

A STUDY ON EMPLOYEE MORALE

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ABSTRACT

Employee morale is defined by the employee's outlook, optimism, self concept, and assured belief in themselves and their organization, its mission goals, defined path, daily decisions, and employee appreciation. Faith in self and faith in their organization are both important factors in positive employee morale. A feeling, emotions, sentiments, attitudes and motives all these combine and lead to a particular type of behavior on the part of the individual or his group and this is what is referred to as employee morale. . Employee morale is one of the predictors of organizational efficiency and effectiveness.

Key Words: Employee morale, employee appreciation, organization, efficiency and effectiveness

INTRODUCTION

Organizational effectiveness considerably depends on the morale of its work force. 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 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.

Morale is purely emotional. It is an attitude of an employee towards his job, his superior and his organization. This may range from very high to low it is not static thing but it change depending on working condition, superiors, fellow workers, pay and so on. When a particular employee has a favorable, attitude towards his work, he is said to have a high morale. In organization context, we usually talk of group morale as each person has an influence over the other's 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 success of failure of the

industry much depends up on the Morale of its employees. A satisfied, happy, efficient, dedicated and hard working employee is the biggest asset of any organization

NEED AND IMPORTANCE OF THE STUDY

Employee morale is the relationship that a particular employee or a group of employees have with their work and the organization they work for. High employee morale means that employees are happy, and this is reflective in the kind of work they produce. On the other hand, low employee morale results in less productivity and pessimism among employees. It is important for every organization to continually keep employee morale high. It is a concept that describes the level of favorable or unfavorable attitude of employees collectively to all aspects of their work the job, the company, their tasks, working conditions, fellow workers, Superiors

OBJECTIVES OF THE STUDY

1. To find out relationship between the variables such as Morale, Motivational level, Organization Citizenship Behavior conscientiousness, Employee Commitment, Job performance, Referral Behavior and fair rewards.
2. To determine the impact of gender on the Morale in the organization and examine the importance of employee morale.
3. To assess the impact of fair rewards and organization citizenship behavior on morale of the working employees.

HYPOTHESES OF THE STUDY

H₀₁: There is no significant relationship between Morale, Motivational level, Organization Citizenship Behavior conscientiousness, Employee Commitment, Job performance, Referral Behavior and fair rewards.

H₀₂: There is no association between the gender and employee morale.

STATEMENT OF THE PROBLEM

The present study explores the importance of employee morale in Bajaj Allianz General Insurance, Hyderabad

RESEARCH METHODOLOGY

METHODS OF SAMPLING

The basic idea of sampling is that by selecting some the elements in a population, we may draw conclusion about the entire population. For this we select descript study

SAMPLE DESIGN

Sample is a process of obtaining information about the entire population of interest so that by studying the sample we may fairly generalize our result back to the population from which they were chosen. Simple random sampling technique was used for this study at Bajaj Allianz General Insurance.

EMPLOYEE COMMITMENT AND MORALE

Building positive employee morale is not difficult, but it takes desire, commitment, and attention on the part of management and the organization treat employees fairly and consistently, treat employees with respect, treat employees as if they matter as your organization's most significant resources, provide regular employee recognition, provide feedback and coaching, and offer employees the opportunity to develop their skills and their careers

RELATIONSHIP BETWEEN JOB PERFORMANCE AND MORALE

1. **Give them a reason to believe:** Potential candidates need to understand and share in the vision of what you are doing as an organization. The company's true purpose is Improving Lives as every team member is aware.
2. **Show you care:** Recognize every single employee's birthday. Send gifts for new babies and weddings.
3. **Recognize the good:** when someone is doing something awesome, tell them. Recognize the individuals on your team who receive good feedback from your clients. Negative feedback is also passed on, but privately, and proper corrections are made.
4. **Promote from within:** skills and talents the different members of your crew possess and find ways to develop those skills for future use in your business. Help invest in the training they need to advance as your company grows.
5. **Contextual performances have been further suggested to have two facets:** Interpersonal facilitation and job dedication, interpersonal facilitation includes cooperative, considerate, and helpful acts that assist co-workers' performance. On the other hand, job dedication, includes self-disciplined, motivated acts such as working hard, taking initiative, and following rules to support organizational objectives.
6. **Work engagements:** Work engagement has become a well-known construct to both researchers and practitioners. An emerging body of research is beginning to converge around a common conceptualization of work engagement as connoting high levels of personal investment in the work tasks performed on a job.

SIGNIFICANCE OF EMPLOYEE MORALE IN THE ORGANIZATION

1. An explanation to employees on why a manager is no longer with the company and then encourages the staff to move on with the manager replacement.
2. Morale can be negatively impacted if employees feel that the company offers no career path with advancement and if the company does not offer some kind of rewards for employee's loyalty and dedications.
3. To maintain morale communication line need to remain open and important information needs to be delivered in a timely fashion. For example: if A small number layoffs are being planned then it is important to communicate the magnitude of the layoffs to employees so that rumors do not get spread that could shatter morale
4. Lying off employees usually have a negative impact on morale but allowing employees that are not scheduled to be laid off to believe that they could damage morale even future.

BENEFITS AND LIMITION OF EMPLOYEE MORALE

Good employee morale generally means that workers are happy to come to work each day comfortable in the nature of their work and with their co-workers and optimistic about their production.

- **Reduced absenteeism**

Absent employees cost organization thousands of dollars in missed production or lower revenue employee who miss less work are less likely to fall behind and easily get over whelmed in carrying out their roles. They also experiences more positive relationship with colleagues which can help in minimize stress.

- **Collaboration**

In one on one interaction and in work term, positive morale is likely to increase the level of collaboration among workers, if you have a high morale environment, worker likely greater comfort with other and a willingness to work together towards goals.

- **Esteem and satisfaction**

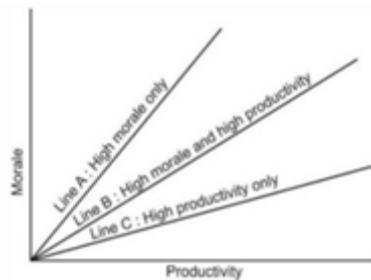
With high morale and greater levels of production, manager and employees tend to have high self esteem. When you produce good results and have them recognized you tend to want to repeat the experiences. Employees generally prefer an organization that enhance feeling of esteem and provide a meaningful, satisfactory work experiences.

- **Better Production**

When employees feel positive and enjoy the work environment, their production is normally higher. For managers, this helps in achieving departmental and organizational objectives. As an employee, higher levels of production can often lead to increased compensation and promotion opportunities.

EFFECTS OF EMPLOYEE MORALE

Manager need to spend time communicating their vision to ensure it understood, effective manger communicated widely and allow their message to be discussed in a person or at staff meeting. To ensure commitment and increased morale in economic uncertainty , manager need to energizer their employee by acting enthusiastically and optimistically about the future this heightens levels of motivation and helps employee recognize the importance of their work while encouraging a goal oriented, ambitions, determination working style.



Relationship between morale and productivity

The first situation occurs when the individual is satisfied from the job and prevailing environment. He will try to achieve his standards of performance which will lead to higher productivity. In the second situation (low productivity and high morale) the employee may be satisfied from his work and situations, prevailing and showing high morale. Lack of proper teaching of the employee, lack of administrative skill of supervisor, defective materials, out - dated technology may lead to low productivity in spite of high morale. In the third situation, management may use strict supervision, prescribe punishments for low productivity and use better technology for raising productivity, in spite of low morale. The fourth situation occurs where factors obtained in combination of high productivity and high morale are lacking. There is a complexity of relationship between morale and productivity.

Data Analysis and Interpretation

TABLE-1

S. No.	Reliability Statistics	Cronbach's Alpha	No. of Sample	Interpretation
1	Employee Morale	.872	16	The cronbach's alpha value for all the variables are more than 60% for employee morale which shows the validity of scale
2	Employee Commitment	.825	10	
3	Job Performance	.932	15	
4	Motivational Level	.670	11	
5	Organization Citizenship Behaviors	.831	14	
6	Referral Behavior	.835	12	
7	Fair Rewards	.933	10	

CORRELATION ANALYSIS:

TABLE -II

Correlations								
		Morale	Employee Commitment	Job performance	Motivational level	organizational citizenship behavior	Referral behavior	Fair rewards
Morale	Pearson Correlation	1	.841**	.763**	.347**	.685**	.632**	.643**
	Sig. (2-tailed)		.000	.000	.001	.000	.000	.000
	N	88	88	88	88	88	88	88
Employee commitment	Pearson Correlation	.841**	1	.725**	.363**	.549**	.604**	.531**
	Sig. (2-tailed)	.000		.000	.001	.000	.000	.000
	N	88	88	88	88	88	88	88
Job performance	Pearson Correlation	.763**	.725**	1	.483**	.694**	.690**	.393**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	88	88	88	88	88	88	88
Motivational Level	Pearson Correlation	.347**	.363**	.483**	1	.350**	.591**	.250*
	Sig. (2-tailed)	.001	.001	.000		.001	.000	.019
	N	88	88	88	88	88	88	88
Organizational Citizenship Behavior	Pearson Correlation	.685**	.549**	.694**	.350**	1	.684**	.474**
	Sig. (2-tailed)	.000	.000	.000	.001		.000	.000
	N	88	88	88	88	88	88	88
Referral Behavior	Pearson Correlation	.632**	.604**	.690**	.591**	.684**	1	.426**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	88	88	88	88	88	88	88
Fair rewards.	Pearson Correlation	.643**	.531**	.393**	.250*	.474**	.426**	1
	Sig. (2-tailed)	.000	.000	.019	.000	.000	.000	
	N	88	88	88	88	88	88	88

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

INTERPRETATION:

- Employee morale is correlated with employee commitment, job performance, motivational level, organizational citizenship behavior, referral behavior, and fair rewards.
- The significance value is less than 5%. Hence the result is valid.

Table showing no. of males and females

**TABLE-III
GENDER**

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	33	37.5	37.5	37.5
Male	55	62.5	62.5	100.0
Total	88	100.0	100.0	

INTERPRETATION:

- The numbers of females employee contacted for taking the feedback are 37.5% otherwise 33 employees.
- The numbers of males employee contacted for taking the feedback are 62.5% otherwise 55 employees.

T-Test

T-TEST FOR EMPLOYEE MORALE

GENDER RECODE

Syntax

Transform



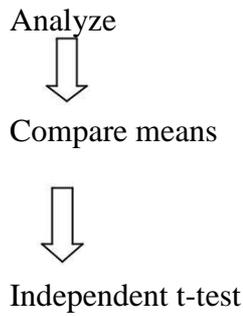
Automatics Recode

Independent T-test before the computation of T-test gender has been recorded. Then the hypothesis was tested.

H1: There is significant difference of gender impact on job performance.

H2: There is no significant impact of gender on job performance.

Syntax:



T-test
TABLE -IV

Independent Samples Test										
	Levene's Test for Equality of Variances			t-test for Equality of Means						
	F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
								Lower	Upper	
Motivational .	Equal variance assumed	12.032	.001	1.431	86	.156	1.988	1.389	-.774	4.750
	Equal variance not assumed			1.610	85.93	.111	1.988	1.235	-.467	4.443

INTERPRETATION:

- The above table was calculated to show the impact of gender sample on employee morale
- T-test was used to show the impact and the table above signifies that there is no difference of gender impact of employee morale
- The significance value is greater than 5% i.e. 0.156 that is 15% which is more than 5%.
- It reveals of the fact that both males and females are equally balancing their morale and there is no difference in their performance to achieve their goals and in performance of their duties.
- Hence null hypothesis is accepted and alternative hypothesis is reject

REGRESSION ANALYSIS

TABLE –V

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	7.155	2.609		2.742	.008
	Employee Commitment	.843	.134	.470	6.316	.000
	Job performance	.278	.097	.240	2.860	.005
	Motivational Level	-.161	.165	-.058	-.980	.330
	Organization Citizenship Behavior conscientiousness	.330	.144	.169	2.290	.025
	Referral behavior	.008	.222	.003	.035	.972
	Fair rewards	.342	.085	.232	4.037	.000
a. Dependent Variable: Motivational						

INTERPRETATION:

- Multiple regression analysis is performed to check relation between dependent and independent variable.
- The independent variables considered above are employee commitment, job performances, motivational level, organization citizenship behavior conscientiousness, referral behavior, fair rewards.
- The dependent variable consider is employee morale
- The above depicts that fair rewards, employee commitment, job performance and organization citizenship behavior effect the morale of the employees at Bajaj Allianz General Insurance.

FINDINGS

- It is clear that from table 1, 2, 3 the reliability analysis that all the cronbach’s alpha values are above 60%.It indicates that all the constructs are valid and contribute to the project.
- Correlation test is conducted to know the relation between the variables. Employee morale, employee commitment, job performances, organization citizenship behavior, motivational level, referral behavior are correlated to each other.
- The significant level is less than 5% which signifies the relationship between the variables.
- The number of female respondents contacted for the feedback are 37.5%
- The number of male respondents contacted for the feedback are 62.5%

- t- Test was used to show the impact and the table number signifies that there is no difference of gender impact on employee morale. And Significance values are greater than 5% i.e. 0.156% that is 15%
- Regression analysis is conducted to check the relationship between the variables
- In Regression analysis independent variables are employee morale and dependent variables are employee commitment, job performances, organization citizenship behavior, motivational level, referral behavior, fair rewards.

CONCLUSION & RECOMMENDATION

It is observed that all the variables are constants and stable in nature. As the correlation signifies positive result, it can be concluded that all the factors taken for the present study are correlated. From the T – test it reveals facts that both male and female respondents have the equal enthusiasms and commitment. Employee morale is equally rated in this behavior to achieve their goals. The study also recorded that there is impact of both dependent variables like employee commitment, job performances, organization citizenship behavior referral behavior and fair rewards on independent employee morale. Employee morale plays an important role in the organization. If employee morale is high then they will be committed to work. Job performances will also be increased. If employee motivational level is high then productivity will also be increased. This helps the organization retain employees and reduces employee turnover.

Employee morale can be improved with increases in fair rewards. By motivating employees with appreciation and feedback, job performances can be increased. Once employee morale increases automatically organizations citizenship behavior also increases.

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