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**A STUDY ON EMPLOYEE MORALE WITH REFERENCE TO
TI-CYCLES OF INDIA, CHENNAI, TAMILNADU STATE**

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The main focus of the study is to measure the level of employee morale at TI-Cycles of India. This project emphasizes the importance of morale among the work force in achieving gains in human performance and productivity. Primary data collection was done through structured questionnaire. Secondary data was collected from company records and internet. Research design used in this study was descriptive research study. Stratified sampling method was followed. Conclusions were drawn based on the analysis of data collected from the employees. Statistical tools applied are simple percentage, correlation, weighted average method and chi-square. Recommendations were provided for enhancing the quality of the processes and personnel policies of the organization. The steps for improving morale in the organization are identified. The level of individual and group morale are identified in the organization. This project provides detailed information about morale, where does it reside and what does it do. TI-Cycles of India can implement job enrichment, job enhancement and self-development training methods to improve the morale.

Keywords: *Employee morale, Job opportunities and self-employment training*

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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 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 coworkers. Poor or low Morale becomes obvious from the negative feelings of employees such as dissatisfaction, discouragement or dislike of the job. According to Yoder "morale is a feeling, somewhat related to esprit de corps, enthusiasm or zeal. Fippo 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 conformance with regulations and orders, and a willingness to co-operate with others in the accomplishment of an organization's objectives.

FACTORS AFFECTING MORALE

According to McFarland, the important factors which have a bearing on morale are

- The attitude of the executives and managers towards their subordinates.
- working conditions, including pay, hours of work, and safety rules
- effective leadership and an intelligent distribution of authority and responsibility in the organization

- the design of the organization's structure which facilitates the flow of work and
- The size of the organization.

CRITERIA THAT DETERMINES MORALE

Several criteria seem important in the determination of levels of workers morale, such as

- The organization itself
- The nature of the work
- The level of satisfaction
- The supervision received
- The perception of the self
- Workers perception of the past awards and future opportunities for rewards
- The employees age
- The employee's educational level and occupational level.

MORALE AND PERFORMANCE

It has been pointed that "there is a little evidence in the available literature that employee attitudes bear any relationship to performance on the job. First, there are some who assert that high satisfaction leads to high performance. The "Hawthorne" studies of 1930s seem to support this view, as do findings of other studies. Second, others take an opposite view. For example, Lyman Porter and Lawler say that satisfaction results from high performance, because most people experience satisfaction by accomplishing more tasks, like building a radio, or clinching a sale. Third, still others claim that there is no consistent relationship between morale and performance. Vroom found significant relationship between morale and performance in only 5 out of 22 studies undertaken by him.

WARNING SIGNS OF LOW MORALE

Among the more significant of the warning signals of low morale are

- High rate absenteeism
- Tardiness
- High Labour turnover
- Strike and sabotage
- Lack of pride in work and
- Wastage and spoilage.

IMPROVING MORALE

A three-fold action may be initiated. In the first place, it is essential to change the policy or to correct it immediately. Employees do not lose their respect for the boss who admits his mistakes but they cannot respect one who makes too many, and they may have contempt for one who refuses to admit his mistakes. Second, misconceptions should be removed, and the correct position should be explained to the employees. Third, a reasonable attempt should be made to educate and convince the employees.

OBJECTIVES OF THE STUDY

- To study the moral level of the staffs of Ti-cycles
- To identify the attributes that influences their morale.
- To find out the satisfaction level of the staffs in the Training and development program,

Wages & Incentives, Trust level, Social and Working environment.

SCOPE OF THE STUDY

The top management can use the information obtained through the study in the following areas:

- ❖ To identify the drawbacks in the existing system.
- ❖ Adopt as a tool to
 - To enhance the opportunities for improvement and self development

- To provide creative job to the employees.
- To improve participative management techniques.
- ❖ To improve the system in human resource development area

RESEARCH METHODOLOGY

Research Design: The study was descriptive research design. It includes surveys and fact-finding requires of different kinds. The major purpose of description research designs, as it exists at present. The main characteristic of this method is that the researcher has no control the variables; he can report only what has happened or what is happening.

Sampling Method: Under probability method, simple random sampling is used for data collection.

Sample Size: The sample size is selected for 157 permanent employees

Data Collection: Primary data collection was done through structured questionnaire.

Secondary data was collected from company records.

STATISTICAL TOOLS USED: Simple and Weighted average, Correlation.

LIMITATIONS OF THE STUDY

- The study is only limited to Ti-cycles of India, Ambattur.
- The study was on 157 selected employees, so their need not be the universal opinion.
- Workers are always busy in their work. It may not have given clear answer.
- The study is taken up for the academic purpose.

DATA ANALYSIS AND INTERPRETATION

TABLE -1- AGE OF THE RESPONDENTS

PARTICULARS (years)	NO.OF RESPONDENTS	PERCENTAGE
25-35	65	41
36-45	71	46
46& above	21	13
Total	157	100

TABLE – 2 - GENDER OF THE RESPONDENTS

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Male	116	74
Female	41	26
TOTAL	157	100

TABLE -3 - QUALIFICATION OF THE RESPONDENTS

QUALIFICATION	NO OF RESPONDENTS	PERCENTAGE
HSC/SSLC	48	31
Diploma	54	35
ITI	38	24
Others	17	10
Total	157	100

TABLE -4 - MARITAL STATUS OF RESPONDENTS

MARITAL STATUS	NO. OF RESPONDENTS	PERCENTAGE
Unmarried	60	38
Married	97	62
Total	157	100

TABLE -5 - EXPERIENCE OF THE RESPONDENTS

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Below 5 Years	99	63
5-10 Years	36	23
Above 10 years	22	14
Total	157	100

TABLE – 6 - SATISFACTION OF PRESENT JOB

SATISFACTION LEVEL	NO OF RESPONDENTS	PERCENTAGE
Highly satisfied	78	50
Good satisfaction	29	19
Satisfied	19	12
Not satisfied	18	11
Not at all satisfied	13	8
Total	157	100

TABLE – 7 - OPINION ABOUT COMPENSATION

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Excellent	65	41
Good	24	15
Moderate	20	13
Poor	31	20
Very poor	17	11
Total	157	100

TABLE – 8 - OPPORTUNITIES FOR IMPROVEMENT AND SELF DEVELOPMENT

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Very often	82	52
Often	24	15
Sometimes	34	22
Rarely	17	11
Very Rarely	0	0
TOTAL	157	100

TABLE – 9 - RESPONDENTS OPINION ABOUT WORKING ENVIRONMENT

OPPURTUNITIES	NO OF RESPONDENTS	PERCENTAGE
Excellent	67	43
Very Good	38	24
Good	30	19
Moderate	22	14
Poor	0	0
TOTAL	157	100

TABLE – 10 - RESPONDENTS OPINION ABOUT CO-OPERATION

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Very good	72	46
Good	39	25
Satisfactory	26	17
Bad	20	12
Very Bad	0	0
TOTAL	157	100

TABLE - 11 - RATE OF JOB RESPONSIBILITY

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Excellent	74	47
Good	45	29
Moderate	26	17
Poor	12	7
Very poor	0	0
Total	157	100

TABLE - 12 - PARTICIPATIVE MANAGEMENT

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	82	52
Agree	37	24
Neutral	25	16
Disagree	13	8
Strongly Disagree	0	0
Total	157	100

TABLE - 13 - POLICIES & ADMINISTRATION PRACTICES

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	85	54
Agree	34	22
Neutral	20	13
Disagree	18	11
Strongly Disagree	0	0
Total	157	100

TABLE - 14 - RESPONDENTS OPINION ABOUT WORKLOAD

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Overload	32	20
Moderate	85	55
Under load	27	17
Optimal	13	8
Total	157	100

TABLE - 15- RESPONDENTS OPINION ABOUT CREATIVE JOB

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	82	52
Agree	37	24
Neutral	22	14
Disagree	16	10
Strongly Disagree	0	0
Total	157	100

TABLE - 16 - AVAILABLE OF LEAVE

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Very often	49	31
Often	86	55
Sometimes	7	4
Rarely	15	10
Very rarely	0	0
Total	157	100

TABLE - 17- RESPONDENTS OPINION ABOUT JOB CHALLENGING

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	36	23
Agree	75	48
Neutral	24	15
Disagree	22	14
Strongly disagree	0	0
TOTAL	157	100

TABLE - 18 - OPPORTUNITIES TO UPDATE KNOWLEDGE AND SKILLS

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	36	23
Agree	78	50
No opinion	24	15
Disagree	19	12
Strongly disagree	0	0
TOTAL	157	100

TABLE - 19 - RESPONDENT OPINION ABOUT SETTING GOALS

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
YES	151	96
NO	6	4
TOTAL	157	100

TABLE - 20- APPRECIATION FOR QUALITY WORK

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	75	48
Agree	40	25
No opinion	33	21
Disagree	9	6
Strongly disagree	0	0
TOTAL	157	100

TABLE – 21 - RESPONDENTS OPINION ABOUT PROVIDING SUGGESTIONS

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	36	23
Agree	75	48
No opinion	24	15
Disagree	22	14
Strongly disagree	0	0
Total	157	100

TABLE – 22 - LEVEL OF SATISFACTION

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Excellent	78	50
Good	43	27
Moderate	31	20
Poor	5	3
Very poor	0	0
Total	157	100

TABLE – 23 - SWITCH OVER OF JOB

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Yes	8	5
No	149	95
Total	157	100

TABLE – 24 - RESPONDENTS OPINION ABOUT ACCEPTANCE OF SALARY – CUTS

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Yes	142	90
No	15	10
Total	157	100

TABLE - 25 - JOB INVOLVEMENT

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Total involvement	106	67
Somewhat	42	27

involvement		
Lack of involvement	9	6
Total	157	100

TABLE – 26 - OPINION ABOUT MONETARY BENEFITS

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Excellent	79	50
Good	40	25
Moderate	26	17
Poor	12	8
Very poor	0	0
Total	157	100

TABLE – 27 - ANALYSIS OF JOB PROVIDING OPPORTUNITIES TO UPDATE KNOWLEDGE AND SKILL (WEIGHTED AVERAGE METHOD)

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Strongly agree	36	23
Agree	78	50
No opinion	24	15
Disagree	19	12
Strongly disagree	0	0
TOTAL	157	100

TABLE – 28 - ANALYSIS OF OPINION GIVEN BY RESPONDENTS REGARDING JOB CHALLENGE AND APPRECIATION OF QUALITY WORK (CORRELATION METHOD)

*5 (a)	*4 (b)	*3 (c)	*2 (d)	*1 (e)	TOTAL X=a+b+c+d+e	TOTALY=X/157
180	312	72	38	0	602	3.83

OPINION FACTORS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
JOB CHALLENGE(X)	36	75	24	22	0
TOP MANAGEMENT APPRECIATION(Y)	75	40	33	9	0

Let X be the job challenge of the employee
Let Y be the top management appreciation.

X	Y	X ²	Y ²	XY
36	75	1296	5625	2700
75	40	5625	1600	3000
24	33	576	1089	792
22	9	484	81	198
0	0	0	0	0
157	157	7981	8395	6690

$$r = \frac{\sum XY - \frac{\sum X \sum Y}{N}}{\sqrt{(\sum X^2 - \frac{(\sum X)^2}{N})(\sum Y^2 - \frac{(\sum Y)^2}{N})}}$$

$$= \frac{1326-985.96}{\sqrt{(1596.2-985.96)(1722.6-985.96)}}$$

$$= 0.5071$$

FINDINGS

- Distribution of respondents by their experience 68% of the respondents have below 5 years of experience.
- Respondents opinion about job satisfaction 50% of the respondents have highly satisfied.
- Respondents’ opinion about the compensation 41 % of the respondents has shown good satisfaction about compensation.
- Respondents opinion about opportunities for to develop and improvement and self-development 52 % of the respondents have responded that the company provides often about opportunities for improvement and self-development.
- Respondents opinion about working environment 43 % of the respondents in have shown very good satisfaction about working environment.
- Respondents opinion about co-operation 46 % of the respondents have shown good about co-operation.
- Respondent opinion about Job-responsibilities.47% of the respondents in have responded job responsibilities are excellent.
- Respondents’ opinion about participative management 52% of the respondents have strongly agree that participative management is encouraged.
- Respondent opinion about policies & administration practices.54% of the respondents have strongly agree with the policies & administration practices.
- Respondents opinion about workload55% of the respondents consider workload is moderate.
- Respondent opinion about reasons for availing leave. 52% of the respondents have strongly agreed that they avail leave often.
- Respondent opinion about Job creative.55% of the respondents have strongly agreed that job creativity is encouraged.
- Respondents opinion about Job challenging 48% of the respondents have agreed that their job is challenging.
- Respondent opinion about opportunities to update knowledge and skills.50% of the respondents have agreed about opportunities to update knowledge and skills.
- Respondents’ opinion about setting goals 96 % of the respondents have agreed that goals are set.
- Respondent opinion about appreciation for quality work.48% of

the respondents agree on appreciation for quality work.

- Respondents opinion about providing suggestions 48% of the respondents in agree that provide suggestions are encouraged.
- Respondents opinion about Social environment 50% of the respondents consider that social environment is good.
- Respondent opinion about Switching Jobs.95% of the respondents have shown no about switching jobs.
- Respondents opinion about acceptance of salary cuts 90% of the respondents have shown yes about acceptance of salary cuts.
- Respondents opinion about involvement in job 67% of the respondents have shown about total involvement in job.
- Respondents opinion about monetary benefit provided by organization50% of the respondents have shown that the monetary benefits are excellent.
- 3.83% respondents are highly inferred that work environment of an organization.
- The job challenge given to employees and top management appreciation are positively correlated. The increase in top management appreciation will increase the job challenge also.

SUGGESTIONS

1. Improving job satisfaction among employees by implementing appropriate job enhancement and enrichment techniques.
2. Providing adequate compensation and appreciation for quality work.

3. Creating jobs that provide opportunity for expression of creativity and competence.
4. Planning and implementing training methods for self development of the work force.
5. Creating opportunities that will enable the workers to participate in management related activities.
6. Improving the working environmental standards to the extent that they are considered to be the best.

CONCLUSION

Morale in a business organization is an attitude of emotional readiness, which enables an employee to improve his productivity. When an organization motivates its employees to a high degree, resultant morale in the organization will be equally high. Motivation is the process and morale is the product. Therefore, continuous monitoring and improvement of morale is necessary for an organization.

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