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**INFLUENCERS' OF EMPLOYEE MORALE****Joby Jose , N. Panchanatham & R. Manigandan**

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**Abstract:** This paper deals with level of morale among the employees in the plywood industry setting. The study mainly concentrates on the dimensions such as individual role, group role, welfare measures, employee-employer relationship, employee-employee relationship in respect to the demographic variables. The primary purpose of the present study was to identify the morale level of the employee in the small industry. And it also suggests various measures to build high morale there possible. The data for the research work was collected through the method of questionnaire schedule. To prove the research hypothesis the various tests such as chi-square, and ANOVA are being used. After applying these tests the researcher came to a conclusion that half of the employee has high morale and rest of the half has low morale.

**Keyword:** influencers , Morale , Plywood Industry , Demographic.

**INTRODUCTION:**

Morale is the term usually applied to armed forces during wartime, and to sports and athletic teams. It refers to team spirit and togetherness of people for a common purpose. Industrial morale is defined as the possession of a feeling on the part of an employee or a group and the organization; through adherence to common goals and having confidence in the desirability of these goals. It is both a group and an individual phenomenon. "A mental condition or attitude of individuals and groups which determines their willingness to co-operate. Good morale is evidence by employee enthusiasm, voluntarily conformance with regulations and orders, and willingness. Poor morale is evinced by surliness, insubordination, a feeling of discouragement and dislike of the job, company and associates" (Flippo). The significant point in industrial morale is the will or the urge to do good work rather than upon contentment or satisfaction. With the industrial revolution and growth of large scale industries/business organization, the role of morale has received its recognition as a strong divine force. Even though, highly intangible and different to quantity, morale is a powerful force in an organization. Workers and groups with high morale are productive than workers and groups with low morale.

**REVIEW OF LITERATURE**

Moreno (1943) says that Morale can be measured by following the same method that measures the formation of groups and sub-groups. This technique is called the sociometry method. Giese and Rutter (1949) have attempted to predict the morale of departments in a company from objective data. They obtained a multiple correlation of +0.71 between the six objective factors, which they studied, and morale as measured by a questionnaire. Because of high correlations; they proposed an objective morale index which could be obtained by measuring the following factors; productive efficiency, error efficiency not affecting customers, error efficiency affecting customers, turnover, lateness and absenteeism. They found that when morale is

low departmental absenteeism and lateness tend to be high. They found only a slight relationship between morale and productive efficiency. Ganguli T (1953) studied the attitude of employee towards their management. He interviewed the industrial worker on four bases-viz personal data, attitude scale, socio brevity scale and an intelligent test the workers were classified into four groups based on degree of favourableness. He found that as age and pay increased, the attitude towards management tended to be favorable. In addition person with low education and intelligence had favourable attitudes but as the number of dependent increased, the unfavourable attitude towards management also increased. Spector, P.E. (1985) states that HR also has responsibilities in the area of motivation. Not every employee will be positive and happy every day. On any given day, some employees will have low morale. Coch (1990) support the view that the type of supervisors determines morale. It is, therefore, suggested that a worker-centered attitude is more conducive to good morale than a work-centered attitude.

Zammuto and Krakower (1991) say that the human relations involve a flexibility/internal focus in which training and the broader development of human resources are utilized to achieve cohesion and employee morale. Murphy, (1995) and Cooper, (2000) put forward that the stress at work is a well known factor for low motivation and morale, decrease in performance, high turnover and sick-leave, accidents, low job satisfaction, low quality products and services, poor internal communication and conflicts. Studies have shown that stress at work is a well known factor for low morale, decrease in performance, high turnover and sick-leave, accidents, and low job satisfaction.

**NEED AND IMPORTANCE OF THE STUDY**

Mental courage and confidence have vital role in every aspect of industrial life. Whether works are done well of not each and every employee has special attitude towards their work, which will be reflected throughout. In the absence of morale the profitable movement is impossible in

any industry. So there is great need of morale building industry. When the relation between employee and employer, employee and employee, employer and employer becomes unhealthy the morale goes down. Likewise there are several factors affecting the morale like low welfare measures, low salary, inadequate placement and demographic factors. So this study helps to find out various factors to increase the morale.

**OBJECTIVES OF STUDY**

To identify whether demographic variables influences the morale of the employees.

To find out employee morale in the organization

**RESEARCH METHODOLOGY**

Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of staff, time and money. The design chosen for this study is descriptive and 56 samples were collected from the universe of 256 employees by using convenient sampling technique. Primary data is collected through structured questionnaire and secondary data from past studies and research journals and websites. ANOVA and Chi-square tests are used for the analysis of the data.

**SCOPE OF THE STUDY**

High morale helps to have higher performance. This study definitely shows the better quality of work. The study also cherishes the organization to have beneficial impact in the long run. The findings would help the industry to conduct future oriented morale building programs. This study mainly helps the top-level managers to analyze the total environment of the industry including the mentality of the employee. It may be helpful in every sphere where the rectification is highly essential.

**RESULTS AND DISCUSSION**

Showing one way ANOVA: Educational Qualifications and Morale

| S.No. | Source         | Df | SS     | MS     | Mean                   | Statistical Inference      |
|-------|----------------|----|--------|--------|------------------------|----------------------------|
| 1     | Between Groups | 2  | 544.44 | 272.22 | G1=31.666              | F=3.921 P<0.05 Significant |
| 2     | Within Groups  | 53 | 679.55 | 12.82  | G2=34.909<br>G3=40.400 |                            |

G1=school, G2=College, G3=Technical

It is observed that there is variance among various educational qualifications of the respondents with regard to morale. According to Paulo Johnson (2006) education of person clearly through light up on what he is supposed to be. Educational qualification gives persons with a variety of knowledge of the working condition that enables them to show forth their technical skills required to perfume the job.

Showing one Way ANOVA: Designations and Morale

| S.No. | Source         | Df | SS      | MS     | Mean                   | Statistical Inference       |
|-------|----------------|----|---------|--------|------------------------|-----------------------------|
| 1     | Between Groups | 2  | 1276.63 | 638.31 | G1=31.236              | F=11.478 P<0.05 Significant |
| 2     | Within Groups  | 53 | 2947.36 | 55.61  | G2=40.142<br>G3=42.181 |                             |

G1=worker, g2=clerk, g3=Supervisor

The above table shows that there is variance among various designations of the respondents with regard to morale. Jeffrey L. Bradney (2000) states that worker will be proud of his authorities in the organization designated to them. This shows that everyone in the organization to exit their skills that they are suppose to perform in accordance with rules and regulations of the company they belong to. Assigned designation therefore plays an important role in the employee morale in the organization.

Showing one way ANOVA: Departments of the Respondents and Morale

| S.No. | Source         | Df | SS     | MS     | Mean                   | Statistical Inference      |
|-------|----------------|----|--------|--------|------------------------|----------------------------|
| 1     | Between Groups | 2  | 403.43 | 201.71 | G1=33.000              | F=2.798 P<0.05 Significant |
| 2     | Within Groups  | 53 | 820.56 | 15.48  | G2=35.461<br>G3=41.666 |                            |

G1=wood processing, G2=Furniture, G3=office

Above table indicates that there is variance among various departments with regard to morale. The morale of wood processing unit is not the same with the office workers since they are into different type of jobs within the organization. This shows that the every department in the company may experience the different type of morale due to the task assigned and work performed.

Showing Associations between Age and Morale

| S.No. | Age            | Morale     |             | Statistical Interference                                    |
|-------|----------------|------------|-------------|---|
|       |                | Low (n:28) | High (n:28) |   |
| 1     | 21-30 years    | 7          | 11          | X <sup>2</sup> = 1.621<br>Df=2<br>P>0.05<br>Not Significant |
| 2     | 31-40years     | 13         | 12          |   |
| 3     | Above 40 years | 8          | 5           |   |

Above table depicts that there is no association between age of the respondents and morale. Age has nothing to do with the morale of the employees to certain extend since all the age people in the same organization experience the morale difficulties. Raymond E. Beenbery (2006) states that the employee morale in independent of age because it cannot influence the performance of the employee in his assigned task, when linked to feeling of satisfaction.

Showing Association between Experience and Morale

| S.No. | Age           | Morale     |             | Statistical Interference                                 |
|-------|---------------|------------|-------------|--|
|       |               | Low (n:28) | High (n:28) |  |
| 1     | Up to 3 years | 1          | 4           | X <sup>2</sup> = 1.976<br>Df=1 P>0.05<br>Not Significant |
| 2     | 4-10years     | 27         | 24          |  |

It is read that there is no association between experience of the respondents and morale. It is also evident that the experience need not be a factor in contribution to the

morale level at different stage. Marryann (1980) says that low morale is experienced by the people who have the several years of services to the organization despite of being the victims of morale problem and dissatisfaction with ones job.

#### MANAGERIAL IMPLICATIONS

Thus the study points out at several measures to promote the morale of the employees in the organization since it has relevance in the performance of the employees. The industry may adopt sound promotion policy on the basis of seniority and merit and it may provide recognition for achievements and inspires employees with Sound compensation system. Some kind of incentives like increment, bonus etc increases the efficiency of the worker. A sound grievance procedure would be installed for quick and impartial redressal of employee grievance. Management may install a proper system by which employees can suggest changes. And useful suggestion may be rewarded and widely recognized. The morale boosters enable the men at work to perform better and overturn the negative results. Management has to provide guidance, advice and assistance to all employees to help them to tackle their personal of work related problem. And it may seek help from the good counselor to tackle identified problematic persons. Give chance for employee in the process of decision-making which may help them to improve mutual understanding and it would promote team spirit and sense of belonging among workers. The management also may arrange awareness class for employees to convey their value and need in the industry.

#### CONCLUSION

BLUM AND NAYLOR say "Industrial morale is the possession of a feeling on the part of the employee of being accepted and belonging to a group of employees through adherence to common goals and confidence in the desirability of these goals". So this study also described the various factors of the morale and its role in the industry, which might have been not recognized earlier. Employee morale study shall a great approach in the industry, moreover measuring of the morale in different manner also followed. It may be measured by using questionnaires, attitude scales, interviews and surveys. But this study followed the method of social research by using standard questionnaire. So the study can reduce the bias that can be occurred. The study concluded that demographic variables has certain influence on the morale and forwards a few opinion to reduce low morale among the work force.

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