

A STUDY ON EMPLOYEE MORALE AT RANE ENGINE VALVE LTD., CHENNAI

GUNASEELAN^{*}, RAMESH KUMAR J.^{**} AND MOHAMED THARIK^{***}

Abstract: The main focus of the study is to measure the level of employee morale at RANE ENGINE VALVE Ltd. 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. Simple random sampling method was followed. Conclusions were drawn based on the analysis of data collected from the employees.

Statistical tools applied are simple percentage chi-square and weighted average method. Recommendations were provided for enhancing the quality of the processes and personnel policies of the organisation.

The steps for improving morale in the organisation are identified. The level of individual and group morale is identified in the organisation. This project provides detailed information about morale, where does it reside and what does it do.

Keywords: Employee morale, Employee satisfaction, quality, Organization

INTRODUCTION TO THE STUDY

Definition

Prof. Mee, However, holds the view that “good employee morale is the mental attitude of the individuals, or of the group, which enables an employee to realise that the maximum satisfaction of his drives coincides with the fulfillment of the objectives with those of the company, and subordinates his own desires to those of the company”.

Individual and Group Morale

Individual's morale is related with knowing one's own expectations and living up to them. If one is clear of his own needs and how to satisfy them most of the time, his morale is height. Individual's morale is a single person's attitude toward life. While group morale reflects the general expert the corps of a collective group of personalities.

* II Year, Department of Management Studies, Jerusalem College of Engineering, Pallikaranai, Chennai – 600 100

** Assistant Professor, Department of Management Studies, Jerusalem College of Engineering, Pallikaranai, Chennai – 600 100, *E-mail: rameshjegan@gmail.com*

*** Research Scholar, MBA Department, Bharath University, Chennai- 600 073

Factors Affecting Morale

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

- ❖ The attitudes 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 organisation's structure which facilitates the flow of work.
- ❖ The size of the organization.

Determination of Levels of Works Morale

- ❖ The organisation itself
- ❖ The nature of the work
- ❖ The level of Satisfaction
- ❖ The supervision received
- ❖ The perception of the self
- ❖ Worker's perception of the past awards and future opportunities for rewards.
- ❖ The employee's age
- ❖ The employee's educational level and occupational level

Types of Morale

High morale is represented by the use of such terms as team spirit, zest, enthusiasm, loyalty, dependability and resistance to frustration. Low morale, on the other hand, is described by such words and phrases as apathy, bickering, jealousy, pessimism, fighting, disloyalty to the organisation, disobedience of the orders of the leader, dislike of, or lack of interest in, one's job, and laziness.

Measurement or Evaluation of Morale

The indicators of morale are the various attitudes and behavior patterns of employees, which have to be properly and correctly interpreted to determine the kind of organisational climate and mores which prevail at a given time.

The most commonly used methods for measuring morale are

- Observation
- Attitude or morale surveys
- Company records and
- Counseling

Observation

By this method, executives observe the behaviour of their employees, listen to them while they talk, and note their actions- the shrugging of shoulders, a change in facial expression, a shuffling of feet, a nervous fluttering of hands, a change in work habits or avoidance of company. Any departure or deviation from the normal is likely to tell them that something is wrong and needs to be set right.

Attitude or Morale Surveys

This method is generally used to discover the feelings of employees about their jobs, their supervisors, company policies or the organisation as a whole. It is classified into two categories – the interview method and the questionnaire method.

- **The Interview Method:** By this method, employees are interviewed so that a judgement may be arrived at about their feelings and opinions about the different aspects of their jobs and the company for which they work. An interview may be a face to face affair, it may be oral, it may be in the form of an evaluation that is put down in writing. If interviews are to be relied upon, they must be employer – oriented.
- **The Questionnaire Method:** The method is generally used to collect employee opinions about the factors which affect morale and their effect on personnel objectives.

Company Records and Reports

These are usually prepared by the personnel department at regular intervals with the assistance of supervisors and department heads.

Counseling

This method is used to find out the causes of the dissatisfaction of the employees and to take remedial action, and offer advice on personal matters.

Warning Signs of Low Morals

Signs of low morale are generally not noticed till it is obviously low or when something has gone amiss. By the time the management recognizes the fact that morale has deteriorated, it is faced with one crisis or another. Perceptive managers are, therefore constantly on the lookout for clues to any deterioration in the morale of the employees

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

- ❖ High rate of absenteeism
- ❖ Tardiness
- ❖ High labour turnover
- ❖ Strikes and sabotage

- ❖ Lack of pride in work and
- ❖ Wastage and spoilage.

OBJECTIVES OF THE STUDY

- To identify the moral level of the staff
- To find out the attributes that influence their morale
- To find out the satisfaction level of the staff in
 - ❖ Training and development programme
 - ❖ Wages
 - ❖ Trust
 - ❖ 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

LIMITATIONS OF THE STUDY

- ❖ Due to the time constraint the study is made only among 60 respondents
- ❖ There is a chance of personal bias which affects the original data.

RESEARCH METHODOLOGY

Research Design

The Research design used in 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 over the variables; he can report only what has happened or what is happening.

SAMPLING

Sampling Method

In this study simple random sampling method was used in selecting the samples. The samples are selected based on the grade which is followed in the company.

Population

The population comprises of 413 employees.

Frame

The Frame comprises the permanent employees of RANE.

Sample Size

The universe of the study includes permanent workers above. In RANE the total number of employee are 413. Out of 413 employees 60 are selected for the study.

DATA COLLECTION METHOD

Primary data collection was done through structured questionnaire. Secondary data was collected from company records.

The instrument used for the collecting data was a structured questionnaire. The questionnaire consisted of 18 questions, with a combination of open – ended and close – ended questions.

STATISTICAL TOOLS USED

This researcher has used the following statistical tools:

1. Weighted average method.
2. Chi – square.

FINDINGS

- Distribution of respondents by their experience
Out of 60 employees 53 of the respondents have above 10 years of experience, 4 of the respondents have below 5 to 10 years of experience and 3 of the respondents have below 5.
- Respondents opinion about job satisfaction
49 of the respondents have shown good job satisfaction and 11 of the respondents have mediocre job satisfaction
- Respondents opinion about the compensation
33 of the respondents have shown good satisfaction about compensation.
- Respondents opinion about opportunities for to develop and improvement and self-development
31 have responded that the company provides often about opportunities for improvement and self-development.
- Respondents opinion about working environment
31 have shown very good satisfaction about working environment.

- Respondents opinion about co-operation
40 have shown good about co-operation.
- Respondents opinion about Job-responsibilities.
35 have agreed that job responsibilities are good while 10 have Responded job responsibilities are excellent.
- Respondents opinion about participative management
32 of the respondents agree that participative management is encouraged while 5 of the respondents strongly agree that participative management is encouraged..
- Respondents opinion about policies & administration practices.
29 of the respondent show that they agree with policies & administration Practices while 5 show that they strongly agree with the policies & administration practices.
- Respondents opinion about workload
42 of the respondents consider workload is moderate.
- Respondents opinion about reasons for availing leave.
2 of the respondents have agreed that they avail leave often while 37 of the respondents have agreed that they avail leave rarely.
- Respondents opinion about Job creative.
25 of the respondents have agreed that job creativity is encouraged.
- Respondents opinion about Job challenging
32 of the respondents have agreed that their job is challenging.
- Respondents opinion about opportunities to update knowledge and skills.
7 of the respondents disagreed while 42 of the respondents both agreed and strongly agreed about opportunities to update knowledge and skills.
- Respondents opinion about setting goals
39 of the respondents agree that goals are set.
- Respondents opinion about appreciation for quality work.
33 of the respondents agree on appreciation for quality work while 12 say that appreciation for quality work is neutral.
- Respondents opinion about providing suggestions
24 of the respondents agree that provide suggestions are encouraged while 9 of the respondents strongly agreed that providing suggestions are encouraged.
- Respondents opinion about Social environment
34 of the respondents consider that social environment is good while 7 considered social environment to be excellent.
- Respondents opinion about involvement in job
45 of the respondents have shown about total involvement in job.

SUGGESTIONS

Based on the study, the following suggestions are given. The company may look into these 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 organisation is an attitude of emotional readiness, which enables an employee to improve his productivity. When an organisation motivates its employees to a high degree, resultant morale in the organisation will be equally high. Motivation is the process and morale is the product. Therefore, continuous monitoring and improvement of morale is necessary for an organisation.

This document was created with Win2PDF available at <http://www.win2pdf.com>.
The unregistered version of Win2PDF is for evaluation or non-commercial use only.
This page will not be added after purchasing Win2PDF.