

A Study on Employee Morale and Job Satisfaction with Special Reference to Mandala Apparels Private Limited, Pondicherry

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Abstract: Employee morale plays very important role in every organization. Good employee morale helps to success of the organization. It generally refers to a feeling of enthusiasm, confidence in individuals or groups that they will be able to cope with the tasks assigned to them. High morale exists when the employee's attitude is favorable to the total situation of a group and to the attainment of its objective. In the age of information and technology, we have seen change has occurred in every aspects of our life from personal to business, government to private, national to international, so the nature of people and their expectation from the job is also changing. The purpose of the study is to describe the current level of employee morale and job satisfaction. Proven to have a direct effect on productivity, it is one of the corner stone's of business. Low employee morale can lost our company money in lost production the costs of recruiting and being new employees. For this purpose, a detailed study is needed to analyze the factors which influence the employee morale problems and address those problems immediately. Finally this study concludes that there is positive and significant relationships exists between income and working environment with employee morale, security measures and employee morale are negatively correlated.

Keywords: morale, motivation, security, job satisfaction, attitude, willingness.

1. Introduction

Human resources are considered to be the most valuable asset of any organization. It is the sum of inherent abilities, acquired knowledge and skills represents individual's talent and aptitude. They are also to be utilized to the maximum possible extent in order to achieve individual and organizational goals. The attitudes, feeling and emotions of employees play vital role in determine their performance and behavior. These in turn determine the success and growth of the organization. It is for this reason that personnel experts as well as line managers give keen attention to the issues of motivation and morale in industry. It also indicates the level of the satisfaction felt by a person or a group of the people who works together. It differs in different standpoints. So it is an overall attitude of an individual or group towards all aspects of their work e.g., the company, the job, the supervisors, fellow workers, working conditions, etc.

A. Definitions

Morale is a very widely used term. It generally refers to a feeling of enthusiasm, confidence in individuals or groups that they will be able to cope with the tasks assigned to them. A person's enthusiasm for his job reflects his attitude towards an individual work, environment and confidence towards his employer and his willingness to strive for the goals set for him by the organization in which individual is employed. Morale is a synthesis of an individual's organization, supervisor, fellow-employees and pay (Salary paid). Feelings, emotions, sentiments, attitudes and motives – all these combine and lead to a particular type of behavior on the part of an individual or his group; and is what is referred to as employee morale. Morale – “the state of the spirit of an individual or group as shown in the willingness to perform the assigned task”. It can also be described of the state of mind, mood, and mental conditions. Flippo has described morale “as a mental condition or attitude of individuals and groups which determines their willingness to co-operate. Good morale is evidenced by employee enthusiasm, voluntary confirmation 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.” In the words of Yoder, “morale is a feeling, somewhat related to esprit de corps, enthusiasm or zeal. For group of workers, morale, according to a popular usage of the word, refers to the over-all tone, climate or atmosphere of work, perhaps vaguely sensed by the members.’

B. Types

The following are the two types of morale: 1. Individual and Group Morale 2. High and Low Morale. 1. Individual and Group Morale: Individual morale is a single person's attitude towards work, environment etc. Whereas group morale reflects the general attitude of a group of persons. Group morale is everybody's concern and may go on changing with the passage of time. Individual and group morale are interested but not necessarily identical. They have an effect on each other. The individual's personal perception of the present conditions may be high but the group's perception may be low or vice-versa. 2. High or Low Morale: Morale may be referred to high morale or

low morale.

C. *Morale and motivation*

Morale and motivation are inter related but differ from each other. Morale refers to the attitude of a person towards his work and environment while motivation is a process to inspire people. Motivation is an inner feeling which energizes a person to work more for satisfying his unsatisfied demands. Motivation revolves round needs and incentives while morale will determine the willingness to cooperate. Morale is a group phenomenon while motivation is an individual's readiness to work more. Morale is related to the combination of various factors operating at work but motivation concerns to the job only. Motivation helps in mobilizing energy while morale is concerned with the mobilization of sentiments. Morale and Productivity: Morale reflects the attitude of employees towards their work, it will be of interest to know if it has any bearing on productivity. A number of research studies reveal that there is no direct relationship between morale and productivity. High morale may lead to higher productivity but in some cases production may go down even. It is generally felt there is a positive relation between morale and productivity but the degree may not be the same. For example, 10 per cent increase in morale may lead to higher productivity but production may not necessarily increase by 10 per cent. Miller and Form have given four combinations of productivity and morale via: (i) High productivity-high morale (ii) Low productivity high morale (iii) High productivity-low morale and (iv) Low productivity-low morale. There is an Approaches of Morale: Different definitions of morale can be classified into three major approaches. 1. Classical approach 2. Psychological approach 3. Social approach

D. *Classical approach*

This approach 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 this approach, the satisfaction of basic needs is the symbols of morale. Psychological Approach: In "morale is a state of mind and emotions affecting willingness to work which in turn affects individuals and organizations objectives". According to this mind. Emotions are affect the willingness to work which in turn affect individual and organizations objectives

E. *Social approach*

Morale is a social phenomenon which enables an individual to live in a society or group in pursuit of a common goal. According to Blackman ship, morale is the feelings of togetherness. There is a sense of identification with interest in the elements of one's job, working conditions, fellow employees, supervisors, employer and the company. Broadly speaking, morale is; 1. A stimulation of the feelings of togetherness 2. An identification of group interest and that of the interest of the enterprise, fellow employees and the

requirements of the job; and 3. The creation of an atmosphere in the organization conducive to the achievement of the enterprise. Morale is an indicator of the attitude of employees towards their jobs, supervisors and the organization's environment.

F. *Factors influencing of high and low morale, high morale*

High morale exists when the employee's attitude is favorable to the total situation of a group and to the attainment of its objective. These will represents by such terms enthusiasm, loyalty, honesty, dependability, and resistance. Effects of positive morale: 1. higher performance 2. Job satisfaction 3. Cheaper goods and services 4. Lower costs 5. Employment stability 6. Low absenteeism 7. Low labor turnover 8. Employee initiative. Low Morale: Low morale exists when attitudes the willingness and ability of an organization to attain its objective. If employees seem to be dissatisfied, irritated, restless and ill-health. Effects of negative (low) morale: 1. Non-involvement (Apathy) 2. High labor turnover 3. Work stoppages 4. High rate of absenteeism 5. Labor unrest 6. Restrictive output.

G. *Statement of the problem*

In today's changing world the business environment is changing rapidly. In the age of information and technology, we have seen change has occurred in every aspects of our life from personal to business, government to private, national to international, so the nature of people and their expectation from the job is also changing. The purpose of the study is to describe the current level of employee morale and job satisfaction.

2. Objectives of the study

The present study has the following objectives

- To study the level of employee's morale in Mandala Apparel Pvt Ltd, Pondicherry.
- To study the factors which affect employee's morale
- To study the level of employee's job satisfaction
- To study the relationship between Rewards, job security, and working environment with employee morale
- To analyses the factor which influence the employee's morale and suggest measure to increase morale of employees.
- To find out the employees expecting monetary benefits for the morale boosting.
- To study on the strategies needed to improve the morale of the employee's in the workplace.

A. *Need for the study*

Morale flows from the people's conviction about the righteousness or worth of their action, and the hopes of high rewards in the future. Employee morale, in human resources, is defined as the job satisfaction, outlook, and feelings of well-being, an employee has written a workplace setting. Proven to

have a direct effect on productivity, it is one of the corner stones of business. Low employee morale can cost our company money in lost production, the costs of recruiting and losing new employees. For this purpose, a detailed study is needed to analyze the factors which influence the employee morale problems and address those problems immediately.

B. Scope of the study

- This study helps to identify the work-life of the employees in the Mandala apparel industry.
- This study helps to get knowledge about the satisfaction of the employees over the factors and facilities provided by the company.
- This study helps to formulate industrial policies regarding employee morale and make suggestions to improve high morale between them.

3. Research methodology

Descriptive research design has been adopted for this study and the data is obtained from primary as well as secondary sources. The primary data is collected through questionnaire from the employees in Mandala apparel industry in Pondicherry. The secondary sources of data were collected from books, journals and online resources. Area of the study is proposed in Pondicherry. Total samples are collected 110 employees both male and female in apparel industry. Random sampling method is adopted for collecting data. Research methodology makes the most important contribution towards the enrichment of study. In a research there are numerous methods and procedures to be applied but it is the nature of the problem under determines the adoption of a particular method for all studies. Methodology as indicates of analyzing the situation and interpreting the solution. These will evaluating of the method has been adopted in contributing the study on problem faced by working employees at the special reference to mandala apparel industry.

A. Research design

The research design used for this study is descriptive type. Descriptive research studies which are concerned with describing the characteristics of an individual or a group. The research procedures are used in collecting and analyzing measures of the variables specified in the research problem. The design of a study based on research problem, hypothesis, independent, and dependent.

B. Sampling size

As companies' population is limited, it is possible to meet random employee and conduct a survey because time consuming. The sample was selected in random sampling method. In sampling method 110 respondents in selected for sample size in the study.

C. Tools for research

Information obtained from the respondents was analyzed and

tabulated with the help statistical tool used for this study. The percentage analysis is used for percentage of morale satisfaction level in the total respondents. This done to learn more about the data collected.

D. Chi-square

Chi-square test is applied to test the goodness of fit, to verify the distribution of observed data with assumed theoretical distribution. Therefore it is a measure to study the divergence of actual and expected frequencies; Karl Pearson's has developed a method to test the difference hypothesis & the observed value. Chi-square test $(\chi^2) = \frac{(O - E)^2}{E}$. Degrees of freedom = $V = (R - 1) (C - 1)$ Where, 'O' = Observed frequency. 'E' = Expected frequency. 'R' = Number of rows. 'C' = Number of columns.

4. Hypothesis

There is no significant relationship between income and employee morale

- H1: There is significant relationship between income and employee morale Hypothesis
- H0: There is no significant relationship between job security and employee morale
- H1: There is significant relationship between job security and employee morale Hypothesis
- H0: There is significant relationship between workplace environment and employee morale
- H1: There is significant relationship between workplace environment and employee morale

5. Review of literature

Sinha A.K. (1960) found that job satisfaction is a resultant feeling of satisfaction which the employee achieves by gaining from the job what he expects from it to satisfy his needs i.e. job satisfaction refers to an individual's complex reactions towards his/her job. Sinha D. and Sharma K.C (1962) are of the opinion that age and marital status is significantly related to job satisfaction. Litwin and Stringer (1968) are of the opinion that job satisfaction increases as the individual perceives the environment as having more achievement opportunities. Individuals who are in achievement climate rate themselves as higher performers than individuals in less motivating climate. Salesmen are rated higher in performance if they perceive an achievement climate. Clerks are rated higher in performance if they perceive a POW. Alphonsa V.K. (2000) conducted a study among fifty supervisors in a large private hospital in Hyderabad to study the organizational climate. According to her study, there existed reasonably good climate with respect to their relationship towards top management. Bhati p. (2013) identified in her research work that the different provisions provided to the employees under factories Act 1948 are showing positive relation with the employee's satisfaction. Company should know the requirement of employees in terms of different non-financial motivational tools. This study can be

useful for identifying the factories which needs to employee satisfaction & company can use those factors retention tool for retaining employees in the organization. Hangarki (2014) revealed the relationship between employee satisfaction level & welfare measures in selected national bank in Hyderabad Karnataka region. It is clear that welfare facilitated employment by are not equally satisfactory to all employees. Most of the employees are dissatisfied with the clarity and transparency in communication, training& development, lunch rooms & rest rooms, health checkup camp etc. He recommended some measures but separate lunch room & rest rooms are most important in those amenities because employees are very inconvenient to have their lunch in front of the customer.

6. Results and discussion

- Nearly 17% of the respondents are in the age group of 20 – 30, 46% of the respondents 30 – 40, 27% of the respondents are 40 – 50, and only 10% of the respondents are in the age above 50.
- Only 24% of the respondents are male and 76% of the respondents are female.
- Around 73% of the respondents were married, 8% of the respondents are widowed, and 19% of the respondents are unmarried.
- From the total respondent, 85% of the respondents are living in nuclear family system and 15% of the respondents are living in the joint family system.
- Among the total respondent, 50% of the respondents have an experience of below than 1 year, 24% of the respondents have an experience of 1 – 2 years, 22% of the respondents have an experience and 4% of the respondents have an above 5 yrs.
- About 10% of the respondents have been qualified in post-graduation, 20% of the respondents have under-graduation, 15% of the respondents are diploma holders, 38% of the respondents are professional, and 17% of the respondents were illiterate.
- From the total, 38% of the respondents have satisfied with their working condition, 32% of the respondents have dissatisfied, 24% of the respondents have good opinion, and 6% of the respondents have fair about their work place.
- Around 45% of the respondents felt that the reason for low morale was high rate of labour turnover, 43% of the respondents answered as ineffective supervision, 2% of the respondents were rigid decision making, 10% of the respondents were frustration among workers.
- About 69% of the respondents are strongly agreed with their higher satisfaction in salary, 23% of the respondents expressed their view as agree, 11% of the respondents in salary are neutral, 7% of the respondents are disagree.
- 66% of the respondents expressed their view about their working environment are participative, 34% of the respondents felt that they are in autonomy, and 10% of the respondents are satisfied with their working environment.
- While considering their good career prospect, 78% of the respondents are strongly agreed, and 22% of the respondents are agreed to this statement.
- Around 91% of the respondents believed that there were opportunity for self-growth, and only 9% of the respondents were disagreed with this concept.
- About 64% of the respondents have said that their supervisor was playing as motivator, 20% of the respondents have opinioned that not at all supervise, 20% of the respondents have said that they behave like dictator, and 6% of the respondents have no idea.
- 83% of the respondents agreed that their company were concentrating on their health, and 17% of the respondents were disagreed.
- While considering employee's performance evaluation, 55% of the respondents have opined that once in year, 38% of the respondents are opinion on semi-annually, and 7% of the respondents are opinion in quarterly.
- Factors which are motivates to work more, 48% of the respondents answered high salary, and 30% of the respondent's opinions were promotions, 21% of the respondent's opinion were leave, and 11% of the respondents have said motivational talk.
- Regarding factors which are de-motivates to work, 54% of the respondents said their job profile, 38% of the respondents answered that company policy, and 18% of the respondents have said their working environment.
- Nearly 51% of the respondents are highly satisfied with their overall performance, 40% of the respondents are satisfied, and 19% of the respondents are in average.
- About 73% of the respondents are strongly agreed that there was freedom of sharing ideas, with their team members, 19% of the respondents are agreed, 17% of the respondents are neither agree or disagree, and only 1% of the respondents are disagreed.
- Obviously, 56% of the respondents have accepted that no disparity exists in their work place, 35% of the respondents said rarely, and 9% of the respondents have said sometimes.
- Around 60% of the respondents are strongly agreed about their good communication system, 30% of the respondents are agreed, and 10% of the respondents are neither agreed or disagree.
- Nearly 50% of the respondents are agreed that there was flexibility in their work, 38% of the respondents are disagreed, and 12% of the respondent have opined

that very often.

A. Result analysis

H0 = There is no significant relationship between income and employee morale.

B. Chi square test

1) Income and morale of the employees

H0 = There is no significant relationship between income and employee morale.

Table 1
Income and morale of the employees

| | Value | Df | Asymp. Sig.(2-sided) |
|---|---------------------|----|----------------------|
| Pearson Chi-Square | 10.003 ^a | 9 | .350 |
| Likelihood Ratio | 11.492 | 9 | .243 |
| Linear-by-Linear Association | .243 | 1 | .622 |
| N of Valid Cases | 110 | | |
| a. 10 cells (62.5%) have expected count less than 5. The minimum expected count is .64. | | | |

Inference:

The value of the test statistic is 10.003, the corresponding p-value of the test statistic is p=0.350. p- Value is less than our chosen significance level (a=0.05). We do reject the null hypothesis. So we concluded that there is relationship between income and employee morale.

C. Job security and morale

H0= There is no relationship between significant level of job security and employee morale.

Inference:

Table 2
Job security and morale

| | Value | Df | Asymp. Sig.(2-sided) |
|--|--------------------|----|----------------------|
| Pearson Chi-Square | 6.594 ^a | 6 | .360 |
| Likelihood Ratio | 7.042 | 6 | .317 |
| Linear-by-Linear Association | .129 | 1 | .719 |
| N of Valid Cases | 110 | | |
| a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .73. | | | |

From the above table it is inferred that the test statistic is 6.594.the corresponding P- value of the test statistics is P = 0.360. Since the P- value is greater than calculated value. We do not reject the null hypotheses. We concluded that there is not enough evidence to suggest an association between security and employee morale.

D. Working environment and morale

H0 = There is no significant relationship between workplace environment and employee morale.

Table 3
Working environment and morale

| | Value | Df | Asymp. Sig.(2-sided) |
|---|--------------------|----|----------------------|
| Pearson Chi-Square | 5.014 ^a | 6 | .542 |
| Likelihood Ratio | 6.572 | 6 | .362 |
| Linear-by-Linear Association | 1.358 | 1 | .244 |
| N of Valid Cases | 110 | | |
| a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is 1.00. | | | |

Inference:

From the above table it is inferred that the p-value 0.542 is less than chosen significance level a=0.05, we can reject the null hypothesis, and concluded that there is an association between working environment and employees morale.

7. Findings

- From the total respondents (110), (17%) of the respondents are in the age range of 20 – 30, 46% of the respondents in the range of 30 – 40, 27% of the respondents in the range of 40 – 50, and 10% of the respondents in the range above 50.
- One third of the respondent (76%) are female and one fourth (24%) of the respondents are male.
- Nearly one-third of the respondents (73%) are married, 8% of the respondents are widow and 19% of the respondents are unmarried.
- 85% of the workers are living under nuclear family system and 15% of the respondents are living under joint family system.
- Half of the respondents (50%) have an experience of 1 year, 24% of the respondents have an experience of 1 – 2 years, 22% of the respondents have an experience, and 4% of the respondents were having more than two years.
- From the total respondents, 10% of the workers have been qualified in post-graduation, 20% were in under-graduation, 15% of the respondents were in diploma, 38% of the respondents were professional, and 17% of the respondents were illiterate.
- More than one-third of the respondents have satisfied with their working conditions, 32% of the respondents have dissatisfied, 24% of the respondents have good, and only 6% of the respondents have said fair about their working conditions.
- Nearly three-fifth of the respondents were under effective supervision, two-fifth of the respondents are good relationship, and 15% of the respondents are team building.
- Nearly half of the respondents have said that the reason for low morale was high rate of labor turnover, 43% of the respondents said ineffective supervision, 2% of the respondents has opined that rigid decision making, and 10% of the respondent’s answered frustration among workers.
- Majority of the respondents strongly agreed that they satisfied with their salary, 23% of the respondents are agreed, 11% of the respondents were neutral, and 7% of the respondents were disagreed with their salary.
- Around 66% of the respondents were expressed that they were participative in management decision, 34% of the respondents were autonomy, and 10% of the respondents were satisfied.
- Three-fourth of the respondent are strongly agreed

with their strong career prospect, and 32% of the respondents are agreed.

- Majority of the respondents 91% of the respondents have expressed that they have good opportunity for self-growth, and 9% of the respondents are agree.
- One-third of the respondents work nature was static, 47% of the respondents are creative, 20% of the respondents are challenging, and 4% of the respondents are interesting.
- More than three-fifth of the respondents have said their supervisor were playing as motivator, one-fifth of the workers were not satisfied with their supervisor, one-third of the respondents said they were dictator, and 6% of the respondents said no idea.
- Nearly three-fifth of the respondents was strongly agreed with their performance evaluation system, 18% of the respondents are agreed, 19% of the respondents are neutral, and 16% of the respondents are disagreeing.
- Majority of the respondents are opinioned that their performance was evaluated once in a year, 38% of the respondents are opinion on semi-annually, and 17% of the respondents are opinion in quarterly.
- Nearly half of the respondents said that the reason for high morale is increase in salary, 30% of the respondents said promotional activities, 21% of the respondents answered as leave with pay, and 1% of the respondents said motivational talk from higher official.
- More than half of the respondents expressed that the reason for low morale was job profile, 38% answer was company policy, and 18% of the respondents have said working environment.
- More than half of the respondents were highly satisfied, two-fifth of the respondents were satisfied, and only 9% of the respondents were neutral.
- Majority of the respondents are highly satisfied with their freedom to share new ideas with their superiors, 18% of the respondents are satisfied only, and 8% of the respondents are neutral.
- Majority of the respondents have said that they are taking responsibility fully, 28% of the respondents are taking not up to that level, and 9% of the respondents are taking partially.
- Majority of the respondents said no disparity exists between workers and management, 35% of the respondents said rarely, and 9% of the respondents are sometimes.
- Three-fifth of the respondents was strongly agreed their communication system, 30% of the respondents are agreed, and 10% of the respondents are neither agree or disagree with their effective communication system.
- More than half of the respondents have satisfied with

their flexibility in their work nature, 38% of the respondents have never agreed, and 12% of the respondents have agreed in some time.

- There is positive and significance relationship between income and employee morale, at the higher income level employee morale will be high.
- There is not enough evidence to suggest an association between security and employee morale, any security measures is taken by company does not boost employee morale.
- There is a positive association between working environment and employee's morale, working environment in the organization has also influences employee morale.

8. Conclusion

To sum up it can be observed 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, etc. At the same time low morale can lead to low productivity, low job satisfaction, apathy and antagonism, fatigue and monotony, absenteeism and high rate of man days lost, high rate of migration of workers, strikes, conflict, and confrontation and disputes, negative attitude etc. Thus, there is an indispensable and implied relationship between employee morale and job satisfaction, and organizational effectiveness. Morale is psychological concept. Morale is not a cause but rather the effect or result of many going awry. Moral drifters 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. By this study it is clear that various faction which influences morale and productivity of the employees each as Social Security measures, welfare facilities, salary status, Bonus, health condition, shift system and recognition of work are getting much importance. To conclude employee morale plays very important role in every organization. Good employee morale helps to success of the organization.

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