A STUDY ON EMPLOYEE MORALE IN A PRIVATE COMPANY

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Abstract
Employee morale plays a vital role in the performance of the organization. Morale can be considered as the total satisfaction that the employees of the organization derive from their job, the prevailing atmosphere and the factors that appeal to them. It is a conglomeration of attitudes and feelings that constitute a reserve of physical and mental strength including factors like self-confidence, optimism and a positive mental attitude. Morale is an invisible element which determines the success or failure of the organization.

Employee morale in the field of human resources management is defined as the job satisfaction, outlook, and feelings of well-being an employee has within a workplace setting . Proven to have a direct effect on productivity, it is one of the corner stone's of business.

Seven Ways to Boost Employee Morale
Since employee morale can quickly build or break a company's success, effective leaders often keep a close eye on it and enlist simple and creative approaches to strengthen it. Here are a few tactics to think about for adapting to your business

Keep employees feeling their work is more than just a job**,** take time to creatively celebrate accomplishments, grant time off to employees to pursue projects they are passionate about, Mix up the company's usual way of doing things, don't forget to have fun, Train employees to develop positive attitudes and Offer time away from the office to do some good.

1.3 Objectives of the Study

Primary Objective: To study employee morale in a private limited company.

Secondary Objective
1. To identify the levels of morale among the employees.
2. To explore the factors influencing morale of employees.
3. To formulate guidelines to help management and employees to manage morale in the work place.

Review of Literature
N. Uma Devi (2016) in her article entitled 'Impact of Morale on Organisational Commitment with special reference to college teachers'. Found that teachers have high level of morale and organisational commitment. The overall morale is higher in Government colleges. The lowest morale is found among self-financing teachers. The literature confirms that employees with high morale and commitment show higher productivity in their respective jobs.

Hassan DanaeeFard et.al. (2010) in their article on **'**Employees Morale in Public Sector: Is Organizational Trust an Important Factor?' has explained that there is correlation between organizational morale and organizational trust.

Barbara (2002) studied 'conceptual frame works on employee morale and satisfaction in work place' identified employee morale within an organization has a direct impact on the satisfaction level of its customers and the company's ultimate success. When relationship-based leaders promote core competency development of its workforce throughout the organization, an opportunity exists for ensuring high employee morale and customer satisfaction, an increase in employee and customer retention rates, and a positive long-term outlook for the company's successful performance**.**

Research Methodology
The research design used in this study is the Descriptive Research Design. Descriptive research studies are those studies, which are concerned with describing the characteristics of a particular individual, or a group. The required data was collected from both primary and secondary sources. Primary data was collected using a well Structured Questionnaire. The questionnaire includes open-ended questions and closed-ended questions. The data has been collected from 150 sample subjects drawn through random sampling method

Limitation of the Study: The study is limited to 150 sample subjects.

Data Analysis and Interpretation
Chi-Square Test
Relationship Between Age and Recognition and Appreciation
Null hypothesis: **H0** There is no association between the age and recognition and appreciation of employees.
Alternate hypothesis: **H1** There is an association between the age and recognition and appreciation of employees.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.105[a]	8	.525
Likelihood Ratio	8.553	8	.381
Linear-by-Linear Association	.583	1	.445
N of Valid Cases	150		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .61.

Result: Since the P value is (0.525) > the table value at the significance level of 0.05 the Null Hypothesis (H0) is accepted. It means that there is no association between age and recognition and appreciation. It means that the company recognizes and appreciates employees's achievement irrespective of age.

Relationship Between Age and Feel Guilty To Leave Organization
Null hypothesis: **H0** There is no association between the age and employees feel guilty to leave the organization.
Alternate hypothesis: **H1** There is an association between the age and employees feel guilty to leave the organization.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.475[a]	8	.993
Likelihood Ratio	1.459	8	.993
Linear-by-Linear Association	.256	1	.613
N of Valid Cases	150		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is 2.17.

Result: The P value is 0.993 > the table value at the significance level 0.05 the Null Hypothesis (H0) is accepted. There is no significant association between age and employee feel guilty to leave the organization. It means that irrespective of age when employees quit the organization they feel guilty about quitting the organization.

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One Way Anova Test
Gender And Happy To Come To Work
Null hypothesis: **H0** There is no difference between the gender and feeling happy to come to work.
Alternate hypothesis: **H1** There is difference between the gender and feeling happy to come to work.

ANOVA

Happy to come to work

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.510	1	.510	.539	.464
Within Groups	140.083	148	.947		
Total	140.593	149			

Result: Since the P value is 0.464 > the table value at significance level 0.05. The Null Hypothesis (H0) is accepted. It means that there is no difference between gender and the fact that employees are happy to come to work.

Gender and Happy With the Pay Level
Null hypothesis: **H0** There is no difference between the gender and satisfaction with the pay level.
Alternate hypothesis: **H1** There is a difference between the gender and satisfaction with the pay level.

ANOVA

Happy with the pay level

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.927	1	7.927	4.675	.032
Within Groups	250.933	148	1.695		
Total	258.860	149			

Result: Since the P value is 0.032 < the table value at significance level 0.05 the Null Hypothesis (H0) is rejected. There is a difference between gender and satisfaction with pay level. It means that the employee's perception with the salary paid by the organization does differ.

Gender and Happy With the Appraisal System
Null hypothesis: **H0** There is no difference between the gender and satisfaction with the appraisal system.
Alternate hypothesis: **H1** There is difference between the gender and satisfaction with the appraisal system.

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ANOVA

Happy with appraisal system

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.801	1	.801	.557	.456
Within Groups	212.639	148	1.437		
Total	213.440	149			

Result: Since the P value is 0.456 > the table value at significance level 0.05 the Null Hypothesis (H0) is accepted. It means that perception of the appraisal system by sex does not differ.

Gender and Treated Equally With Respect
Null hypothesis: **H0** There is no difference between the gender and employee being treated equally with respect.
Alternate hypothesis: **H1** There is difference between the gender and employee being treated equally with respect.

ANOVA

Treated equally with respect

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.828	1	.828	.647	.422
Within Groups	189.365	148	1.279		
Total	190.193	149			

Result: Since the P value is 0.422 > the table value at significance level 0.05 the Null Hypothesis (H0) is accepted. There is no difference between gender and employee treated equally with respect. It means that their perception towards being treated with respect does not differ between the gender.

Correlation
Relationship Between Year of Experience and Employees Involved In Decisions Making

Correlations

		year of experience	decision affecting my work
year of experience	Pearson Correlation	1	.136
	Sig. (2-tailed)		.096
	N	150	150
decision affecting my work	Pearson Correlation	.136	1
	Sig. (2-tailed)	.096	
	N	150	150

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Result

The Pearson correlation value is 0.136. The correlation coefficient value lies below 0.29. Then it is said to be weak correlation. The result of correlation table implies that there is weak correlation between experience of the employee and participating in decisions affecting their work. That is all the decisions are made by the concerned authority unilaterally.

Relationship Between Employees Feel Obliged to Remain With Organization and Employees Feel Supported, Valued and Appreciated

Correlations

		obliged to remain with my organization	feel supported and valued
obliged to remain with my organization	Pearson Correlation	1	.909**
	Sig. (2-tailed)		.000
	N	150	150
feel supported and valued	Pearson Correlation	.909**	1
	Sig. (2-tailed)	.000	
	N	150	150

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

Result

The Pearson correlation value is 0.909. The correlation coefficient value lies between 0.50 and 1. Then it is said to be strong correlation. There is strong correlation between employee feel obliged to remain with the organization and employees feel supported, valued and appreciated.

Discussion

Employee morale is influenced by the recognition and appreciation the company offers to its employees. Recognition and validation for hard work is a basic human need. It signals that managers respect the good performance and it makes employees feel valued for their contribution. In this study the findings indicate that irrespective of age employees are recognized and appreciated. It implies that this factor contributes to positive morale in the organisation.

Employee morale is related to how the employees feel about their jobs, management and organisation. Positive employee morale results in feeling of guilt when the quit the organisation. This study also identified that irrespective of the fact that junior or senior employee quit the organisation they feel guilty about it.

Employee morale relates to feeling of individual comfort happiness and satisfaction. The results of the study reveal that both male and female employees are happy to come to work. So the company has a positive morale.

The appraisal system is a very important parameter that determines the career progress of the employees in organisations. In this study it is found that the appraisal system practiced by the organisation is fair and objective and therefore contributes to positive morale building.

One of the ways of fixing low morale is helping employees to learn to treat each other with respect. The finding of the study reveals that there is no difference in the perception of the gender(male and female employees)about being treated with respect. Therefore this factor also contributes to positive morale building in the organisation.

The correlation analysis reveals that there is a strong correlation between employee feel obliged to stay in the organisation and experience feeling of being supported and appreciated by superiors. True only when employees are supported and appreciated they will want to remain with the organisation.

The employees perception of the reward system affect their morale to a large extent. If workers regard the rewards as fair and satisfactory their morale will tend to be high and vice versa. In this study the male and female employees perceive the salary given by the organisation differently. Hence company has to take steps to correct the different perception about salary by the male and female employees in order to build high morale.

There is a weak correlation between employee experience and involvement in decision making. This implies that decisions are made by the higherups.

Suggestions
To improve the level of employee morale further the company may consider the following suggestions. Since perception of the employees differ with regard to salary payment the company has to correct the perceptual disorder to further improve on the morale of the company

Involvement in decision making is minimal the company has to improve on the decision making process in order to build positive morale.

Conclusion
Employee morale is a psychological concept. This study reveals that there is no perceptual difference between the gender with regard to appreciation and recognition procedures, appraisal systems followed ,employees being treated with respect etc. All these work behavior undoubtedly contribute to positive employee morale. To conclude it can be said that morale plays a very important role in every organisation and positive morale is the key for organisational success.

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