tr>
<td>Df</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

Above table exhibits the significant value as 0.00 which could be inferred as there is no evidence to accept the hypothesis H0. Hence it is interpreted that there is an association between gender and recognition level.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

B. Friedman Test

<table>
<thead>
<tr>
<th>Factors</th>
<th>Mean rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary system meets current market standards</td>
<td>2.24</td>
</tr>
<tr>
<td>Qualification and experience are factors for fixing salary</td>
<td>3.24</td>
</tr>
<tr>
<td>Salary and increment system not biased</td>
<td>3.38</td>
</tr>
<tr>
<td>Increment system improves commitment</td>
<td>3.23</td>
</tr>
</tbody>
</table>

From the above table it is interpreted that respondents favour that they are paid according to market standards earns the highest rank from the compensation factor.

C. Garrett Ranking

<table>
<thead>
<tr>
<th>S.No.</th>
<th>FACTORS</th>
<th>Garr score</th>
<th>Avg</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My supervisor actively listens to suggestions</td>
<td>6207</td>
<td>62.07</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>He enables me to perform best</td>
<td>6268</td>
<td>62.68</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Promotes atmosphere of team work</td>
<td>6129</td>
<td>61.29</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Evaluates performance at regular basis</td>
<td>6076</td>
<td>60.76</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Addresses to my question</td>
<td>6158</td>
<td>61.58</td>
<td>3</td>
</tr>
</tbody>
</table>

From the above table it is inferred that supervisor enables to perform best scores 1st rank, 2nd rank for the supervisor actively listens to suggestions, 3rd rank for addressing to questions, 4th rank for creating atmosphere of team work and 5th rank goes for evaluating performance. From this inference we can conclude that supervisors in Industries evaluate their subordinate’s performance periodically.
### D. Factor Analysis

<table>
<thead>
<tr>
<th>Rotated Component Matrix&lt;sup&gt;a&lt;/sup&gt;</th>
<th>Component 1</th>
<th>Component 2</th>
<th>Component 3</th>
<th>Component 4</th>
<th>Component 5</th>
<th>Component 6</th>
<th>Component 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrier growth of employees</td>
<td>.695</td>
<td>- .207</td>
<td>- .239</td>
<td>.139</td>
<td>.463</td>
<td>.332</td>
<td>-.020</td>
</tr>
<tr>
<td>Freedom of decision making</td>
<td>.687</td>
<td>.248</td>
<td>.354</td>
<td>.106</td>
<td>.289</td>
<td>.268</td>
<td>-.333</td>
</tr>
<tr>
<td>Leave policies satisfactory</td>
<td>.088</td>
<td>.144</td>
<td>.148</td>
<td>.067</td>
<td>-.048</td>
<td>.157</td>
<td>.898</td>
</tr>
<tr>
<td>Company Policy is flexible</td>
<td>.696</td>
<td>-.012</td>
<td>-.170</td>
<td>-.229</td>
<td>.398</td>
<td>.044</td>
<td>.025</td>
</tr>
<tr>
<td>Appropriate Training provided</td>
<td>.535</td>
<td>.286</td>
<td>-.048</td>
<td>.636</td>
<td>.262</td>
<td>.044</td>
<td>-.122</td>
</tr>
<tr>
<td>Receive due recognition</td>
<td>.832</td>
<td>.042</td>
<td>-.007</td>
<td>.135</td>
<td>.323</td>
<td>.125</td>
<td>.201</td>
</tr>
<tr>
<td>I feel Underutilized job</td>
<td>-.009</td>
<td>.050</td>
<td>.126</td>
<td>-.198</td>
<td>.110</td>
<td>-.929</td>
<td>-.141</td>
</tr>
<tr>
<td>Communication system is effective</td>
<td>.236</td>
<td>-.040</td>
<td>.431</td>
<td>.673</td>
<td>-.197</td>
<td>.312</td>
<td>.129</td>
</tr>
<tr>
<td>Clarified job role</td>
<td>-.250</td>
<td>.234</td>
<td>.866</td>
<td>-.220</td>
<td>.048</td>
<td>-.009</td>
<td>.013</td>
</tr>
<tr>
<td>Clarified induction system</td>
<td>.141</td>
<td>.075</td>
<td>.206</td>
<td>.754</td>
<td>.225</td>
<td>.316</td>
<td>.053</td>
</tr>
<tr>
<td>Supervisor actively listens to suggestion</td>
<td>.842</td>
<td>.074</td>
<td>.040</td>
<td>.252</td>
<td>-.096</td>
<td>-.053</td>
<td>-.204</td>
</tr>
<tr>
<td>Supervisor Enables to perform best</td>
<td>.861</td>
<td>.256</td>
<td>.181</td>
<td>.035</td>
<td>-.289</td>
<td>-.034</td>
<td>-.225</td>
</tr>
<tr>
<td>Supervisor creates Atmosphere for teamwork</td>
<td>.848</td>
<td>.055</td>
<td>.059</td>
<td>.400</td>
<td>-.091</td>
<td>-.074</td>
<td>.124</td>
</tr>
<tr>
<td>He evaluates performance</td>
<td>.965</td>
<td>-.022</td>
<td>.077</td>
<td>-.010</td>
<td>-.008</td>
<td>-.067</td>
<td>.215</td>
</tr>
<tr>
<td>He addresses questions</td>
<td>.916</td>
<td>.013</td>
<td>.232</td>
<td>.176</td>
<td>-.020</td>
<td>.022</td>
<td>.135</td>
</tr>
<tr>
<td>Department provides tools</td>
<td>.146</td>
<td>.178</td>
<td>-.053</td>
<td>.051</td>
<td>-.912</td>
<td>.097</td>
<td>.134</td>
</tr>
<tr>
<td>Firstaidbox availability</td>
<td>.576</td>
<td>.658</td>
<td>.171</td>
<td>.115</td>
<td>-.185</td>
<td>.154</td>
<td>-.201</td>
</tr>
<tr>
<td>Satisfied safety measures</td>
<td>-.299</td>
<td>.662</td>
<td>.281</td>
<td>-.060</td>
<td>-.302</td>
<td>-.172</td>
<td>.231</td>
</tr>
<tr>
<td>Lifting equipments are maintained regularly</td>
<td>.189</td>
<td>.915</td>
<td>-.176</td>
<td>-.061</td>
<td>-.189</td>
<td>-.059</td>
<td>.138</td>
</tr>
<tr>
<td>Reward system in REL</td>
<td>.337</td>
<td>-.433</td>
<td>.196</td>
<td>.099</td>
<td>.752</td>
<td>-.106</td>
<td>.194</td>
</tr>
<tr>
<td>Reward results in high performance</td>
<td>.595</td>
<td>-.111</td>
<td>.685</td>
<td>-.196</td>
<td>.161</td>
<td>-.055</td>
<td>-.066</td>
</tr>
<tr>
<td>Treating employees fairly</td>
<td>.827</td>
<td>-.381</td>
<td>-.043</td>
<td>-.068</td>
<td>.063</td>
<td>.378</td>
<td>.015</td>
</tr>
<tr>
<td>Qualification and experience factors for fixing salary</td>
<td>.637</td>
<td>.317</td>
<td>-.160</td>
<td>-.027</td>
<td>.167</td>
<td>-.315</td>
<td>.318</td>
</tr>
<tr>
<td>Salary and increment are not biased</td>
<td>-.061</td>
<td>-.349</td>
<td>-.291</td>
<td>.771</td>
<td>-.237</td>
<td>-.150</td>
<td>.007</td>
</tr>
<tr>
<td>Incentive system derives commitment</td>
<td>.291</td>
<td>-.231</td>
<td>.694</td>
<td>-.019</td>
<td>.142</td>
<td>-.187</td>
<td>.299</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.

So from this factor analysis it is derived that in Industries leadership and supervision, work environment, communication system and satisfactory factors earn a positive response which tunes the morale of employee in positive manner.
CONCLUSION

Morale is psychological concept. Morale is not a cause but rather the effect or result of many going awry. Morale differs from person to person, industry to industry, level of education age, nature of work etc. Morale may be range from very high to very low. But it is sure that it will influence on productivity. By this study it is clear that various factors which influences morale and productivity of the employees each as organization policies, welfare facilities, compensation, communication system, Reward and recognition of work, Leadership and supervision are getting much importance. To conclude employee morale plays very important role in every organization. Good employee morale helps to bring success to the organization. If employee morale is poor then there is possibility of the employee to bring disharmony and will also affect smooth running of the organization. Therefore each and every organization much take efforts to bring out morale in employees so automatically it would motivate people to do work perfectly that in turn increases productivity.

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