

A STUDY ON FACTORS AFFECTING THE EMPLOYEE'S MORALE IN BS ENGINEERING WORKS

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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Register No.41410181



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY 2023



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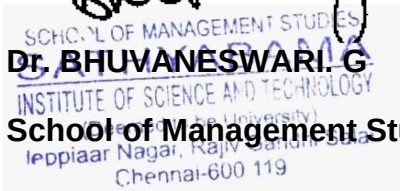
This is to certify that this Project Report is the bonafide work of **LOGESHWARAN.A 41410181** who carried out the project entitled "**A STUDY ON FACTORS AFFECTING THE EMPLOYEE'S MORALE IN BS ENGINEERING WORKS**" under my supervision from January 2023 to march 2023.

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External Guide



Dean – School of Management Studies

Submitted for Viva voce Examination held on **05.05.2023**

Internal Examiner

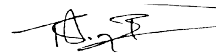
External Examiner

DECLARATION

I **LOGESHWARAN (41410181)** hereby declare that the Project Report entitled “**A STUDY ON FACTORS AFFECTING THE EMPLOYEE’S MORALE IN BS ENGINEERING WORKS**” done by me under the guidance of **Dr.D.YAMUNA., Ph.D.** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE: 05.05.2023

PLACE: Chennai



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ABSTRACT

The study was done on “Employees morale measures in BS Engineering Works” The data were collected from 120 respondents. The main objective of this study was to know the level of employee morale and satisfaction towards the company.

The objectives of the study are to know and understand about the employee morale, to find out the various factors leading to employee morale in the organization and to suggest measures to increase morale of the employees of BS Engineering Works.

The project period was three months. Research is defined as “the systemized effort to gain knowledge”. Research methodology is a way to systematically solve the problem. A research design is simply and purely a framework of a research problem. The research design adopted for the study was descriptive research.

The entire data was based on the primary data and secondary data. The primary data were collected from the respondents with help of a structured questionnaire. Personal interviewing method was adopted. The secondary data were collected from the Journals, records, Magazines and websites.

Convenience Sampling Method was adopted. The sampling unit refers to despondences covered in this study. The Sample size taken for this study was 120. Questionnaire method was used for the collection of data.

CHAPTER -1

1.1 INTRODUCTION:

Employee morale refers to an attitude of satisfaction with a desire to continue and strive for attaining the objectives of a factory. Morale is purely emotional. It is an attitude of an employee towards his job, his superior and his organization. It is not static thing, but it changes depending on working conditions, superiors, fellow workers pay and so on.

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 coworkers. Poor or low morale becomes obvious from the negative feelings of employees such as dissatisfaction, discouragement or dislike of the job.

Definitions:

Morale is a fundamental psychological concept. It is not easy to define. Morale is the degree of enthusiasm and willingness with which the members of a group pull together to achieve group goal. It has been defined differently by different authors. Different definition of morale can be classified into three major approaches.

- Classical approach
- Psychological approach
- Social approach

Classical approach:

According to this 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.

Psychological approach:

According to this approach morale is psychological concept i.e., state of mind.

According to Jurious fillip “morale is a mental condition or attitude of individual and groups which determines their willingness to cooperate”.

Social approach:

According to Davies “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”.

IMPORTANCE OF EMPLOYEE MORALE:

- ✓ Employee morale plays vital role in the organization success.
- ✓ High morale leads to success and low morale brings to defeat in its wake.
- ✓ 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 its employees.

FACTORS AFFECTING MORALE:

Employee Morale is a very complex phenomenon and is influenced by many factors on the shop floor. Several criteria seem important in the determinants of levels of workers Morale such as:

1. Objectives of the organization:

Employees are highly motivated and their Morale is highly if their individual goal and objectives are in tune with organizational goal and objectives of the morale.

2. Organizational design:

Organization structure has an impact on the quality of labour relation, particularly on the level of Morale. Large organization tend to lengthen their channels of vertical communication and to increase the difficulty of upward communication. Therefore the Morale tends to be lower. Against this flat structure increases levels of Morale.

3. Personal Factors:

It is relating to age, training, education and intelligence of the employees, time spent by them on the job and interest in work taken by them, affect the Morale of the employees. For examples if an employee is not imparted proper training, he will have low Morale.

4. Rewards:

Employees expect adequate compensation for their services rendered to the organization. Good system of wages, salaries, promotions and other incentives keep the Morale against this flat structure increases levels of the employees high.

5. Good Leadership and Supervision:

The nature of supervision can tell the attitudes of employees because a supervisor is in direct contact with the employers and can have better influences on the activities of the employees.

6. Work Environment:

The building and its appearance, the condition of machines, tools, available at work place, provision for safety, medical aid and repairs to machinery etc. all have an impact on their morale.

7. Compatibility with fellow employees:

Man being a social animal finds his work more satisfying if he feels that he has the acceptance and companionship of his fellow workers. If he has confidence in his fellow work.

8. Job Satisfaction:

If the job gives an employee an opportunity to prove his talents and grow personally.

9. Opportunity to share profit:

One of the requirements of high morale is possibility and opportunity of progress in any concern. All workers should be given an opportunity of the progress and earn high wages.

External factor

These are the factors external to the organization. Every human being is unique just like finger prints. When an individual comes to the work place, he carries all these factors with him. These factors influence his perception, attitude that in turn affects the morale. These are outside the control of managers; they can do very little change or control them.

- ❖ Personality of the individual employee.
- ❖ Physical and mental health.
- ❖ Family background.
- ❖ Employee age.
- ❖ Relations with friends.

Internal factors

- ❖ Organizational goals.
- ❖ Nature of work.
- ❖ Organization structure.
- ❖ Working condition.
- ❖ Level of satisfaction.
- ❖ Level of supervision.

Warning signs of low morale

- ❖ Reduced productivity.
- ❖ High labour turnover.
- ❖ Strikes.
- ❖ High rate of turnover.
- ❖ Wastage and spoilage.
- ❖ Accidents.

1.2 INDUSTRY PROFILE:

MARKET SIZE

The Indian machine tool production and consumption were estimated at Rs. 6,602 crore (US\$ 879.38 million) and Rs. 12,036 crore (US\$ 1.6 billion) respectively, in FY22.

Market size of textile machinery stood at Rs. 35,000 crores (US\$ 5.4 billion) in 2022. Textile industry exports stood at Rs. 3,307 crores in 2020-21, as against Rs 2,556 crores achieved during 2019-20.

The boiler industry's market size stood at US\$ 146 million in 2019 and is expected to grow at a CAGR of 6% to reach US\$ 194 million by 2025. Export of boilers stood at US\$ 106.53 million between April and November 2020, with around 72 million units exported.

The market size of high voltage switchgear (including panels) and low voltage switchgear (including panels) stood at Rs. 4,793 crore (US\$ 679.95 million).

In 2022, between April and December, India exported engineering goods worth US\$ 81.8 billion compared with the US\$ 52.9 billion recorded in the same period in 2020.

In December 2022, exports of engineering goods from India stood at US\$ 9.7 billion, a 37% YoY growth.

India exports engineering goods mostly to US and Europe, which account for over 60% of the total export. Engineering exports were recorded at US\$ 75.90 billion in April (FY20) and reached US\$ 60.25 billion in January (FY21).

The Index of Industrial Production (IIP) for the electrical equipment manufacturing industry stood at 111.3 in December 2022.

INVESTMENTS:

100% FDI is allowed through the automatic route, with major international players looking for growth opportunities to enter the Indian engineering sector. The engineering sector in India attracts immense interest from foreign players as it enjoys a comparative advantage in terms of manufacturing cost, technology, and innovation. The above, coupled with favorable regulatory policies and growth in the manufacturing sector, has allowed several foreign players to invest in India.

FDI inflow for miscellaneous mechanical and engineering industries stood at US\$ 3.88 billion between April 2000-December 2022 according to the data released by Department for Promotion of Industry and Internal Trade (DPIIT).

In the recent past, there have been many major investments and developments in the Indian engineering and design sector:

- With 100% FDI allowed through the automatic route, major international players such as Cummins, GE, ABB and Alfa Laval have entered the Indian engineering sector due to growth opportunities.
- In February 2022, Microsoft India and Larsen & Toubro (L&T) signed a Memorandum of Understanding (MoU) to build a regulated sector cloud product. The two businesses will collaborate with a select group of significant customers in regulated industries to design architectures and roadmaps to help them achieve their digital transformation goals and transition traditional datacenters to hybrid cloud architecture.
- In September 2022, Bharat Fritz Werner India, a leading machine tool manufacturer in the subcontinent, announced that it is entering the metal additive manufacturing area.
- In September 2022, Larsen & Toubro (L&T) announced that it will participate in the Expo 2020, Dubai to be held from October 5, 2022, to March 31, 2022, as part of the Indian pavilion. L&T plans to demonstrate its capabilities in hydrocarbon engineering, and businesses such as water-effluent treatment, power transmission and distribution.

- In August 2022, Bharat Heavy Electricals secured its largest-ever order worth Rs. 10,800 crore (US\$ 1.45 billion) from the Nuclear Power Corporation of India Limited (NPCIL) for the EPC of a turbine island for 6 units of 700 MW.
- In May 2022, TVS Motor Company announced that it sold one lakh units of 'NTORQ 125' scooter in the international market.
- In April 2022, Tata Power, in collaboration with Hitachi ABB Power Grids and Cargill, commissioned India's largest natural ester-filled 110/33/22 kV, 125 MVA power transformer in the Mumbai Transmission network at the Bandra-Kurla Complex receiving station..
- In January 2022, Tesla, the electric car maker, set up a R&D center in Bengaluru and registered its subsidiary as Tesla India Motors and Energy Private Limited.

GOVERNMENT INITIATIVES:

The Indian engineering sector is of strategic importance to the economy owing to its intense integration with other industry segments. The sector has been de-licensed and enjoys 100% FDI. With the aim to boost the manufacturing sector, the government has relaxed the excise duties on factory gate tax, capital goods, consumer durables and vehicles.

- To increase the employability of engineering graduates in the country, Ministry of Human Resource Development is working along with Sector Skill Councils (SSCs) under National Skill Development Corporation (NSDC) to undertake apprenticeship/internship embedded degree programmes with a core focus on the development of knowledge, skills, aptitude and on-job training.
- The AICTE has entered into collaborations with the MSME ministry, NHAI and DM offices in 150 districts to facilitate engineering internships for students.

- In April 2022, Under the Development cum Production Partner (DcPP) programmer, Defense Research and Development Organization (DRDO) allowed private sector firms to develop and produce missile systems, such as vertical launched surface and air missile system programmers, to promote the domestic defense industry.
- The Indian telecom equipment market is likely to increase owing to the government's Rs. 12,195 crore (US\$ 1.6 billion) PLI scheme approved for telecom gear manufacturing in February 2022.
- The National Infrastructure Pipeline (NIP) was launched in 2020 with estimated infrastructure investment of around Rs.111 lakh crore (US\$ 1.48 trillion) between FY 2020-2025, which will drive demand for capital goods.
- In FY21, the Indian government constructed 12,205.25 km of National Highways. The daily average length of the national highways constructed during FY21 was 34 km per day.
- Government of India allocated over Rs. 80,250 crore (US\$ 12.01 billion) for upgradation of 125,000 kms of rural roads under phase-III of the Pradhan Mantri Gram Sadak Yojana.

ROAD AHEAD:

Turnover of the capital goods industry was estimated at US\$ 92 billion in 2019 and is forecast to reach US\$ 115.17 billion by 2025.

India's engineering R&D market will increase from US\$ 36 billion in FY19 to US\$ 63 billion by FY25.

India needs Rs. 235 trillion (US\$ 3.36 trillion) worth of investment in infrastructure in the next decade (2020-29).

The export of engineering goods is expected to reach US\$ 200 billion by 2030.

1.3 COMPANY PROFILE:

BS Engineering works is a Professional Engineering company that provide welding, quality consultancy and Non-government Company, launched in the year 2010 in Kanchipuram.

We offer exceptional value to our customers by offering high quality products which help them succeed in their business and in turn strengthen long-term business relationship.

Our vision and mission

Our vision and mission is to create a culture of customer focus as our corporate philosophy and our motto of providing the next generation of welding engineering, quality management services and Independent third party inspection activities. To provide the most magnificent Welding technology and Quality management services; to contribute tangibly in overall success of our customers and provide highest Return on Investment to our customers. Quality, Integrity, Ethics Customer Satisfaction, Transparency, Impartiality and Corporate Responsibility are the pillars of our vision and mission and form the cornerstone of our approach that we bring to every engagement. In short, our Vision & Mission can be easily achieved.

1.4 Statement of the problem:

The study aim at analyzing the employee's morale and functioning of the BS Engineering Works in their day to day operations.

All the industrial sectors are facing the problem of morale among the workers. It is usually recognized as the key to higher productivity and atmosphere of willing and enthusiastic co - operation prevails, the workers, will be able to produce much more with the same amount of resources, and there will be no disputes between the management and the workers.

1.5 OBJECTIVES OF THE STUDY:

PRIMARY OBJECTIVE

To study the factors affecting the employee's morale at BS Engineering works, Kanchipuram.

SECONDARY OBJECTIVES

1. To know and understand about the employee morale.
2. To find out the various factors leading to employee morale in the organization.
3. To know the level of morale of the employees working in BS Engineering Works.
4. To know the level of satisfaction of the employees towards the company.
5. To suggest measures to increase morale of the employees of BS Engineering Works

1.6 SCOPE OF THE STUDY:

For the purpose of the study I have been taken in to consideration only permanent employees of BS Engineering Works. Among them I have selected 120 employees as sample.

- 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.

1.7 NEED FOR THE STUDY:

Employee morale refers to an attitude of satisfaction with a desire to continue and strive for attaining the objectives of a factory. Morale is purely emotional. It is an attitude of an employee towards his job, his superior and his organization. It is not static thing, but it changes depending on working conditions, superiors, fellow workers pay and so on.

This project has been proposed by the management of BS Engineering Works to assess the morale of the employees as positive morale will give good productivity to the employees.

CHAPTER- 2

2. REVIEW OF LITERATURE:

- **David Bowles and Cary Cooper (2009)** Driving Performance in Challenging Times, Performance is the key outcome of high morale, and the reason why it should be taken so seriously: with research gathered from some of the world's largest employee opinion databases and best academic centers, the authors lay out the morale-performance connection. Now raised from just 'touchy-feely' to 'mission critical', employee morale is finally getting the attention which it deserves. As it does, organizations are changing everything from their structure to their processes to take account of this fact, and starting to manage themselves around the need to measure and improve morale on an ongoing basis.
- **John E. Baird and Patricia H. Bradley (2008)** Communication Correlates of Employee Morale Several factors are related to employee morale in organizational settings, the single most influential factor in enhancing job satisfaction and group cohesiveness is superior-subordinate communication. Yet, while a great deal of speculation exists concerning the sorts of communication behaviors most conducive to employee satisfaction, no empirical test has been conducted to assess specifically the relationship between communication and morale.
- **David L.Weakliem and Stephen J.Frenkel (2008)** Preserving Employee Morale during Downsizing, This study considers the relationship between morale and workplace productivity in a representative sample of Australian workplaces. It focuses on three questions: the shape of the relationship, whether the effects of morale are contingent on other factors, and the paths by which any effect takes place. The results show that morale influences productivity in an approximately linear fashion. The effect of morale on productivity appears to be larger when management regards product quality as important and attempts to develop a corporate ethic and culture .Morale is associated with greater work effort, but the relationship between work effort and productivity becomes stronger at higher levels of morale. Thus, part of the influence of morale on productivity is a matter of increasing the effectiveness of workers efforts.

- **Miller D.C and W. H. Form, (2009)** Morale and Productivity, Miller and Form have given four combinations of productivity and morale.
 - 1) High productivity – High morale
 - 2) Low productivity -- High morale
 - 3) High productivity -- Low morale
 - 4) Low productivity -- Low morale

For this type of combination, social dynamics in work group have been responsible.
- **Pestonjee and Sing (2007)** Morale and Education, “study on employee’s morale” has suggested that good working conditions welfare facilities enhance good morale in the opinion of majority of the respondents in spite of a few negative opinion. Pestonjee and Sing⁵, Workers morale is significantly related to their education. The higher their educations lower their morale and vice versa. Income is found to be a non-significant factor affecting morale.
- **K Aswathappa (2008)** Productivity and profit K Aswathappa, made the study about workers participation in management and job satisfaction. In any business, profit is the main aim. Profits can be got only when productivity is high and it is evident that productivity will be high only when employee morale is high.
- **Geltermann (2009)** Poor morale can cause strikes; malingering and allied reactions which can lower morale may lead to higher rates of turnover, absenteeism and accidents. It's important to note that contrary to popular belief, morale is not a cause, but rather the effect or result of many factors going away. Entrepreneurs may have some ideas why morale is poor, and may call in external consultants to help solve the problem. However, the easiest and fastest way to determine at least some of the sources of the issue is to simply ask the employee.

- **Dr. David Javitch, (2010)** Morale is defined as the end result of many factors present in the workplace environment. Some of these factors are the work setting itself, worker satisfaction and action, salary, supervisory input, working conditions, status, and more. Some of the signs of decreased morale are: tardiness, absenteeism, apathy, moping, backstabbing, decreased quality, decreased productivity, increased errors, accidents or injuries. It's important to note that contrary to popular belief, morale is not a cause, but rather the effect or result of many factors going awry. Entrepreneurs may have some ideas why morale is poor, and may call in external consultants to help solve the problem. However, the easiest and fastest way to determine at least some of the sources of the issue is to simply ask the employee. Ask what the cause of poor morale is and what the employee believes can be done to turn it around. Obtaining information directly from the person who's experiencing the poor morale can often be an important key to solving this mystery. Additionally, these people will receive a sense of pride and worth that their boss asked them for their input.
- Luna Mohanty (2011) for a company to run at peak performance, the employees working for that company need to have a good morale. If the employee morale in the company is high, it can generate new ideas, boost productivity on current projects, and help create strong loyalty towards your company. However, low morale can do just the opposite, and sometimes can happen without management even realizing it. If your company has low employee morale, it is paramount that management works on improving employee morale as soon as possible. But, even if you have excellent morale in your company, it is also important to keep boosting employee morale so that you can continue to achieve the best results from your employees.

CHAPTER -3

3.1 RESEARCH METHODOLOGY:

The value of any systematic research lies in its methodology which is a way to systematically solve research problems. Methodology helps the investigator to conduct in a prescribed manner.

Research method

A research is defined as “The systemized effort to gain knowledge”. Research method is a way to systematically solve the problem.

3.2 Research design

A research design is simply and purely a framework of a research problem. The research design adopted for the study is descriptive research.

3.3 Sources of data

The entire project work was based on both the primary and secondary data.

1) Primary data

The primary data was collected from the respondents, with the help of a structured questionnaire. A personal interviewing method was adopted.

2) secondary data

The secondary data was collected from journals, records, magazines and websites.

3.4 Sample size

The sample size taken for this study was 120.

Sampling unit

The sampling unit refers to respondents covered in the study. The respondents were the employees of the company.

Tools used for data collections

Questionnaire method is used for the collection of data.

ANALYTICAL TOOLS

CHI- SQUARE TEST I – (χ^2)

A chi-squared test, also referred to as chi-square test or χ^2 test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough.

The χ^2 test was first used by Karl Pearson in the year 1980. The quantity χ^2 describes the magnitude of the discrepancy between theory and observation.

It is calculated using:

$\chi^2 = \sum [(O_i - E_i)^2 / E_i]$ with $(n - 1)$ degrees of freedom. Where, O_i refers to the observed frequency & E_i to the expected frequencies. χ^2 was used as a test of independence and goodness of fit.

ONE WAY ANOVA

The ANOVA tests the null hypothesis that samples in two or more groups are drawn from populations with the same mean values. To do this, two estimates are made of the population variance. The ANOVA produces an F-statistic, the ratio of the variance calculated among the means to the variance within the samples. If the group means are drawn from populations with the same mean values, the variance between the group means should be lower than the variance of the samples, following the central limit theorem. A higher ratio therefore implies that the samples were drawn from populations with different mean values.

PERCENTAGES

Percentages refer to a special kind of ratio. Percentages are used in making comparison between two or more series of data. Percentages are used to describe relationships, it is expressed as.

Percentage = (no of employees/total no of employees) 100

CHARTS

Charts are graphic displays of data for easy understanding of relative positions that is not always possible with descriptive words or numbers. Types of charts commonly used in business data presentation are: Bar and pie.

BAR CHARTS

The bar chart is commonly used for presentation of qualitative data. The data can be continuous or discrete data, which are plotted against discrete data intervals. The vertical bar diagram, also called bar chart where the length or height of bars represent the numerical value of the event or measurement. Width or gap between the bars is of no significance to the bar chart data, but they are uniform in a diagram.

CHAPTER - 4

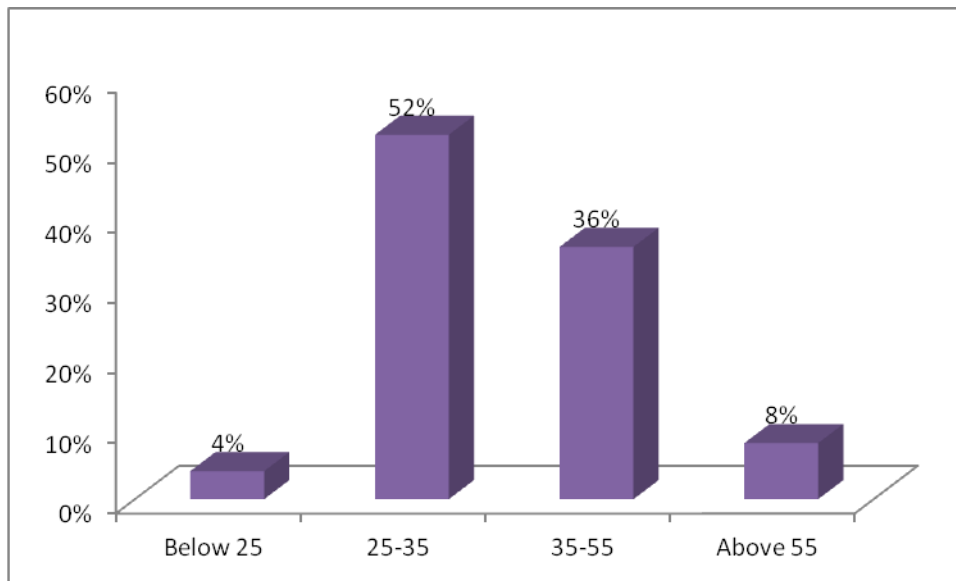
4. DATA ANALYSIS AND INTERPRETATION:

Table 4.1 a)

AGE OF RESPONDENTS

SNO	AGE	RESPONDENTS	PERCENTAGE
1	Below 25	5	4%
2	25-35	62	52%
3	35-55	43	36%
5	Above 55	10	8%
	Total	120	100%

Chart 4.1 a)



Inference:

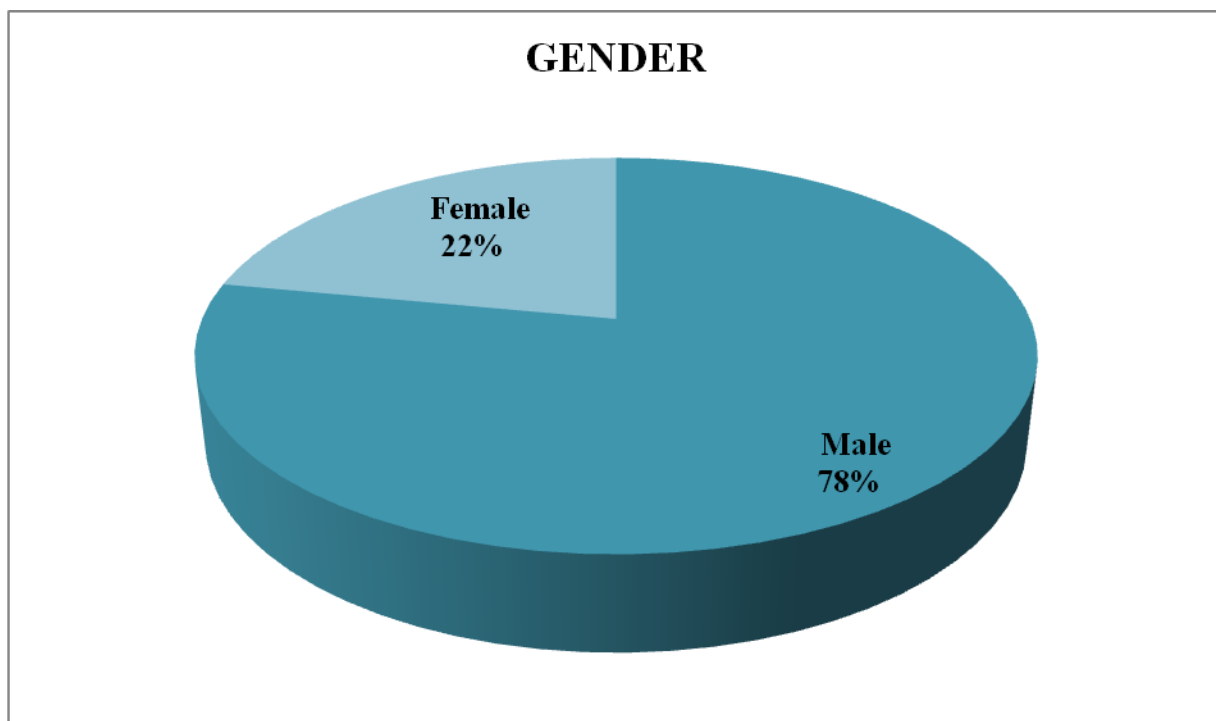
The above table said that, 4% of the respondents' ages are below 25 years, 52% of the respondents are between 25 to 35 years of age, 36% of respondents are 35 to 55 years of age and 8% of the respondents are above 55 years of age.

Table 4.1 b)

GENDER

SNO	GENDER	RESPONDENTS	PERCENTAGE
1	Male	94	78%
2	Female	26	22%
	Total	120	100%

Chart 4.1 b)



Inference:

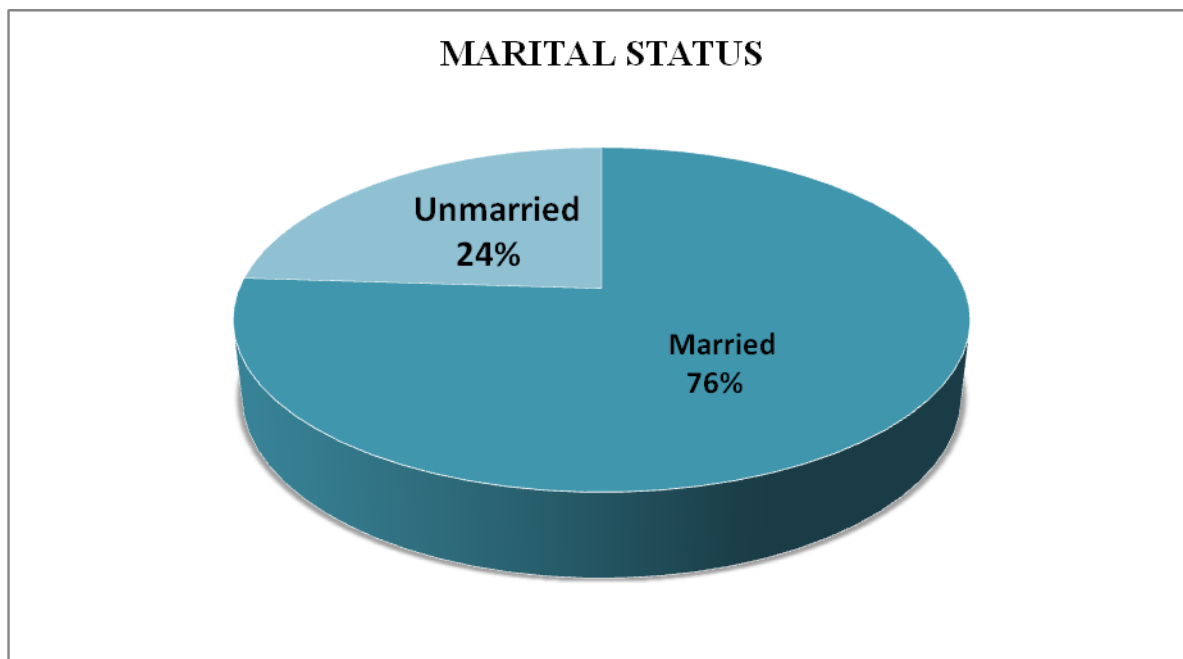
The above table said that, 78% are male respondents and 22% are female respondents.

Table 4.1 c)

MARITAL STATUS

SNO	MARITAL STATUS	RESPONDENTS	PERCENTAGE
1	Married	91	76%
2	Unmarried	29	24%
	Total	120	100%

Chart 4.1 c)



Inference:

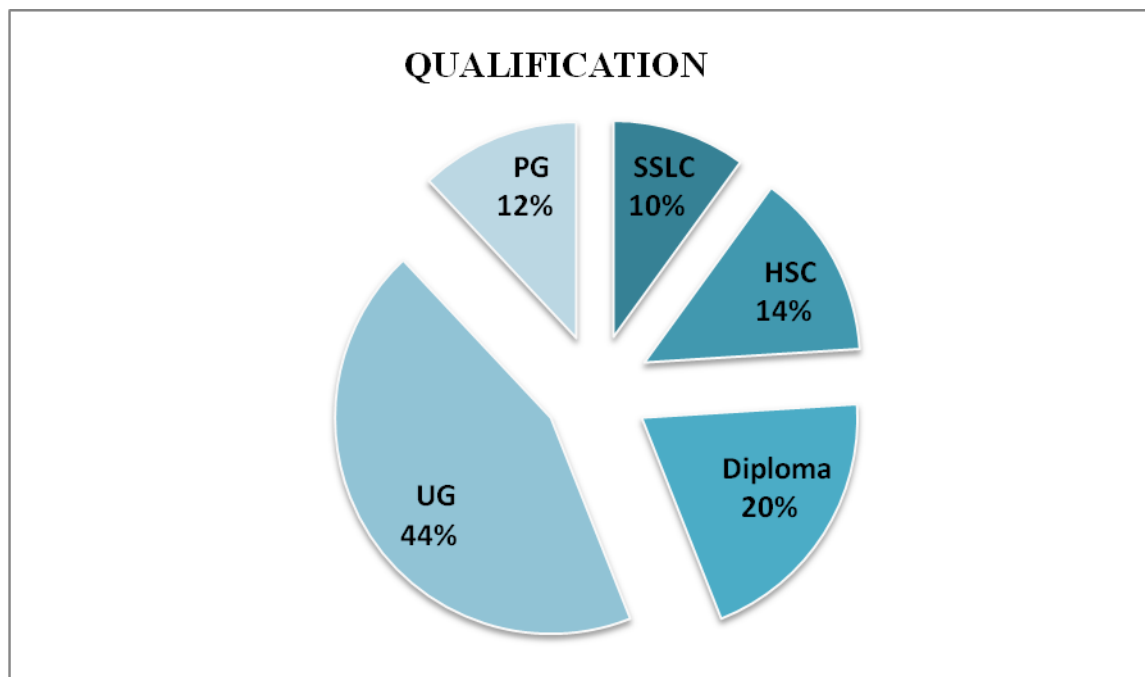
The above table said that, 76% of respondents are married and 24% are unmarried.

Table 4.1 d)

QUALIFICATION

SNO	QUALIFICATION	RESPONDENTS	PERCENTAGE
1	SSLC	12	10%
2	HSC	17	14%
3	Diploma	24	20%
4	UG	53	44%
5	PG	14	12%
	Total	120	100%

Chart 4.1 d)



Inference:

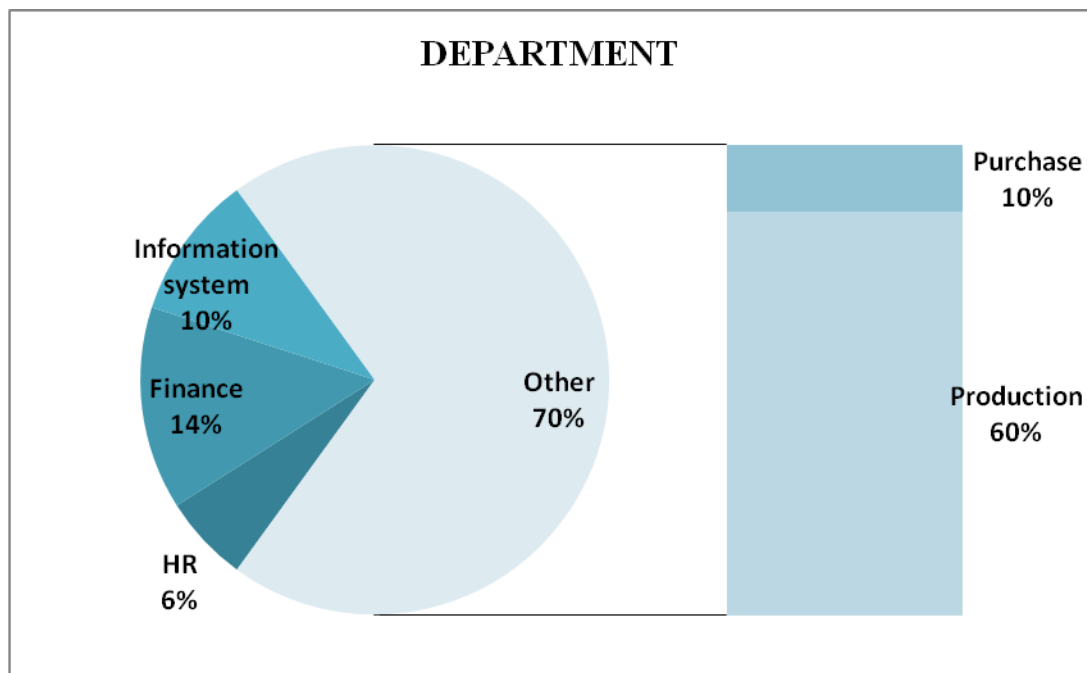
The above table said that, 10% of the respondent's qualification are SSLC, 14% are HSC, 20% are diploma, 44% are UG and 12% of the respondents are PG.

Table 4.1 e)

DEPARTMENT

SNO	DEPARTMENT	RESPONDENTS	PERCENTAGE
1	HR	7	6%
2	Finance	17	14%
3	Information system	12	10%
4	Purchase	12	10%
5	Production	72	60%
	Total	120	100%

Chart 4.1 e)



Inference:

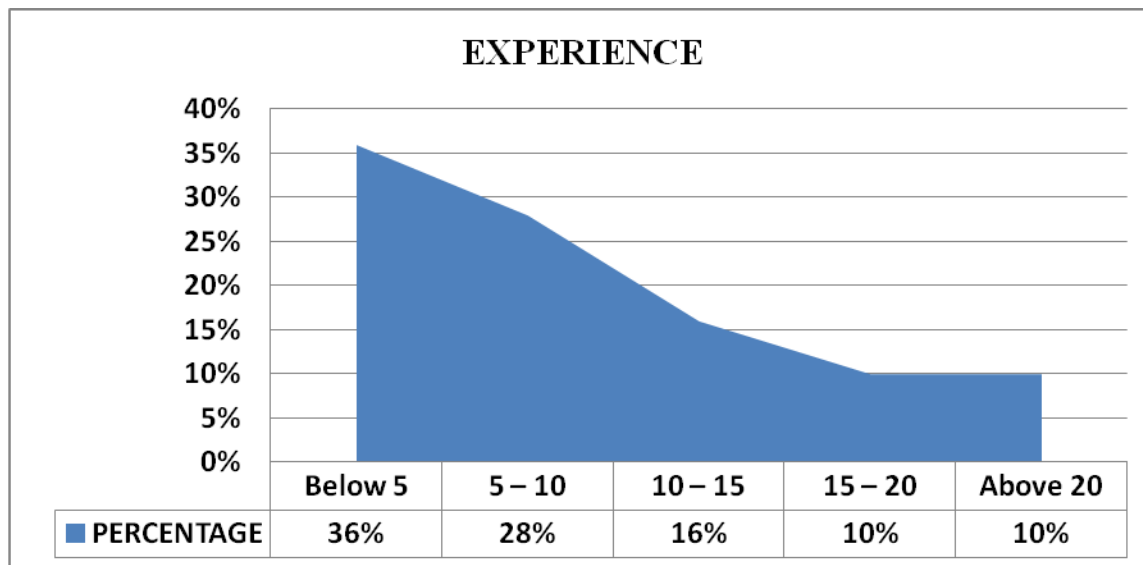
The above table said that, 6% of respondents are from HR department, 14% from finance, 10% from Information system, 10% from purchase and 60% from production department.

Table 4.1 d)

EXPERIENCES

SNO	EXPERIENCE	RESPONDENTS	PERCENTAGE
1	Below 5	43	36%
2	5 – 10	34	28%
3	10 – 15	19	16%
4	15 – 20	12	10%
5	Above 20	12	10%
	Total	120	100%

Chart 4.1 d)



Inference:

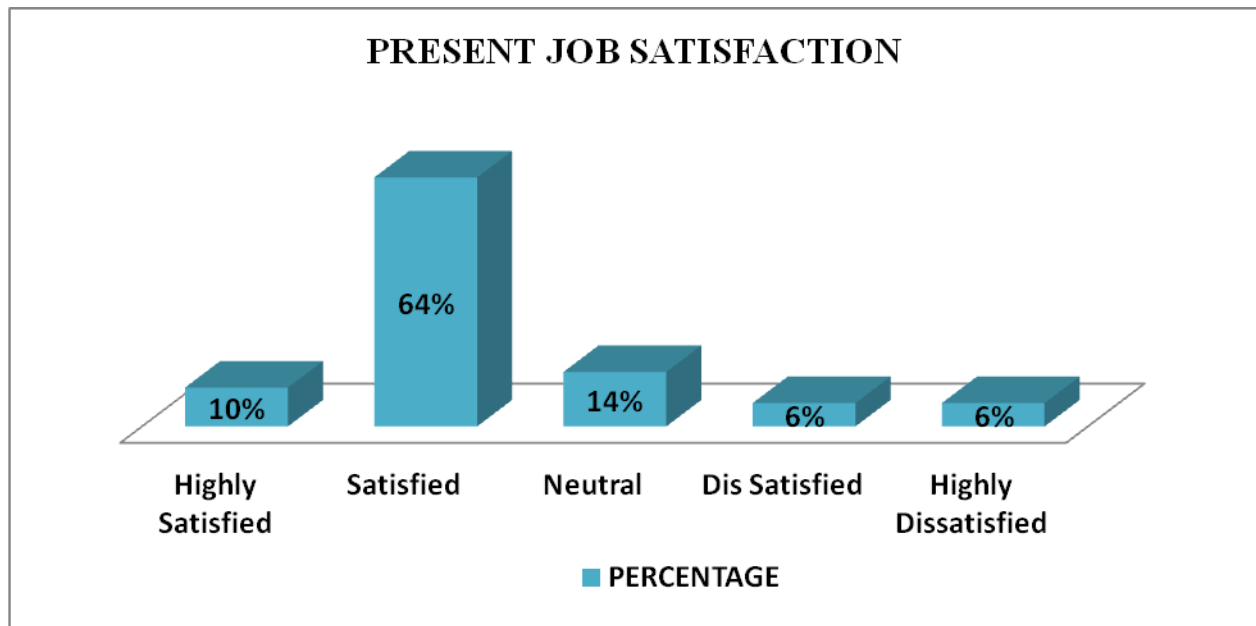
The above table said that, 36% of the respondents have less than 5 years' experience, 28% of the respondents have 5 to 10 years experiences, 16% of the respondents have 10 to 15 years experiences, 10% of the respondents have 15 to 20 years experiences and remaining 10% of the respondents are have above 20 years experiences.

Table 4.2

PRESENT JOB SATISFACTION

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Highly Satisfied	12	10%
2	Satisfied	77	64%
3	Neutral	17	14%
4	Dis Satisfied	7	6%
5	Highly Dissatisfied	7	6%
	Total	120	100%

Chart 4.2



Inference:

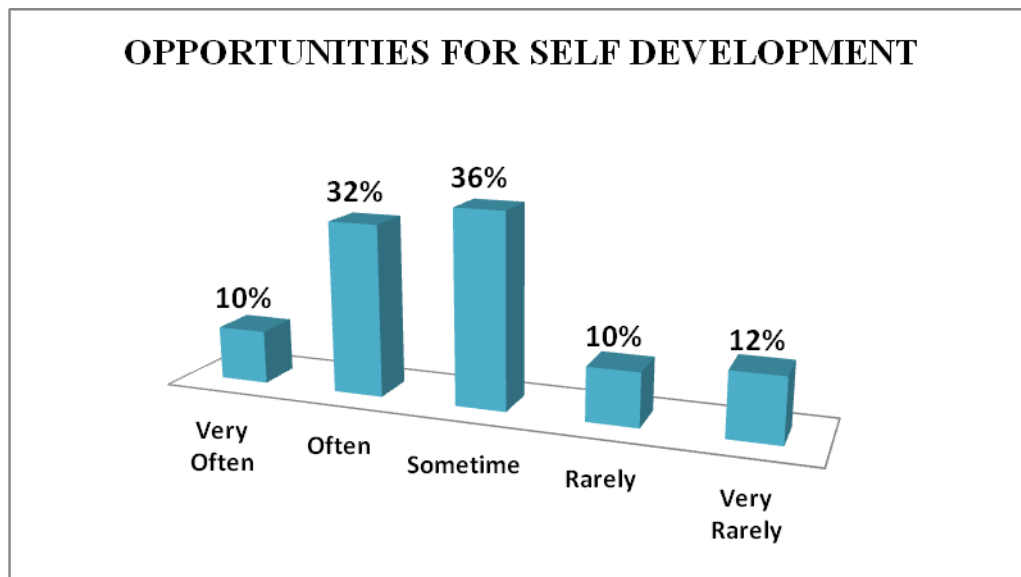
The above table inferred that, 10% of the respondents are highly satisfied about the present job satisfaction, 64% of the respondents are satisfied, 14% of the respondents are neutral, 6% of the respondents are dissatisfied, and 6% of the respondents are highly dissatisfied about the present job satisfaction.

Table 4.3

OPPORTUNITIES FOR SELF DEVELOPMENT

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Very Often	12	10%
2	Often	38	32%
3	Sometime	43	36%
4	Rarely	12	10%
5	Very Rarely	14	12%
	Total	120	100%

Chart 4.3



Inference:

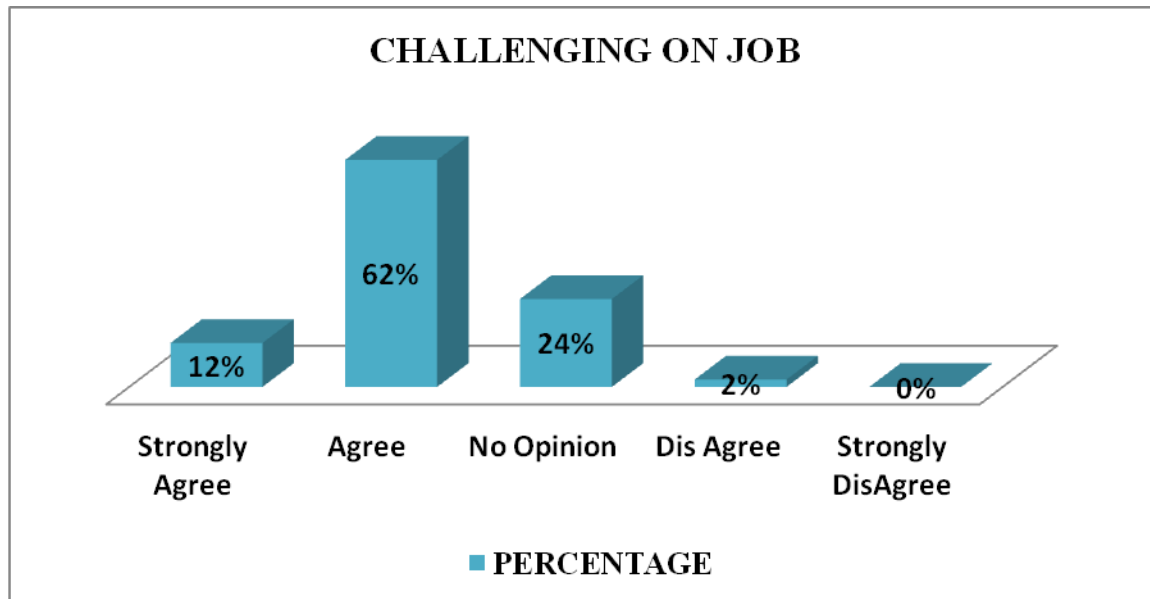
The above table inferred that 10% of the respondents are getting opportunities very often, 32% of the respondents are getting often, 36% of the respondents are getting sometimes, 10% of the respondents are getting rarely and remaining 12% of the respondents are getting opportunities for self-development very rarely.

Table 4.4

CHALLENGING ON JOB

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Strongly Agree	14	12%
2	Agree	74	62%
3	No Opinion	29	24%
4	Disagree	2	2%
5	Strongly Disagree	0	0%
	Total	120	100%

Chart 4.4



Inference:

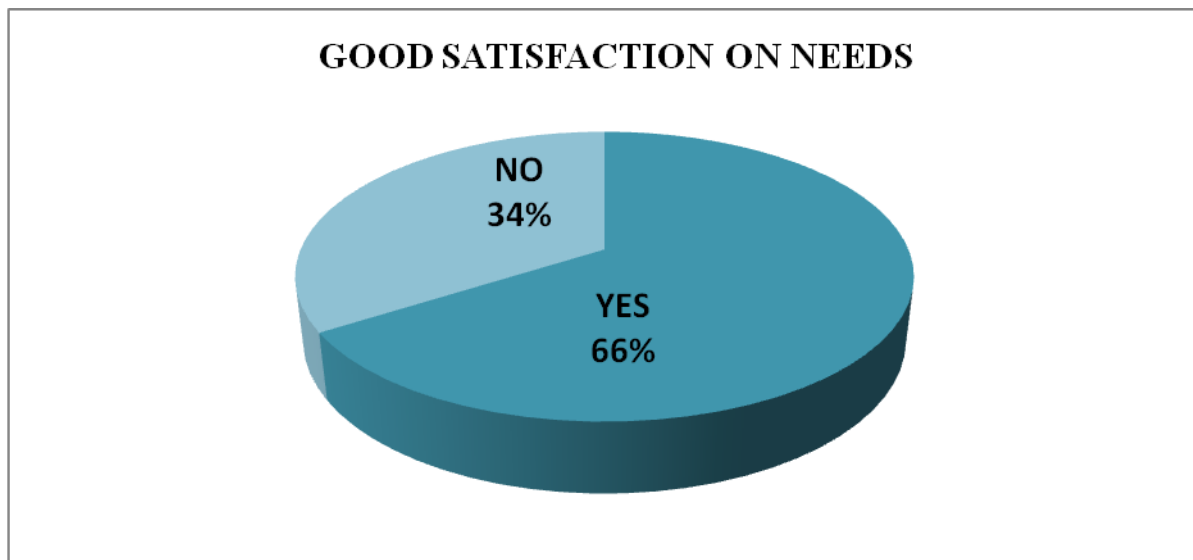
The above table said that,12% of the respondents are strongly agree that their job is challenging,62% of the respondents agree,24% of the respondents give no-opinion about that,2% of the respondents disagree.

Table 4.5

GOOD SATISFACTION ON NEEDS

SNO	OPTION	RESPONDENTS	PERCENTAGE
1	Yes	79	66%
2	No	41	34%
	Total	120	100%

Chart 4.5



Inference:

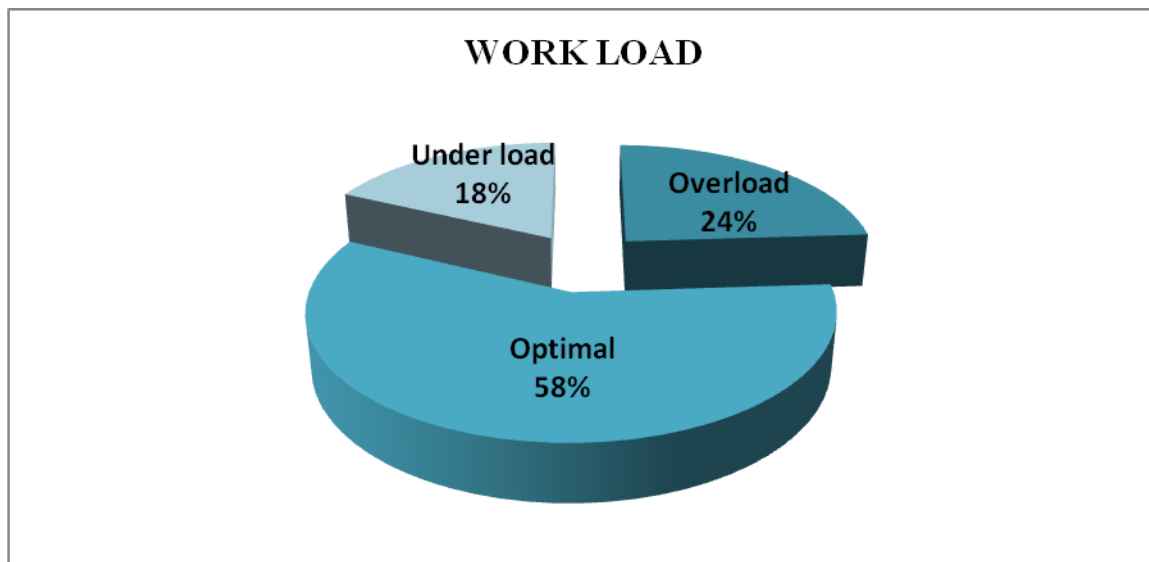
The above table said that, 66% of the respondents are said that they satisfied their needs through this job, and 34% said that they are not having good satisfaction on needs.

Table 4.6

WORK LOAD

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Overload	29	24%
2	Optimal	70	58%
3	Under load	22	18%
	Total	120	100%

Chart 4.6



Inference:

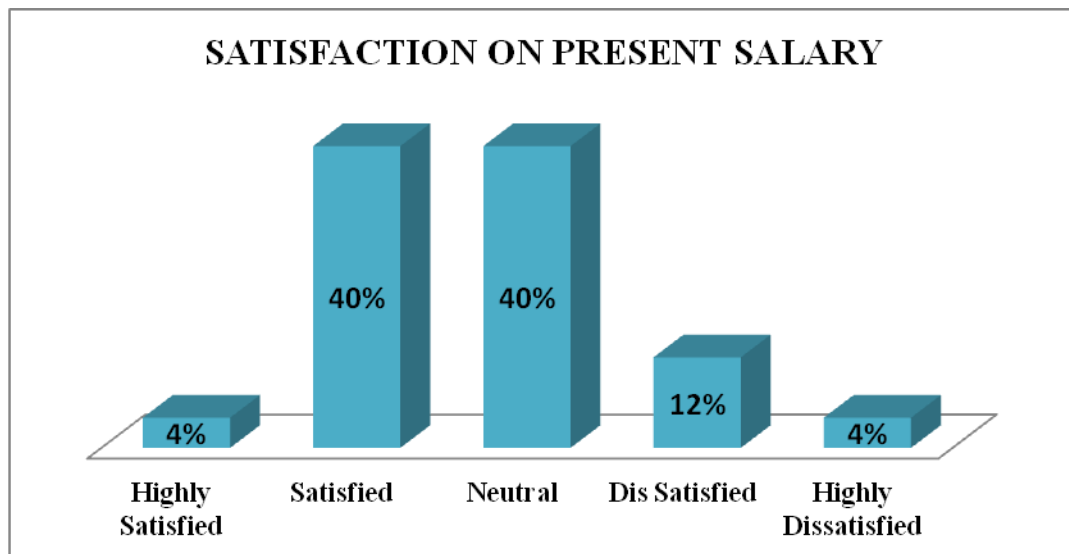
The above table said that, 24% of the respondents have overload, 58% of the respondents have optimal work, and 18% of the respondents have under load.

Table 4.7

SATISFACTION ON PRESENT SALARY

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Highly Satisfied	5	4%
2	Satisfied	48	40%
3	Neutral	48	40%
4	Dis Satisfied	14	12%
5	Highly Dissatisfied	5	4%
	Total	120	100%

Chart 4.7



Inference:

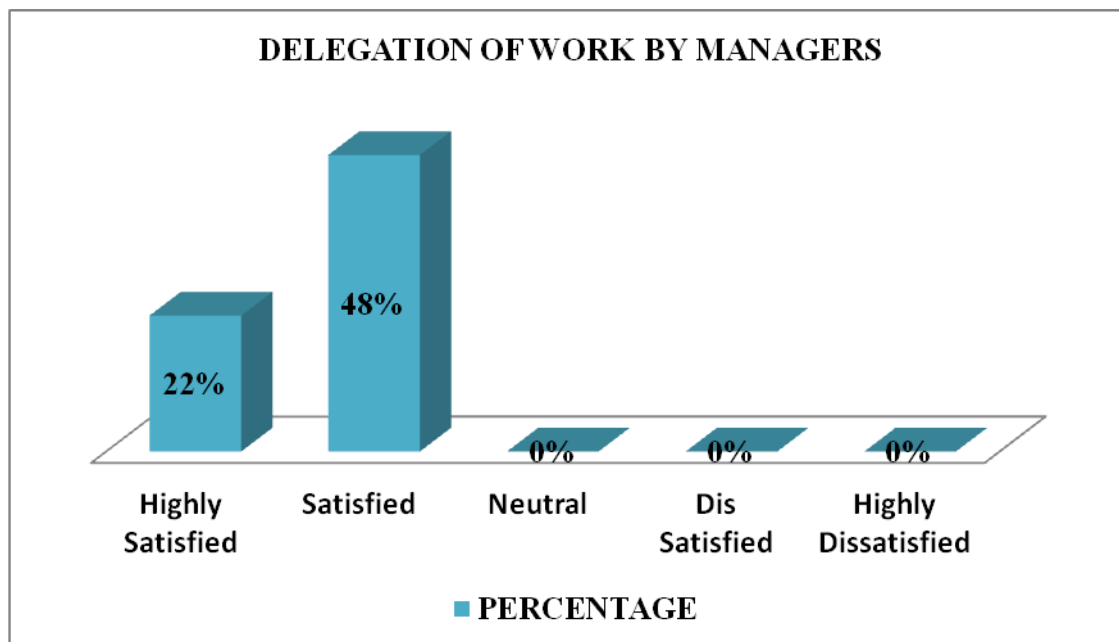
The above table inferred that, 4% of the respondents are highly satisfied about the present salary satisfaction, 40% of the respondents are satisfied, 40% of the respondents are neutral, 12% of the respondents are dissatisfied, and 4% of the respondents are highly dissatisfied about the present salary satisfaction.

Table 4.8

DELEGATION OF WORK BY MANAGERS

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Highly Satisfied	26	22%
2	Satisfied	94	48%
3	Neutral	0	0%
4	Dis Satisfied	0	0%
5	Highly Dissatisfied	0	0%
	Total	120	100%

Chart 4.8



Inference:

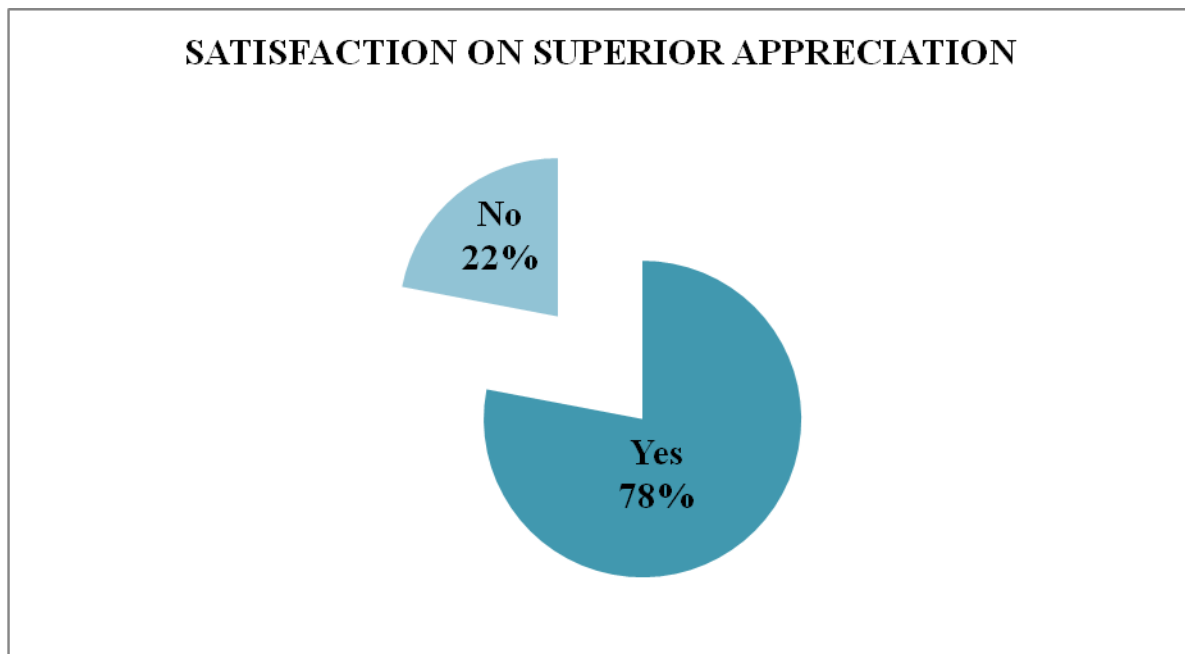
The above table inferred that, 22% of the respondents are highly satisfied about the delegation of work by managers, 48% of the respondents are satisfied.

Table 4.9

SATISFACTION ON SUPERIOR APPRECIATION

SNO	OPTION	RESPONDENTS	PERCENTAGE
1	Yes	94	78%
2	No	26	22%
	Total	120	100%

Chart 4.9



Inference:

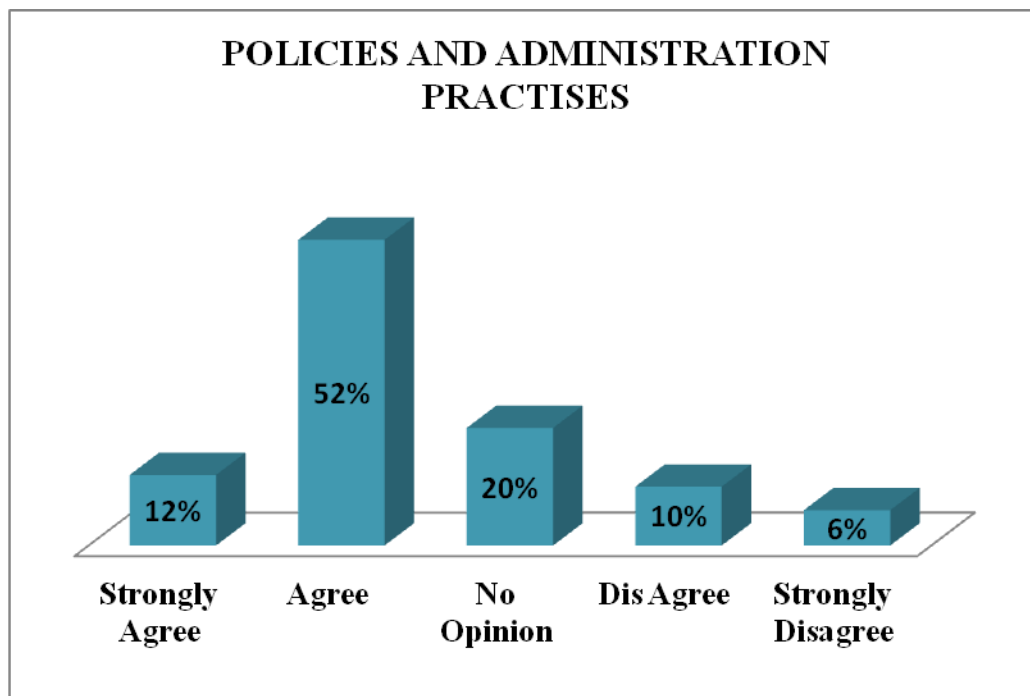
The above table said that, 78% of the respondents are satisfied o superior appreciation and 22% of the respondents are not satisfied.

Table 4.10

POLICIES AND ADMINISTRATION PRACTISES

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Strongly Agree	14	12%
2	Agree	62	52%
3	No Opinion	24	20%
4	Disagree	12	10%
5	Strongly Disagree	7	6%
	Total	120	100%

Chart 4.10



Inference:

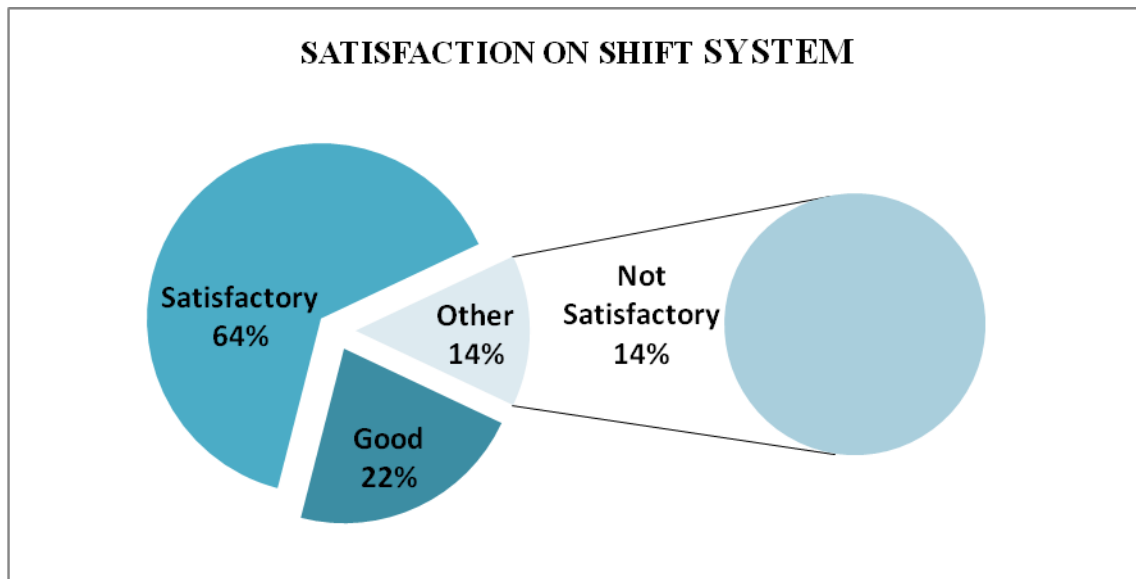
The above table said that,12% of the respondents are strongly agree on policies and administration,52% of the respondents agree,20% of the respondents give no-opinion about that,10% of the respondents disagree.

Table 4.11

SATISFACTION ON SHIFT SYSTEM

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Good	26	22%
2	Satisfactory	77	64%
3	Not Satisfactory	17	14%
	Total	120	100%

Chart 4.11



Inference:

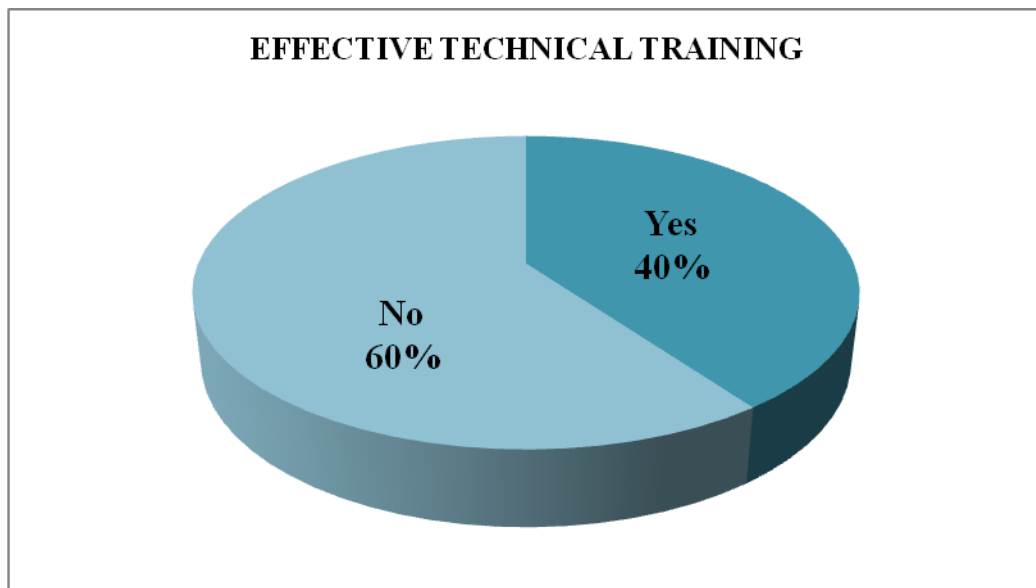
The above table said that, 22% of the respondents are said that shift system is good, 64% of the respondents said that shift system is satisfied, and 14% of the respondents are dissatisfied.

Table 4.12

EFFECTIVE TECHNICAL TRAINING

SNO	OPTION	RESPONDENTS	PERCENTAGE
1	Yes	48	40%
2	No	72	60%
	Total	120	100%

Chart 4.12



Inference:

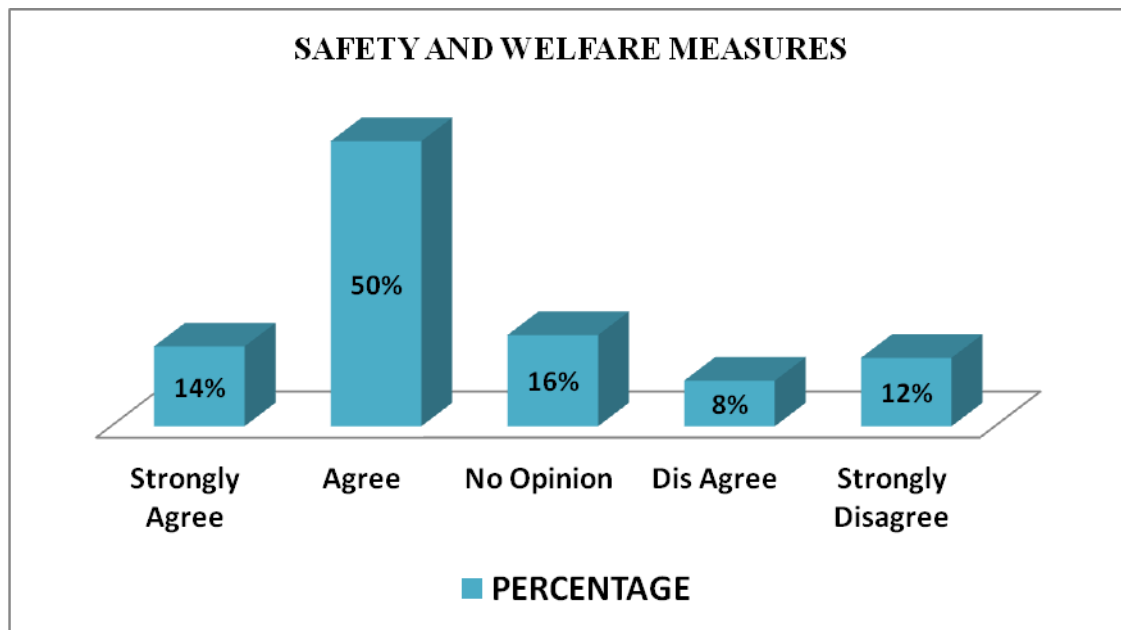
The above table said that, 40% of the respondents are satisfied with technical trainings, and 60% are not satisfied with technical trainings.

Table 4.13

SAFETY AND WELFARE MEASURES

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Strongly Agree	17	14%
2	Agree	60	50%
3	No Opinion	19	16%
4	Disagree	10	8%
5	Strongly Disagree	14	12%
	Total	120	100%

Chart 4.13



Inference:

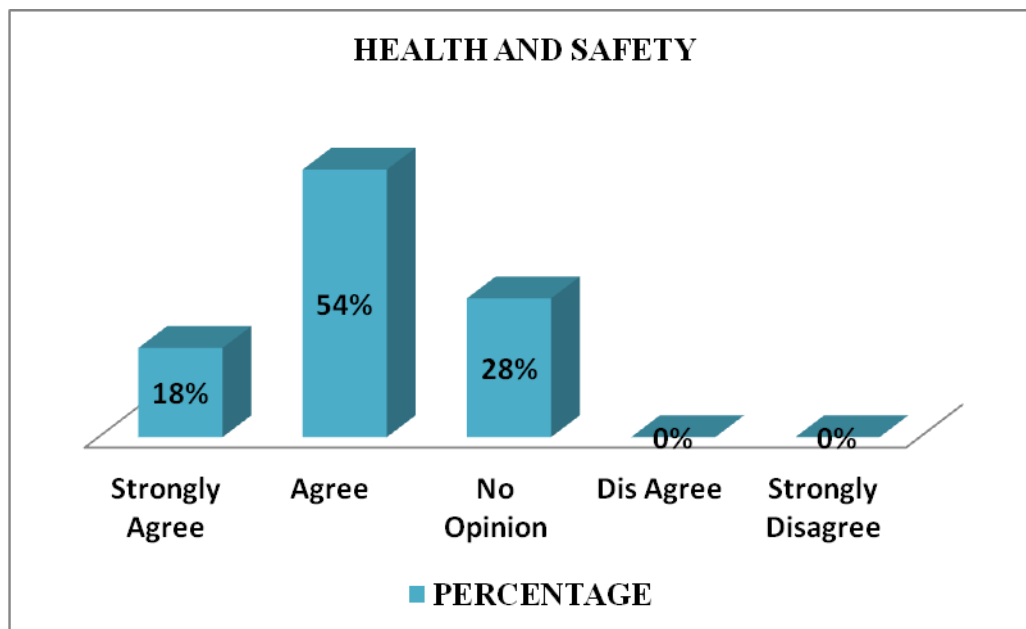
The above table said that,14% of the respondents are strongly agree about safety and welfare measures,50% of the respondents agree,16% of the respondents give no-opinion about that,8% of the respondents disagree, and 12% are strongly disagree.

Table 4.14

HEALTH AND SAFETY

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Strongly Agree	22	18%
2	Agree	65	54%
3	No Opinion	34	28%
4	Disagree	0	0%
5	Strongly Disagree	0	0%
	Total	120	100%

Chart 4.14

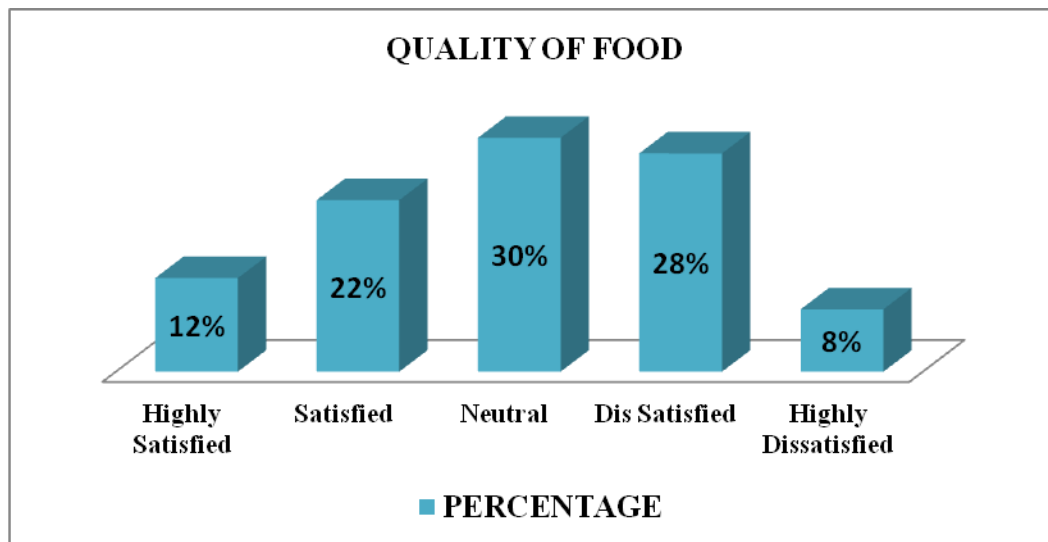


Inference:

The above table said that,18% of the respondents are strongly agree about health and safety measures,54% of the respondents agree,28% of the respondents give no-opinion.

Table 4.15**QUALITY OF FOOD**

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Highly Satisfied	14	12%
2	Satisfied	26	22%
3	Neutral	36	30%
4	Dis Satisfied	34	28%
5	Highly Dissatisfied	10	8%
	Total	120	100%

Chart 4.15**Inference:**

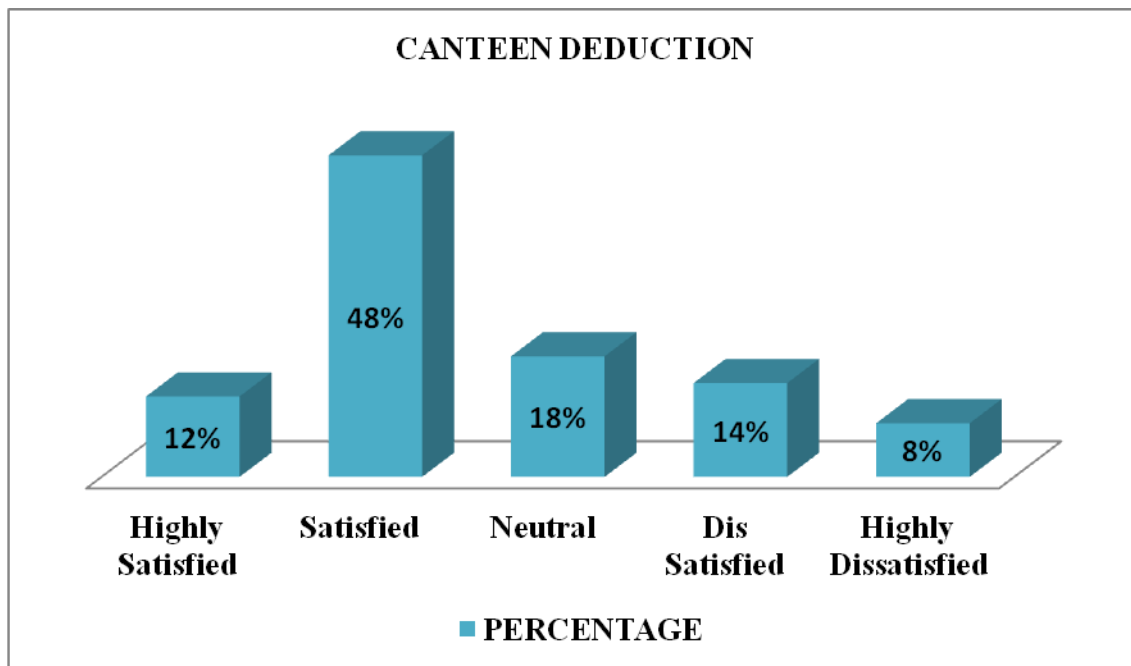
The above table inferred that, 12% of the respondents are highly satisfied about the quality of food, 22% of the respondents are satisfied, 30% of the respondents are neutral, 28% of the respondents are dissatisfied, and 8% of the respondents are highly dissatisfied about the quality of food.

Table 4.16

CANTEEN DEDUCTION

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Highly Satisfied	14	12%
2	Satisfied	58	48%
3	Neutral	22	18%
4	Dis Satisfied	17	14%
5	Highly Dissatisfied	10	8%
	Total	120	100%

Chart 4.16



Inference:

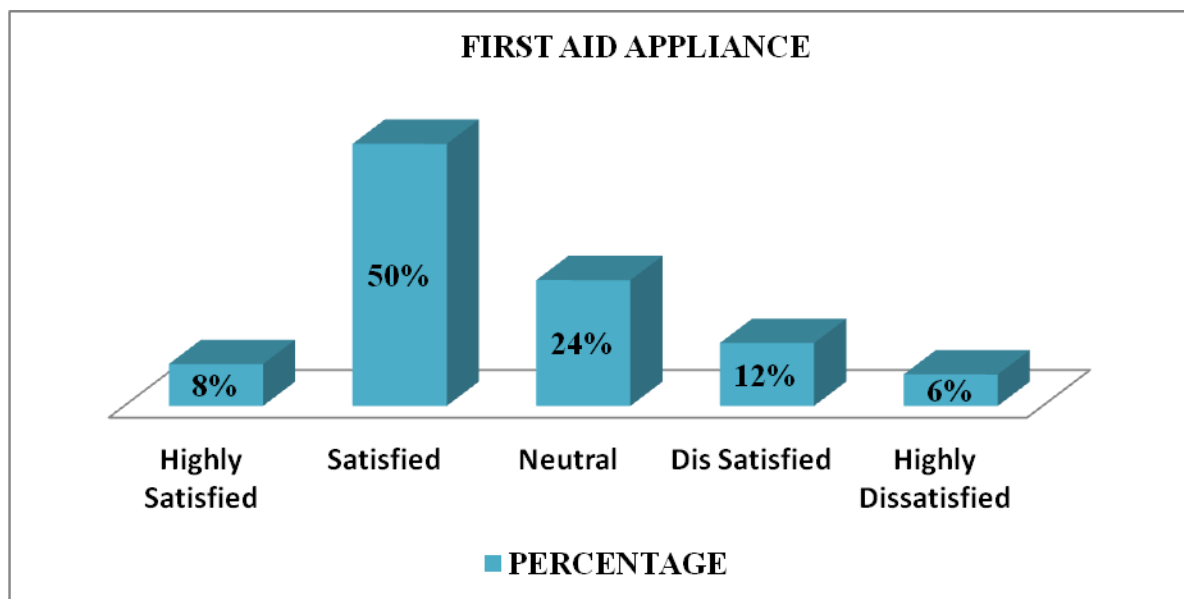
The above table inferred that, 12% of the respondents are highly satisfied about the quality of food, 22% of the respondents are satisfied, 30% of the respondents are neutral, 28% of the respondents are dissatisfied, and 8% of the respondents are highly dissatisfied about the quality of food.

Table 4.17

FIRST AID APPLIANCES

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Highly Satisfied	10	8%
2	Satisfied	60	50%
3	Neutral	29	24%
4	Dis Satisfied	14	12%
5	Highly Dissatisfied	7	6%
	Total	120	100%

Chart 4.17



Inference:

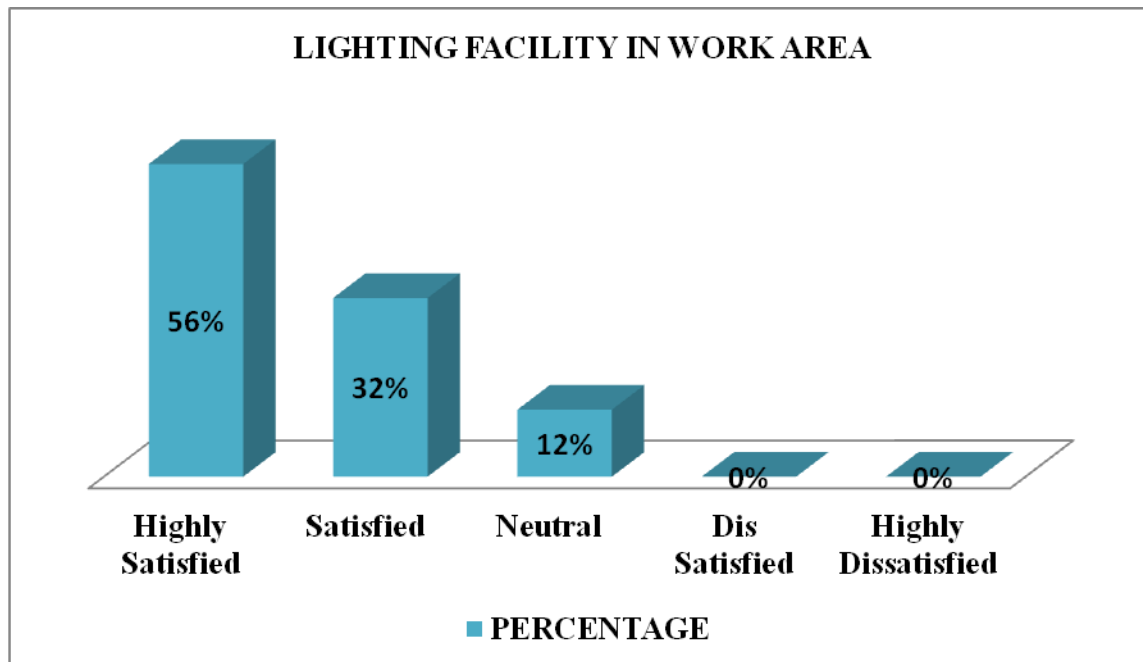
The above table inferred that, 8% of the respondents are highly satisfied about the first aid appliances, 50% of the respondents are satisfied, 24% of the respondents are neutral, 12% of the respondents are dissatisfied, and 6% of the respondents are highly dissatisfied about the first aid appliances.

Table 4.18

LIGHTING FACILITY IN WORK AREA

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Highly Satisfied	67	56%
2	Satisfied	38	32%
3	Neutral	14	12%
4	Dis Satisfied	0	0%
5	Highly Dissatisfied	0	0%
	Total	120	100%

Chart 4.18

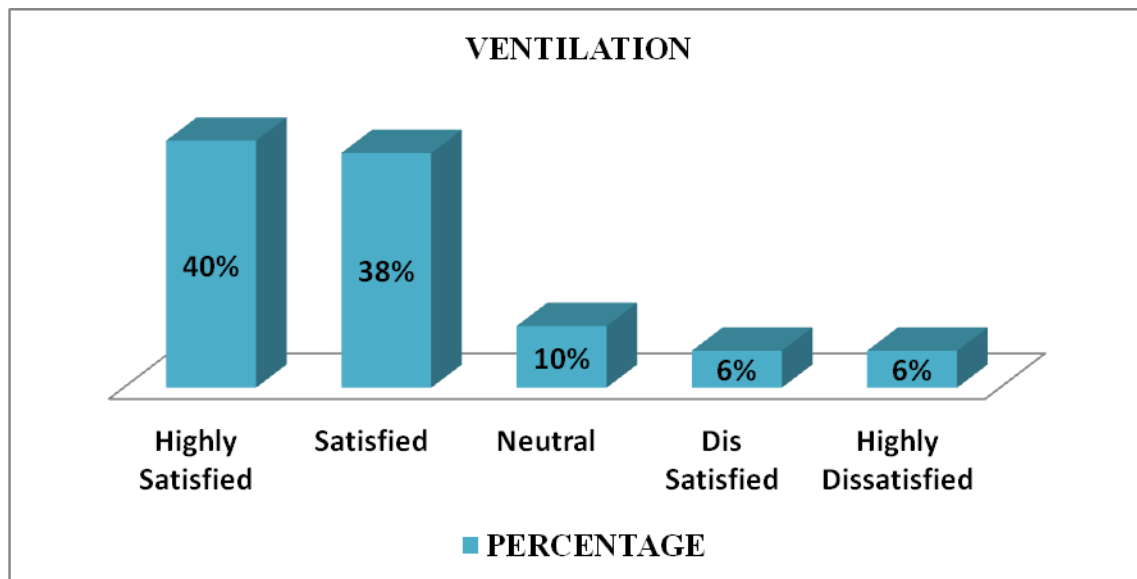


Inference:

The above table inferred that, 56% of the respondents are highly satisfied about the lighting facility in work area, 32% of the respondents are satisfied, 12% of the respondents are neutral.

Table 4.19**VENTILATION**

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Highly Satisfied	48	40%
2	Satisfied	46	38%
3	Neutral	12	10%
4	Dis Satisfied	7	6%
5	Highly Dissatisfied	7	6%
	Total	120	100%

Chart 4.19**Inference:**

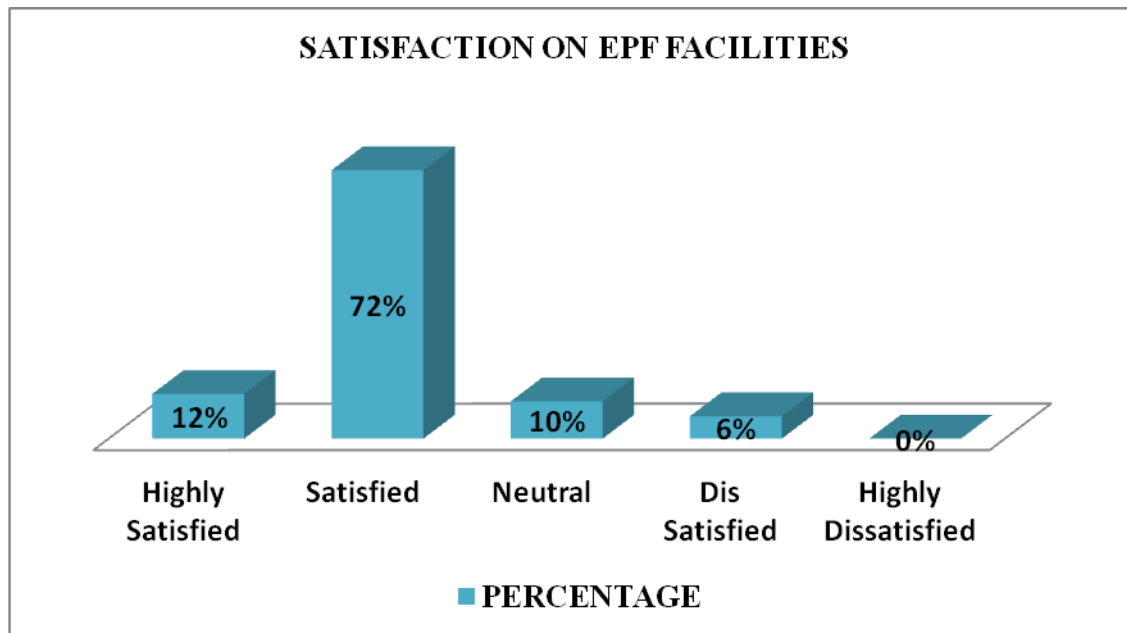
The above table inferred that, 40% of the respondents are highly satisfied about the ventilation, 38% of the respondents are satisfied, 10% of the respondents are neutral, 6% of the respondents are dissatisfied, and 6% of the respondents are highly dissatisfied about the ventilation.

Table 4.20

SATISFACTION ON EPF FACILITY

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Highly Satisfied	14	12%
2	Satisfied	86	72%
3	Neutral	12	10%
4	Dis Satisfied	7	6%
5	Highly Dissatisfied	0	0%
	Total	120	100%

Chart 4.20



Inference:

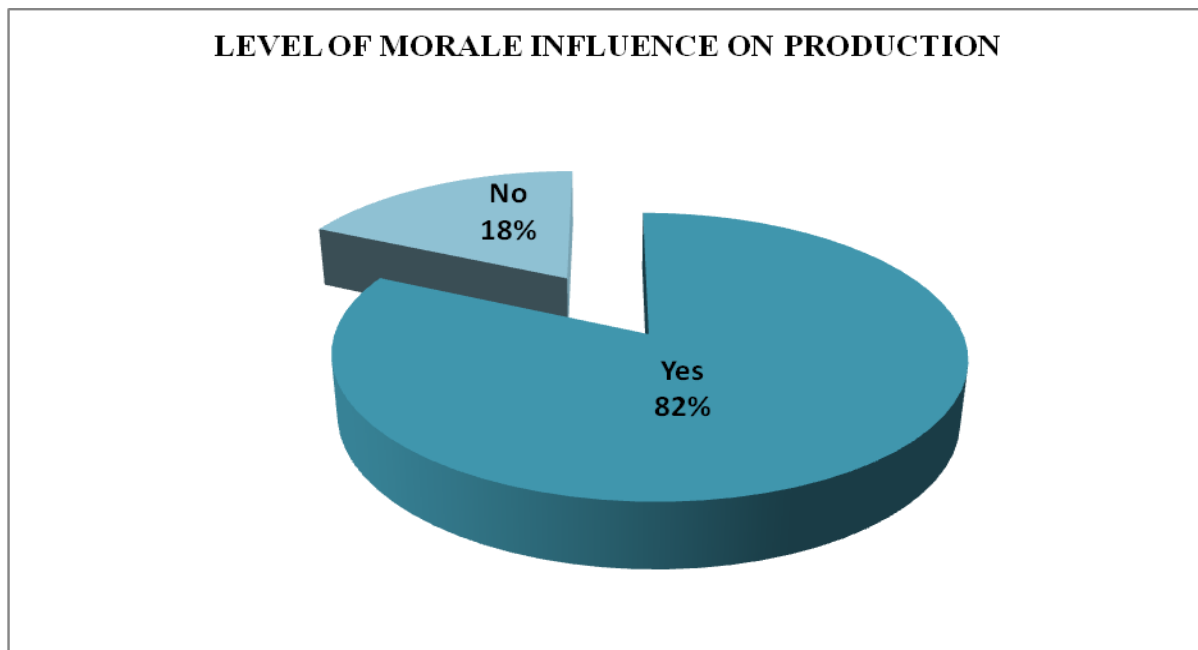
The above table inferred that, 12% of the respondents are highly satisfied about the EPF facility, 72% of the respondents are satisfied, 10% of the respondents are neutral, and 6% of the respondents are dissatisfied.

Table 4.21

LEVEL OF MORALE INFLUENCE ON PRODUCTION

SNO	OPTION	RESPONDENTS	PERCENTAGE
1	Yes	98	82%
2	No	22	18%
	Total	120	100%

Chart 4.21



Inference:

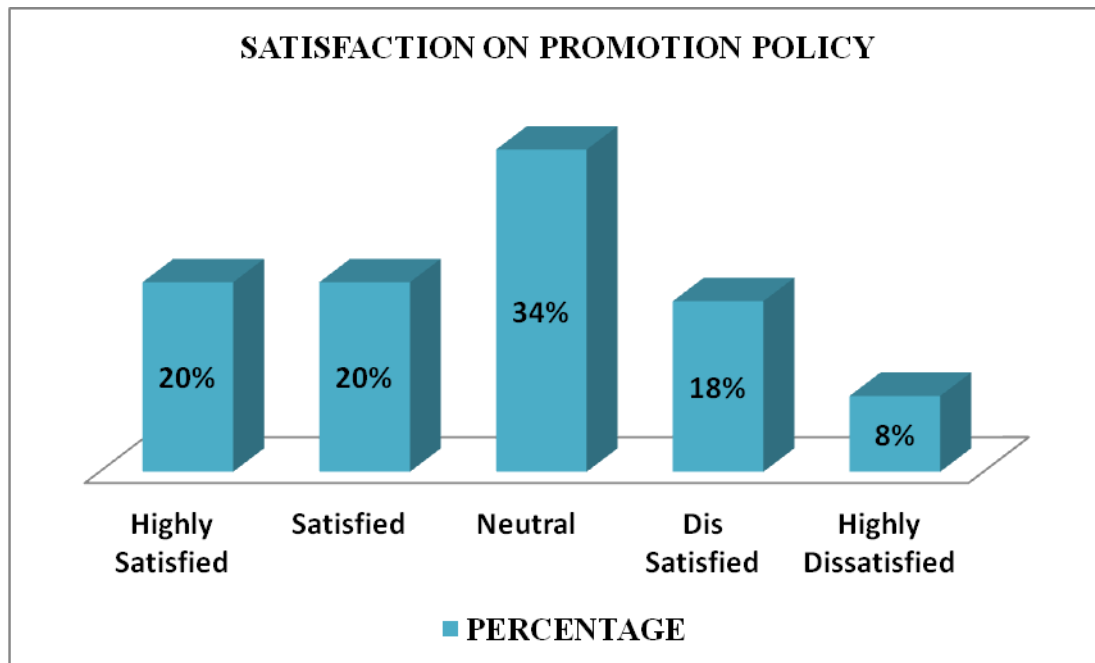
The above table said that, 82% of respondents are said that level of morale directly influences on production and 18% of respondents are not accepting this.

Table 4.22

SATISFACTION ON PROMOTION POLICY

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Highly Satisfied	24	20%
2	Satisfied	24	20%
3	Neutral	41	34%
4	Dis Satisfied	22	18%
5	Highly Dissatisfied	10	8%
	Total	120	100%

Chart 4.22



Inference:

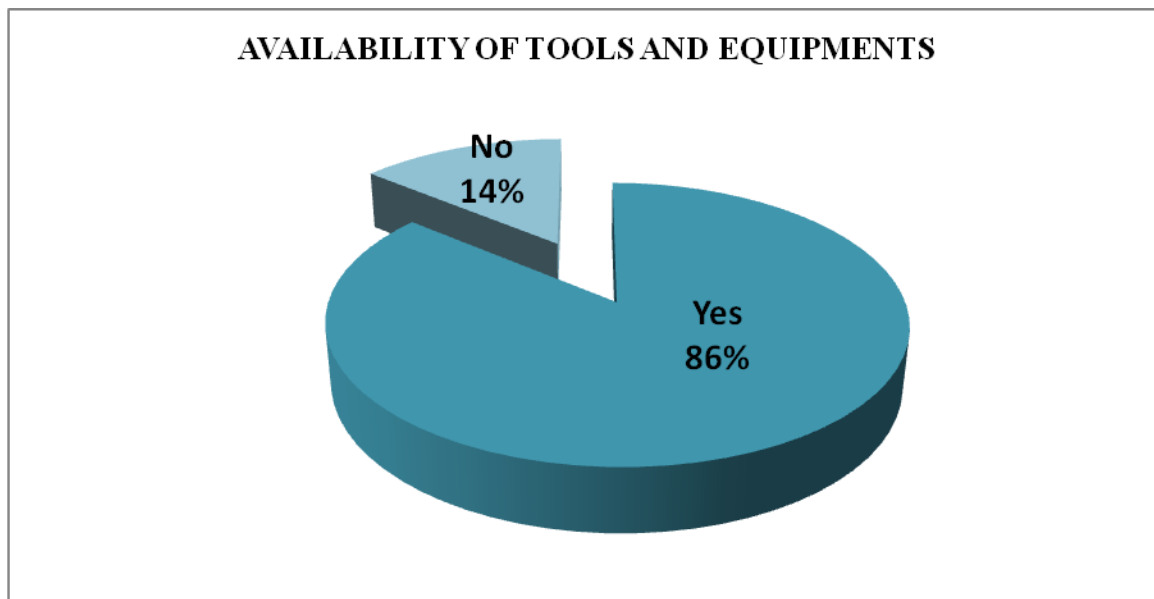
The above table inferred that, 20% of the respondents are highly satisfied about the promotion policy, 20% of the respondents are satisfied, 34% of the respondents are neutral, 18% of the respondents are dissatisfied, and 8% of the respondents are highly dissatisfied about the promotion policy.

Table 4.23

AVAILABILITY OF TOOLS AND EQUIPMENTS

SNO	OPTION	RESPONDENTS	PERCENTAGE
1	Yes	103	86%
2	No	17	14%
	Total	120	100%

Chart 4.23



Inference:

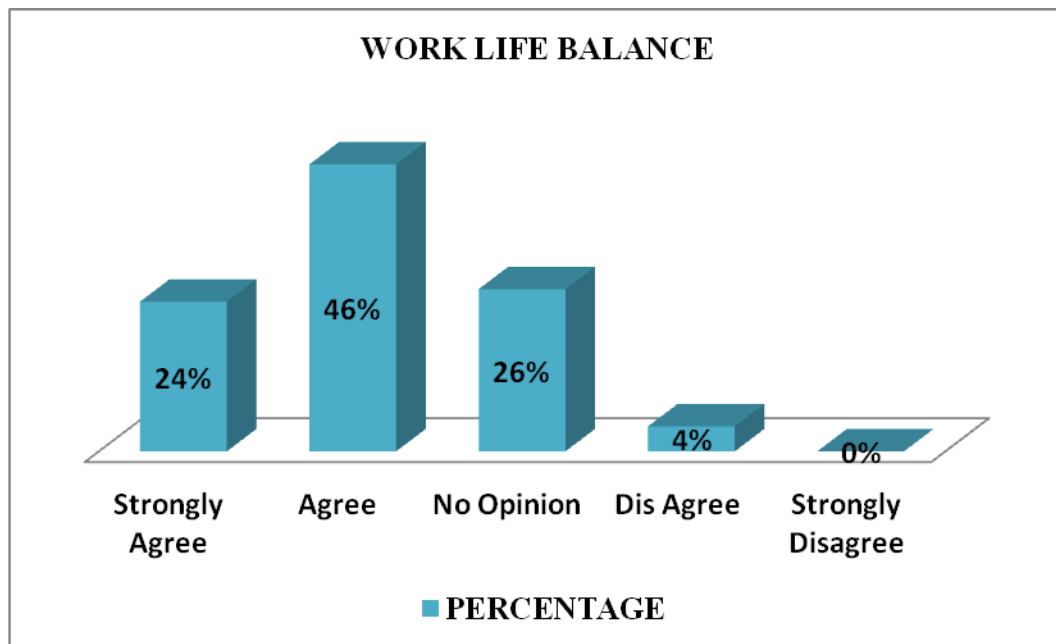
The above table said that, 86% of the respondents are satisfied about availability of tool and equipment's and 14% of the respondents are not satisfied.

Table 4.24

WORK LIFE BALANCE

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Strongly Agree	29	24%
2	Agree	55	46%
3	No Opinion	31	26%
4	Disagree	5	4%
5	Strongly Disagree	0	0%
	Total	120	100%

Chart 4.24



Inference:

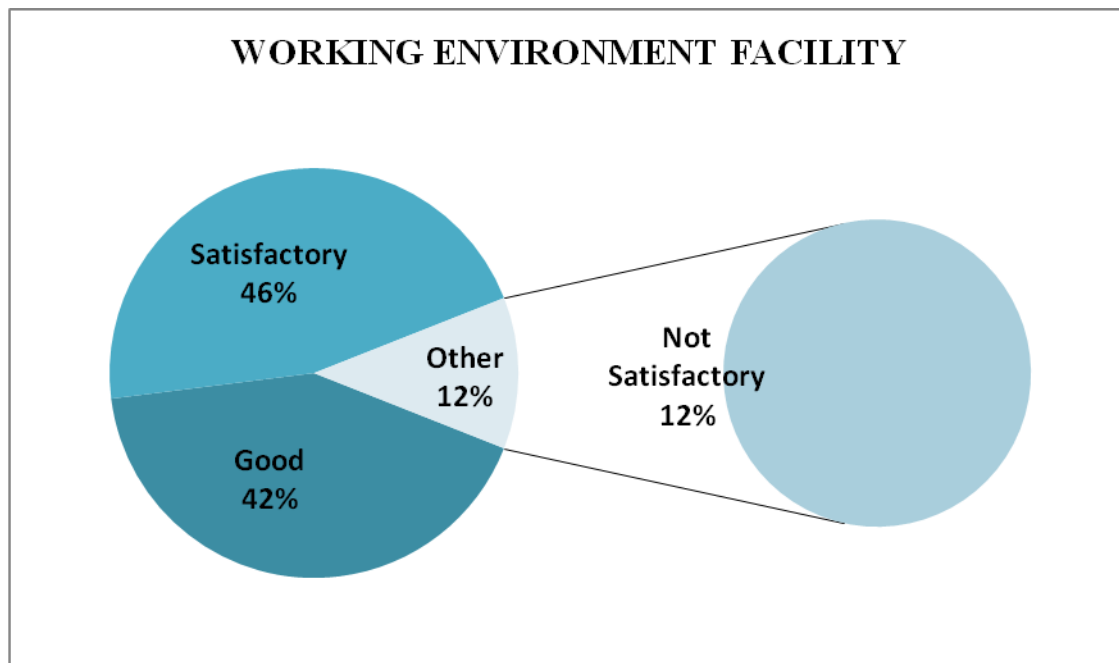
The above table said that,14% of the respondents are strongly agree about safety and welfare measures,50% of the respondents agree,16% of the respondents give no-opinion about that,8% of the respondents disagree, and 12% are strongly disagree.

Table 4.25

WORKING ENVIRONMENT FACILITY

SNO	OPTIONS	RESPONDENTS	PERCENTAGE
1	Good	50	42%
2	Satisfactory	55	46%
3	Not Satisfactory	14	12%
	Total	120	100%

Chart 4.25



Inference:

The above table said that, 42% of the respondents are said that there are very good working environment facilities, 46% of the respondents are satisfied and 12% of the respondents are not satisfied.

STATISTICAL TOOLS AND ANALYSIS

CHI- SQUARE TEST I – (ψ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (Ho):

There is a relationship between the Age Group and organization benefits.

.

Alternate hypothesis (H1):

There is no relationship between the Age Group and organization benefits.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
AGE * ORGANIZATION BENEFITS	120	100.0%	0	.0%	120	100.0%

AGE * ORGANIZATION BENEFITS

Crosstabulation

			ORGANIZATION BENEFITS					Total
			HIGHLY SATISFI ED	SATISFI ED	NEUTR AL	DIS SATISFI ED	HIGHLY DISSATI SFIED	
AGE Below 25 E	Count		36	4	0	0	0	40
	% within AGE		93.8%	6.3%	.0%	.0%	.0%	100.0 %
	% within ORGANIZATIO N BENEFITS		100.0%	8.0%	.0%	.0%	.0%	32.0 %
	% of Total		30.0%	2.0%	.0%	.0%	.0%	32.0 %
25-35 years	Count		0	28	8	0	0	36
	% within AGE		.0%	76.7%	23.3%	.0%	.0%	100.0 %
	% within ORGANIZATIO N BENEFITS		.0%	92.0%	30.4%	.0%	.0%	30.0 %
	% of Total		.0%	23.0%	7.0%	.0%	.0%	30.0 %

35-55 years	Count	0	0	18	12	0	30
	% within AGE	.0%	.0%	61.5%	38.5%	.0%	100.0 %
	% within ORGANIZATIO N BENEFITS	.0%	.0%	69.6%	66.7%	.0%	26.0 %
	% of Total	.0%	.0%	16.0%	10.0%	.0%	26.0 %
Above 55 years	Count	0	0	0	6	8	14
	% within AGE	.0%	.0%	.0%	41.7%	58.3%	100.0 %
	% within ORGANIZATIO N BENEFITS	.0%	.0%	.0%	33.3%	100.0%	12.0 %
	% of Total	.0%	.0%	.0%	5.0%	7.0%	12.0 %
Total	Count	36	30	27	18	9	120
	% within AGE	30.0%	25.0%	23.0%	15.0%	7.0%	100.0 %
	% within ORGANIZATIO N BENEFITS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0 %
	% of Total	30.0%	25.0%	23.0%	15.0%	7.0%	100.0 %

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	212.557 ^a	12	.000
Likelihood Ratio	204.795	12	.000
Linear-by-Linear Association	88.685	1	.000
N of Valid Cases	120		

a. 11 cells (55.0%) have expected count less than 5.
The minimum expected count is .84.

Degree of Freedom= $(r-1) * (c-1)$

$$= 3 * 4 = 12$$

Calculated value = 212.557

Tabulated value = 21.026

$Z = Z_{cal} > Z_{tab}$

$$Z = 212.557 > 21.026$$

Hence, the Alternate hypothesis [H₁] is accepted

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is no relationship between the Age Group and organization benefits.

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is a significance difference between the marital status and feel about their work load.

Alternate hypothesis (H1):

There is no significance difference between the marital status and feel about their work load.

Descriptive:

MARITAL STATUS

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Overload	29	1.00	.000	.000	1.00	1.00	1	1
Optimal	70	1.60	.503	.112	1.36	1.84	1	2
Under load	22	2.00	.000	.000	2.00	2.00	2	2
Total	120	1.33	.473	.043	1.25	1.42	1	2

Test of Homogeneity of Variances

MARITAL STATUS

Levene Statistic	df1	df2	Sig.
1170.000	2	117	.000

ANOVA

MARITAL STATUS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	21.867	2	10.933	266.500	.000
Within Groups	4.800	117	.041		
Total	26.667	119			

Calculated value = 266.500

Tabulated value = 3.09

$F = F_{\text{Cal}} > F_{\text{tab}} \quad F = 266.500 > 3.09$

Hence, the Alternate hypothesis [H1] is accepted.

INFERENCE:

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is no significance difference between the marital status and feel about their work load.

CHAPTER - 5

5.1 FINDINGS:

- ❖ 64% of respondents are satisfied with their present job.
- ❖ 40% of respondents are satisfied with their present salary.
- ❖ 48% of respondents are satisfied in delegation of work by managers.
- ❖ 64% of respondents are satisfied on shift system.
- ❖ 52% of respondents are agreeing with the policies and administration practices of company.
- ❖ 50% of respondents are agreeing with safety and welfare measures.
- ❖ 50% of respondents are satisfied about first aid appliance.
- ❖ 72% of respondents are satisfied about EPF facilities.
- ❖ 46% of respondents are agreeing in work life balance.
- ❖ 42% of respondents are satisfied about bonus.
- ❖ 46% of respondents are satisfied about working environment facility.
- ❖ 82% of respondents are said that level of morale directly influences on production.
- ❖ 78% of the respondents are satisfied of superior appreciation.
- ❖ 40% of the respondents are highly satisfied about the ventilation.
- ❖ 86% of the respondents are satisfied about availability of tool and equipment's.
- ❖ 48% of the respondents are satisfied about the delegation of work by managers.
- ❖ 66% of the respondents are satisfied of their needs.

5.2 SUGGESTIONS:

To improve the level of Employee Morale, it is better to consider following suggestion.

- Management should reduce the work load of the employees.
- It is better the management take the steps to make suggestion scheme system in effective way.
- The management should pay reasonable wage and allowance to the employees
- .It is better the management should recognize the needs of employees and encourages employees special talents.
- It will be better if the management provides incentives to employees so it will boost in their morale and productivity.
- Supervisors should maintain coordinational relationship with workers and offers recognitions of the employee efforts and provide needed guidance to workers.
- It will be better if management provide performance and potential appraisal in regularly.
- The management should provide opportunities for career development.
- It will be better if management given performance awards to employees.

5.3 LIMITATIONS OF THE STUDY:

For anything there should be some limitations like that my project also have certain limitations. The following are some limitations what I faced:

- The information provided by majority of the respondents could also be biased or inaccurate. No independent verification of the data was possible.
- Time is one major constraint, which limits the effective data collection.
- Non-availability of data collection from all employees of BS Engineering works.
- The sample size is only 120 so the sample may not be truly representative of the total population.
- Reliability and accuracy of the analysis depends on the respondents' openness and trueness towards each question in the questionnaire.

5.4 CONCLUSION:

Morale is psychological concept. Morale is not a cause but rather the effect or result of many going awry. Morale drifts from person to person, industry to industry, level of education age, nature of work etc. Morale may be range from very high to very low.

By this study it is clear that various faction which influences morale and productivity of the employees each as Social Security measures, welfare facilities, salary status, Bonus, heath condition, shift system and recognition of work are getting much importance.

To conclude employee morale plays very important role in every organization. Good employee morale helps to success of the organization. Unless an employee has poor morale if always a possibility of employee disharmony and also affect smooth running of the organization.

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QUESTIONNAIRE:

1. Personal details

a. Name :

b. Age

a) Below 25 b) 25-35 c) 35-45 d) 45-50 e) Above 50

c. Gender

Male ☐ Female ☐

d. Marital status

Married ☐ Unmarried ☐

e. Qualification

a) SSLC b) HSC c) DIPLOMA d) UG d) PG

f. Department

a) Human Resources b) Finance c) Information System

d) Purchase e) Production

g. Year of experience

a) Below 5 years b) 5-10 years c) 10-15 years d) 15-20 e) Above 20

Employee Attitude towards job

2. Are you satisfied your present job?

a) Highly Satisfied b) Satisfied c) Neutral d) Dis Satisfied e) Highly Dis Satisfied

3. How often do you get opportunities for improvement and self-development?

a) Very often b) Often c) Sometime d) Rarely e) Very Rarely

4. The job is challenging

a) Strongly Agree b) Agree c) No Opinion d) Disagree e) Strongly Disagree

5. Do you feel that you have reached a satisfied level of your wants through this job?

a) Yes b) No

6. How do you feel about your work load?

a) Overload b) optimal c) under load

7. Are you satisfied with your present salary?

a) Highly Satisfied b) Satisfied c) Neutral d) Dis Satisfied e) Highly Dis Satisfied

Employee attitude towards superiors

8. Are you satisfied with your manager's delegation of work?

a) Highly Satisfied b) Satisfied c) Neutral d) Dis Satisfied e) Highly Dis Satisfied

9. Does your supervisor appreciate when you fulfill the work?

a) Yes b) No

Employee Attitude towards Company

10. Are you comfortable with the policies and administration practices of company?

a) Strongly Agree b) Agree c) No Opinion d) Disagree e) Strongly Disagree

11. What is your opinion about shift system in BS Engineering works?

a) Good b) Satisfactory c) Not Satisfactory

12. Does the company provide effective technical trainings for your betterments?

a) Yes b) No

Safety and Welfare Activities

13. Have you satisfied with safety and welfare measures provided to this company?

a) Strongly Agree b) Agree c) No Opinion d) Disagree e) Strongly Disagree

14. Are you felt that your company takes care of your health and safety as per law?

a) Strongly Agree b) Agree c) No Opinion d) Disagree e) Strongly Disagree

15. Are you satisfied with quality of food in your organization?

a) Highly Satisfied b) Satisfied c) Neutral d) Dis Satisfied e) Highly Dis Satisfied

16. Are you satisfied with the canteen deduction?

a) Highly Satisfied b) Satisfied c) Neutral d) Dis Satisfied e) Highly Dis Satisfied

17. Are you satisfied with first aid appliance in your organization?

a) Highly Satisfied b) Satisfied c) Neutral d) Dis Satisfied e) Highly Dis Satisfied

Rewards and Recognition

18. Are you satisfied with the reward system in BS Engineering Works?

a) Highly Satisfied b) Satisfied c) Neutral d) Dis Satisfied e) Highly Dissatisfied

Employee Benefits

19. How satisfied are you with the organization benefits?

a) Highly Satisfied b) Satisfied c) Neutral d) Dis Satisfied e) Highly Dis Satisfied

20. Are you satisfied with EPF (Employee provident fund) facilities in your company?

a) Highly Satisfied b) Satisfied c) Neutral d) Dis Satisfied e) Highly Dis Satisfied

Work-Life Balance

21. Are you satisfied with the lighting facility in your work area?

a) Highly Satisfied b) Satisfied c) Neutral d) Dis Satisfied e) Highly Dis Satisfied

22. Are you satisfied with the ventilation in your company?

a) Highly Satisfied b) Satisfied c) Neutral d) Dis Satisfied e) Highly Dis Satisfied

Work environment and Infrastructure

26. Does your company provide necessary tools and equipment's for you to work effectively?

a) Yes b) No

Work-Life Balance

24. Is work-life balance is good in the organization?

a) Strongly Agree b) Agree c) No Opinion d) Disagree e) Strongly Disagree

Production

25. Do you feel your morale is directly influence on production?

a) Yes b) No