Effectiveness of employee morale and its impact on employee relation in manufacturing industry

[1]M.Kanimozhi, [2]A.Vinothkumar

[1]Assistant Professor, Department of Management Studies, [2]Assocaite Professor, Department of ECE

[1]Sri Balaji Chockalingam Engineering College, Arni, [2]Dr.MGR Educational and Research Institute, Chennai

Abstract: Employee morale is viewed as feelings of well-being an employee has in a workplace setting and it is proven to have a significant effect on job satisfaction and productivity. As morale describes the emotions and attitude, employees who are optimistic and happy tend to have high morale and employees who are pessimistic and unhappy have low morale. The research in this article focuses on the effectiveness of employee morale and its impact on employee relations in manufacturing industry .As relationship with the organization facilitate employee to develop trust and satisfaction that has an effect on developing positive morale. 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 the employees.This article describes about the background of the term morale and the methods used by the industries to increase morale in the workplace. The outcome from this study is used for other factors in human resource management like Employee motivation and Job satisfaction.

Design/methodology/approach - This research is basically a descriptive research design and adopted convenience sampling design.

Sample & Statistical tools techniques: The population of this study consists of employees in Mitsubishi Heavy Industries India Precision Tools Limited. The study sample has drawn 100 respondents constituting in the research area for the data collection. To test the variables Percentage analysis, Correlation techniques have used.

Keywords: Employee morale; Employee relation; Feedback; Work environment

Introduction

Human resources are the most important asset in an organization. They are connected with organizational facets and functionalities, and give meaning to its performances by achieving organizational goals. Therefore, the extent of employees' feelings is referred to access their morale. Employee morale refers to an attitude of satisfaction with a desire to continue and strive for attaining the objectives of an organization. Morale is purely blend with emotions. It is an attitude of an employee towards their jobs, superior and their organization. It is not static thing, but it changes depending on working conditions, superior employee, colleagues, and compensation and so on. Morale symbolizes a composite of feeling attitude and emotion that contribute to general feeling of satisfaction it is a state of mind and spirit affecting willingness to work which in turn affect individual and organization objectives ,it describes the overall group satisfaction. 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, Poor or low morale becomes obvious from the negative feelings of employees such as dissatisfaction discouragement or dislike of the job. Employee morale is the concepts and cases the rapidly increasing severe competition and employee attrition levels across various industries globally have made business take care of their employees as never before to boost their morale and enthusiasm in order to retain them. Companies they have accomplished wonders in terms on innovation, superior talent, good quality products, increased productivity and soaring revenues.

Building and sustaining morale in an organization is concerned with raising a strong business through its positive -minded people who always forward to going to work every day. Producing better products and services and creating an environment that attracts talented workforce to emerge as 'employee of choice'. An organization interest in knowing what the employee expect from their leaders their work the places and implementing those desire needs and expectation create an infinite energy interest and zeal among the workforce.

Background of Employee Morale

According to Dalton t McFarland, morale is basically a group phenomenon that describes the level of favorable or unfavorable attitude of employees collectively to all aspect of their work the job the company, their tasks working conditions fellow workers superior and so on. According to classical approach, the satisfaction of basic needs is the symbol of Morale. According to Robert M. Guion "Morale is defined as the extent to which the individual perceives that satisfaction stemming from total job satisfaction". According to Psychological approach Morale is psychological concept i.e., state of mind. According to Jurious Fillipo "Morale is a mental condition or attitude of individual and groups which determines their willingness to cooperate". According to Social approach, some experts stated that Morale is a social phenomenon. According to Davis"Morale can be defined as the attitudes of individual and groups towards their work environment and towards voluntary cooperation to the full extent of their ability in the best interest at the organization".

Types of Morale:

High Morale 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: Willing cooperation towards objectives of the organization, Loyalty to the organization and its leadership, Good Leadership, Sound superior subordinate relations, High degree of employee's interest in their job and organization, Bribe in the organization, Reduction in absenteeism and labour turnover, Reduction in grievance, Reduction in industrial conflict, Team building, Employee empowerment.

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, High rates of absenteeism and labour turnover, Decreased quality, Decreased Productivity, Excessive Complaints and Grievances, Frustration among the workers, Lack of discipline, Increase errors, accidents or injuries.

High morale and low morale:

If the enthusiasm & willingness to work of a group is high we can say morale is high and vice versa justification a good health is essential for an individual high. Morale is necessary for an organization high morale represents an attitude for satisfaction with desire to continue and willing to strive for the goals of group under condition of high morale, workers have few grievances frustrations and complaints. They are clear about the goals individual and organization and or satisfied with human relations in the organization.

Morale versus motivation

Morale should be distinguished from motivation. Although both are cognitive concept they are quite different. Morale is a composite of feelings attitude and sentiment that contribute to general feelings of satisfaction at the workplace.

But motivation is something that moves a person action .it is process of stimulating in to action to accomplish the desired goal .it is a fun of drives and needs. Motivation is concerned with mobilization of energy whereas morale is concerned with mobilization of sentiments.

Morale affect productivity

Morale has a directly effect on productivity. High morale leads and to high productivity &low morale leads to low productivity.

Factors influencing morale

- Nature of work
- Service conditions
- Type of managers
- Inter personal relationships
- Personal factors of an employee
- Consequences of low morale
- Lack of enthusiasm
- Low performance level
- Poor quality of work
- High rate of absenteeism
- High rate of labor turn over
- Excessive complaints and grievances
- Increase in conflicts in conflict in the workplace
- Loss due to mishandling of tools and machines
- Scope for industrial accidents
- Loss of goodwill

Significance of morale:

Morale is an important part of organization climate. It is a vital ingredient for organization success. Because it reflect the attitude and sentiments of organization member towards the organization its objectives & polices .morale is the total satisfaction that employee drive from their job, their work group their boss their organization and their environment.

Indicator of low morale:

Low morale indicates the presence of mental unrest such a situation will have the following adverse consequences.

1. High rate of absenteeism
2. Excessive complaints and grievances
3. Frustration among the workers & Lack o f discipline
4. Friction among the workers
5. Antagonism towards leadership of the organization

Measurement of morale:

It is hard to measure morale directly as it is a possible intangible state of mind of the workers. There are 4methods can be used for measuring the morale of the employee activity indirectly.

1. Observation
2. Attitude or morale survey
3. Morale indicators
4. Suggestion box

1. Observation

The managers can measure morale of the employees keenly observing and studying their activities & behavior. Since the managers are close to of the scan of action they can always find out behavior & report promptly. Objective is not a very reliable way of measuring morale.

2. Attitude or morale survey
Survey helps know the opinion of the employee by direct interview or by questionnaires. Effort is made to find out the view of employees about their job coworkers, supervisors the organization.
3. Morale indicators
Employee morale can be measure by examining company record regarding absenteeism, lab our turn over, fluctuations in output, quality records excessive waste and scrap, training records, accidents rate and the number of grievance filed.

4. Suggestion box

Employee can be asked to put in their complaint, protests, & suggestions in a suggestion box even without disclosing their identity.
Morale generates long term benefits such as improve goodwill & increase the productivity for the organization and satisfied employee is an asset to the organization.

Literature Review

Karen E.Mishra (1998) mentioned the team concept of GE that to built trust employer shared important information on the plant's operations with employee and addressed long-standing grievances between union and management. Employee morale is accomplished through encouraging open and honest communication, considering the feelings and viewpoints of others and encouraging involvement and risk taking in decision making. He concluded that teambuilding has long term positive relationship between employee morale and employee retention. Team performance, individual contribution, team evaluation and coordination have long term positive relationship between employee morale and employee retention. Team unity has no significant effect on employee morale and employee retention.

Fard et. al. (2010) specified that organizational trust leads to improve organizational effectiveness and have impacts on developing interpersonal relationship. The trust provides a basis for security and confidence in the intention and actions of supervisors, managers and organizational leaders that result in positive attitude, high performance and high morale.

Ashraf Tag-Eldeen (2017) has investigated that workplace bullying has an impact on employee morale, performance and turnover intentions. He found that significant effects of workplace bullying on the multiple organizational outcomes including morale and turnover intentions. Other drawbacks of these practices include undermining teamwork, lowering productivity and increasing staff sickness, absence and turnover rates. It also costs time and money, affects the quality of service delivery, and damages the organization's reputation.

Osama Samih Shaban (2017) examine the effect of low morale and motivation on employee's productivity and competitiveness .As low productivity and loss of competitiveness are outcome of low morale and low motivation and may sometime leads to further undesired symptoms such as absenteeism and sabotage. And he recommended the management to work on increasing the productivity by increasing employee satisfaction through re-engineering systems and processes and providing incentives, education and training.

Surya Rashmit Rawat (2015) revealed that there is a impact of leadership over employee morale and motivation and he mentioned leadership competencies such as communication, fostering trust and team building that set a clear direction for the impact on morale. It is recommended the best fit between personality, age, experience, attitude of the leader and follower involves lot of freezing, unfreezing and re-freezing exercises in accordance with working environment. Therefore, he evaluated the significant impact of leadership over employee morale and motivation.

Daeij Al Hosni (2016) analyzed the main issues on the scrutiny of personal belongings and the effect of it on the employee morale .he reveal that the employees understand the logic behind the measures, are not reluctant and hence no negative impact on the employee's morale. He demonstrated that there is a strong association between employee privacy, their trust, tolerance and morale of employees. The major factor that impede the security procedures are the trust and privacy.

Objectives of the Study

- To study Effectiveness of employee morale and its impact on employee relation in manufacturing industry.
- To identify the level of satisfaction of employee towards the organization.
- To study various factors leading to employee morale in the organization.
- To recognize various welfare facilities provided by the organization.
- To suggest the various measures to increases the morale of the employee.

Hypotheses

Ho, Null hypothesis: there is no significant relationship between training and employees work performance that results in boosting employee morale.

H1, Alternative hypothesis: there is significant relationship between training and employees work performance that results in boosting employee morale.

Research Methodology

Type of research used: Descriptive Research Design

In this article, the research design used is descriptive nature as it describes the views, attitudes, perceptions, characteristics, activities, situations, opinion and perception of the employees.

The researcher has research questions and considerable background knowledge relating to problem or concern.

Sample Design: simple random sampling
It means every item in the population has a even chance of being selected, as each individual has a same probability of being chosen.

Sampling population
The population of the project consists of employees of Mitsubishi Heavy Industries India Precision Tools Limited, Ranipet.

Sample size
The study sample has drawn 100 respondents constituting in the research area for the data collection.

Sample Area
Data is obtained and conducted to the respondents of Mitsubishi Heavy Industries India Precision Tools Limited, Ranipet.

Data Analysis And Interpretation

Table 1. Showing Demographic details of the respondents

SI.NO / CHARACTERISTICS	Criteria	Percentage
1-**Age group**	Below 25 years	20%
	26-35	40%
	36-45	28%
	45 above	12%
2-**Gender**	Male	100%
	Female	Nil

3-**Marital Status**	Single	59%
	Married	41%
4-**Qualification**	ITI	18%
	Diploma	22%
	UG	28%
	PG	20%
	Others	12%
5- **Monthly income**	Below 10000	22%
	10000-15000	30%
	15000-20000	21%
	Above 20000	27%
6- **Work experience**	up to 3 years	28%
	3-5 yrs	22%
	5-10 yrs	31%
	above 10 yrs	19%

Interpretation: the above table shows the demographic profile of employees, this will help to identify the effectiveness of morale.

Table 2. Showing satisfaction level of employees towards benefits

Statement	Satisfied	Highly satisfied	Dissatisfied	Highly dissatisfied
Welfare Facility provided to the employees	53%	27%	16%	04%
Holiday benefits	47%	18%	25%	10%
Level of participation towards the progress of the company	48%	58%	04%	10%
Communication channel among the employees in the organization	19%	59%	12%	10%

Interpretation: the above table shows that 53% of the respondents were satisfied with the Welfare Facility provided to the employees, 47% of the respondents were satisfied with the holiday benefits, 58% of the respondents were highly satisfied with the Level of participation towards the progress of the company, 59% of them were highly satisfied with the communication channel.

Table 3. Showing employee opinion on improving morale.

Statement / Employee opinion	Strongly agree	Agree	Disagree	Strongly disagree
Reward system will help to improve employee's morale	63%	28%	08%	01%
Training program given to employees will lead to high morale	57%	37%	04%	02%
Job description ,responsibility and duties lead to high morale	30%	44%	14%	12%

Respondents work performance is recognized by the organization	30%	50%	18%	02%

Interpretation: the above table shows that 63% of the respondents strongly agreed that reward system will help to improve employee's morale, 57% of them strongly agreed that training program given to employees will lead to high morale, 44% of them agreed that job description ,responsibility and duties assigned to them lead to high morale and 50% of them agreed that respondents work performance is recognized by the organization.

Table 4. Showing the Impact of training on employees work performance that results in boosting employee morale.

Particulars	Strongly agree	agree	Disagree	Strongly disagree	Total
Training	57	37	4	2	100
Work performance	30	50	18	2	100
total	87	87	22	4	200

Observed frequency(Oi)	Expected frequency(Ei)	(Oi-Ei)	$(Oi-Ei)^2$	$(Oi-Ei)^2/Ei$
57	43.5	13.5	182.25	4.18
37	43.5	-6.5	42.25	0.97
4	11	-7	49	4.45
2	2	0	0	0
30	43.5	-13.5	182.25	4.18
50	43.5	6.5	42.25	0.97
18	11	7	49	4.45
2	2	0	0	0
200	200	0		19.2

Degree of freedom

r = 2, c = 4

v =(r-1) (c-1)

 = (2-1) (4-1)

= 1*3

Degree of freedom =3

Table value =7.815

The calculated value is greater than table value. Hence the **Ho** null hypothesis is rejected.

H1 alternative hypothesis is accepted.

Result: There is the significant relationship between training and employees work performance that results in boosting employee morale.

Findings

This study investigates the effectiveness of employee morale in manufacturing organization, since few study explores low employee morale in manufacturing sector due to lack of job security , trust. This research considered this as an issue in manufacturing and attempt to investigate level of satisfaction of employee towards the organization and studied various factors leading to employee morale in the organization. Finally we conclude that majority of the employees were satisfied about the facilities given by the industry and Result shows that there is the significant link between training, employees work performance, employee morale. So, if the organization provides proper training to employee, work performance will tend to increase which has impact on increasing morale.

Recommendations and Suggestions

By the way, this study suggest the various measures to increases the morale of the employee like

a) Job enrichment helps to motivate employee and reduce turnover to some extent which helps to increase job satisfaction of employee.

b) Selection of right man for the right job- employee who respond positively from day one tend to work with same enthusiasm with high level of productivity and satisfaction which will create team morale as well.

c) Conductive working environment tend to improve pleasant feeling in workplace and employee feel like they're a part of the system. Good discipline, voluntary conformity to rules and regulations will be followed

d) Evaluation of employee performance should be clear and transparent.

e) Provision of suitable incentives, Sound promotional and transfer policy has a positive impact on increasing morale. Reduction of rate of absenteeism and labour turnover which is very important in current scenario. Finally we conclude that happy employees are productive employees.

References

[1] Dr.usha tiwari. 2014. A Study On Employee Morale And Its Impact On Employee Efficiency At Jaypee Cement Plant Rewa (M.P.), Abhinav International Monthly Refereed Journal Of Research In Management & Technology, 3(11): 8-14.

[2] Surya rashmi rawat. 2015. Impact Of Transformational Leadership Over Employee Morale And Motivation, Indian Journal Of Science And Technology,8(6): 25-34.

[3] Dr.Caren ouma. 2017. Relationship Of Employees Morale And Retention Within Higher Learning Institutions In Kenya: A Case
Of Cooperative University College Of Kenya, International Journal Of Innovative Research & Development, 6(8): 308-326.

[4] Nyongabsen hillary & dr. Balu. 2018. The Effect of Employee Relation on Employee Morale at St. John's Medical Hospital, Bengaluru, International Journal Of Engineering Technology Science And Research, 5(3): 369-373.

[5] Jianguanglung dangmei & prof. Amarendra pratap singh. 2017. How Aesthetic Leadership Style Might relate to Employee Morale
at Workplace? An Analytical Study, Asia Pacific Journal of Research, 1(55): 203-206.

[6] H,C,Ngambi. 2011. The Relationship Between Leadership And Employee Morale In Higher Education , African Journal Of Business Management, 5(3): 762-776.

[7] Samithamby senthilnathan & kamalachandran rukshani. 2015. Impact Of Organizational Trust On Employee Morale, Elk Asia
Pacific Journal Of Human Resource Management And Organisational Behaviour, 1(2): 1-25.

[8] Mr. Daeij al hosni & dr. M. Firdouse rahman khan. 2016. The Effect Of Security Procedures On Employee Morale, International
Journal Of Management, Innovations & Entrepreneurial Research, 2(2): 24-33.

[9] Karen e,Mishra, gretchen, m, Spreitzer & aneil, k, Mishra.1998. Preserving Employee Morale During Downsizing, Sloan Management Review, 39(2): 83-95.

[10] Zahra noroozinejad farsangi & malikeh beheshtifar. 2014. Relationship Between Employees' Moral Distress And Their Personal
Conflict, Journal Of Social Issues & Humanities, 2(9): 117-123.

[11] Osama samih shaban, ziad al-zubi, nafez ali, atalla Alqotaish. 2017. The Effect of Low Morale and Motivation on Employees'
Productivity& Competitiveness in Jordanian Industrial Companies, International Business Research, 10(7): 1-7.

[12] Ashraf Tag-Eldeen & Mona Barakat, Hesham Dar. 2017. Investigating the impact of workplace bullying on employees' morale,
Performance and Turnover Intentions in five-star egyptian hotel operations, Tourism and Travelling, 1: 4-13.