

A Study on Employee Morale Among Employee in Wheels India Limited.

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

POOJA.U

Register No.41410223



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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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonfire work of **POOJA U 41410223** who carried out the project entitled "**A Study about Employee Morale among Employee in Wheels India Limited**" under my supervision from January 2023 to March 2023.

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DECLARATION

I **POOJA .U (41410223)** hereby declare that the Project Report entitled “**A Study about Employee Morale among Employee in Wheels India Limited**” done by me under the guidance of **DR. BLESSIE PATHUM** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 05.05.2023

PLACE: Chennai

A handwritten signature in black ink, appearing to read 'Pooja.U', with a stylized flourish at the end.

POOJA.U

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. BHUVANESWARI .G, MBA., Ph.D Dean - School of Management Studies and Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project **DR. BLESSIE PATHMU Guide** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

POOJA.U

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ABSTRACT

This study is aimed to find out the impact of the organization culture on employee morale. Organizational culture is set of key values, beliefs, understandings, and norms that member Of Organization share and morale is a mental condition or attitude of individuals and groups which Determines their willingness to-operate. So to study this relationship it was hypothesized that Culture of an organization has a significant impact on employee morale. The relationship that Exists factors was also studied by taking into consideration the various components and Dimensions of these factors. The need for a study of the impact of organization culture on Employee morale arises from the fact that most of the studies in this area were carried out when the Environment was not dynamic as today and organization culture was almost same in ever Organization. To conduct this study organization from different sectors were chosen. This was done to find out the effect of different culture on the morale of the employees. The data collection for this study was done by using questionnaire. The data collected from these questionnaires was analyzed and the results show that the hypothesis made was true for most of the organizations. The findings of this research were that the various dimensions of the organizational culture do have significant impact on the employee morale. It was also found in this study that some of the various components of culture have more impact on the employee morale compared to others

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CHAPTER 1 – INTRODUCTION

1.1. INTRODUCTION:

In the current competitive environment, every firm requires that its representative obtain possess salary that values and gives them a position for their work. Employee loyalty comes into being when morale acts as a crucial motivating factor for a person whose improvement in performance is directly connected with the resolve of the employees, which can be either being positive or negative depending on their feelings, state of mind, and viewpoint towards once organization. The main reason why every organization works so hard to maintain good confidence among its employees is because happy employees perform better, have a lower rate of truancy, are more productive, and are more likely to conduct in a trustworthy manner. Employees' relationships with Employees who have a bad self-perception have a propensity to persist and behave inappropriately, which impairs hierarchical sufficiency. It is obvious that lonely representatives who have confidence in both their professional and personal lives will produce higher profitability. According to Yoder "morale is a feeling, somewhat related to esprit de corps, enthusiasm or zeal. Fippo has described morale "As a mental condition or attitude of individuals and groups which determines their willingness to co-operate. Good morale is evidenced by employee enthusiasm, voluntary conformance with regulations and orders, and a willingness to cooperate with others in the accomplishment of an organization's objectives.

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1.2. COMPANY PROFILE

- About Wheels India Wheels India, a TSF Group firm is one of the largest producers of wire, steel, and aluminium wheels worldwide. We have constantly improved our engineering capabilities since the company is launched in 1960, allowing us to produce and deliver products of the highest order. Through careful diversification, we have expanded the scope of our business to include precision parts for wind turbines, bus and truck chassis, suspension goods, hydraulic cylinders, and custom-fabricated assemblies.
- Our growth and success are facilitated by the resourceful group of our employees. In a stimulating, equal-opportunity workplace, accomplished experts in design, engineering, production, quality control, logistics, and customer support strive for excellence.
- At our cutting-edge facilities, our R&D engineers imagine ground-breaking designs and use cutting-edge labs to evaluate and test their concepts. We possess more than 84 international copyrights
- Wheels India has developed 'Air Suspension Systems' which are being marketed under the brand name TVS-WILRIDE. TVS-WILRIDE is the pioneer in Air Suspension Systems in India. It has been specially designed for Indian road conditions. There are approximately 1000 buses on the roads using TVS-WILRIDE Air Suspension Systems. The initial technical know-how was acquired from Dunlop, UK. TVS-WILRIDE Air Suspension Systems are currently being manufactured by Wheels India Limited, in a technical agreement with TRELLEBORG

- Wheels India Limited engages in the design, manufacture, and sale of automobile wheels in India. It offers steel wheels for heavy vehicles, such as trucks, buses, light commercial vehicles, trailers, and tippers; light vehicles, including passenger cars, mini vans, sport utility vehicles, and multi utility vehicles; agricultural applications consisting of tractors, combines, and farm equipment's; and off-road construction equipment's, as well as wire wheels for contemporary and classic cars, sport utility vehicles, and multi utility vehicles.
- Wheels India has developed 'Air Suspension Systems' which are being marketed under the brand name TVS-WILRIDE. TVS-WILRIDE is the pioneer in Air Suspension Systems in India. It has been specially designed for Indian road conditions. There are approximately 1000 buses on the roads using TVS-WILRIDE Air Suspension Systems. The initial technical know-how was acquired from Dunlop, UK. TVS-WILRIDE Air Suspension Systems are currently being manufactured by Wheels India Limited, in a technical agreement with TRELLEBORG.
- Wheels India Limited engages in the design, manufacture, and sale of automobile wheels in India. It offers steel wheels for heavy vehicles, such as trucks, buses, light commercial vehicles, trailers, and tippers; light vehicles, including passenger cars, mini vans, sport utility vehicles, and multi utility vehicles; agricultural applications consisting of tractors, combines, and farm equipment's; and off-road construction equipment's, as well as wire wheels for contemporary and classic cars, sport utility vehicles, and multi utility vehicles.

MANUFACTURING LOCATIONS

- Padi – The unit located in Padi, Chennai is engaged in manufacturing of wheels for trucks & buses, passenger cars and utility vehicles, off-road construction equipment, agricultural tractors and farm equipment, tracked vehicles and wire wheels. This unit stretches across 29 acres of land.
- Pune – This unit located at Pune is spread across 15 acres of land manufacturing wheels for wheels for passenger cars and utility vehicles, agricultural tractors and farm equipment and truck (LCV) wheels.
- Rampur – The unit located at Rampur, Uttar Pradesh is spread across 14 acres of land. The company manufactures wheels for agricultural tractors and farm equipment.
- Bawal – The unit located Bawal, Haryana manufactures wheels for passenger cars and utility vehicles, agriculture tractors and farms equipment.

Wheel India is planning to set up a plant in Maharashtra spread across in 30 acres of land. The plant will undertake manufacturing of steel structural parts for power plant projects. The plant is anticipated to start its production in second quarter of 2009–10.

1.3.INDUSTRY PROFILE

- Wheels India Ltd is a company that makes car wheels. The company is divided into two segments: automotive components and industrial components. In addition to producing road wheels for passenger cars, utility vehicles, trucks, buses, agricultural tractors, and construction equipment, the automotive company sector also produces suspension parts for the vehicles. The industrial sector comprises parts and framework for thermal power plants, railroads, and windmills. It trades on the domestic and foreign markets, with India providing the of its earnings. Automotive more is the company's primary source of income.
- Wheels India Ltd. (WIL) is a leading automotive component manufacturer based in India. The company is a part of the TVS Group, one of the largest industrial conglomerates in India. The company has been in operation since 1955 and is headquartered in Chennai, India. WIL is one of the top 5 manufacturers of passenger car and commercial vehicle wheels in India. The company also manufactures a wide range of components such as axles, front and rear suspensions, steering systems, drive shafts and other components. The company has seven manufacturing facilities located across India and exports to over 50 countries in Europe, Asia and Middle East. WIL is committed to delivering quality products and services that meet or exceed the expectations of its customers. The company has adopted various Quality Management Systems such as ISO 9001, TS 16949, ISO 14001 and OHSAS 18001. The company also has a Research & Development Centre that focuses on improving processes and products. WIL has been awarded the prestigious International Star for Quality Award, Deming Application Prize and the National Manufacturing Excellence Award. The company is also a member of the Automotive Component Manufacturers Association (ACMA).

PRODUCT PROFILE

WHEELS:

Ride on the trust global auto brands place. Meet every need with range of wheels.

Vehicle Chassis & Suspension:

Build better vehicles with chassis and suspension products.

Renewable Energy:

Fabricated products for renewable energy.

Railways:

Custom-fabricated products for railways

Fabricated Products:

Precisely fabricated products that cater to heavy engineering needs.

Hydraulic Cylinders:

World-class hydraulic cylinders designed for diverse industrial applications

1.4. STATEMENT OF THE PROBLEM

The research will also identify factors that contribute to employee morale and affect job performance. For instance, identifying employee satisfaction levels, work-life balance, compensation, job security, and work environment could help determine the factors that have the most significant impact on employee morale and job performance within a specific industry or organization.

Additionally, since leadership and management practices can greatly influence employee morale, this research will evaluate the impact of these practices on employee morale, such as communication, support, recognition, and opportunities for professional development.

Based on the findings, recommendations that could help organizations improve employee morale and job performance will be developed. These recommendations could include implementing effective employee engagement programs, providing opportunities for personal and professional growth, and fostering a positive company culture.

The research study will be conducted within a specific industry or organization to provide practical and relevant recommendations for improving employee morale and job performance. Furthermore, the study will also explore the impact of demographic factors such as job role, seniority, and other factors that could affect employee morale and job performance. This could help develop recommendations that are tailored to the needs of different employee groups.

1.5. OBJECTIVES OF THE STUDY

Primary objectives

- To study on employee morale at Wheels India Limited.

Secondary objectives

- To study on the factor affecting employee morale at Wheels India Limited
- To know about the method followed by the organization to improved employee morale.
- To identify on the employee expectation at the Wheels India Limited
- To identify the relationship among workers in terms of morale in the organization.

1.6. NEED FOR STUDY

Employee morale refers to the level of job satisfaction, motivation, and overall emotional well-being of employees within an organization. In a manufacturing company, factors that can impact employee morale include:

- **Work environment:** The physical working conditions and safety of employees can greatly affect their morale.
- **Job security:** The uncertainty of job security can negatively impact employee morale.
- **Workload:** Overly demanding workloads or an imbalance of responsibilities can cause stress and burnout, reducing morale.
- **Communication:** Lack of communication and transparency from management can lead to feelings of mistrust and decreased morale.
- **Recognition and rewards:** Employees who feel their hard work is recognized and rewarded tend to have higher morale.
- **Opportunities for growth:** Employees who feel they have opportunities for professional development and advancement tend to have higher morale.
- **Relationships with co-workers:** Positive relationships with co-workers can improve morale, while conflicts and negativity can reduce it.
- It is important for a manufacturing company to regularly assess and address employee morale in order to maintain a positive and productive workplace.

1.7. SCOPE & SIGNIFICANCE OF THE STUDY

The scope of employee morale refers to the areas and factors that impact the overall job satisfaction, motivation, and emotional well-being of employees within an organization. The scope of employee morale can include, but is not limited to:

- **Work conditions:** This includes physical working conditions, safety, and ergonomics.
- **Job security:** This includes the stability of employment and the security of future job prospects.
- **Workload:** This includes the demands of the job, the balance of responsibilities, and the level of stress.
- **Communication:** This includes the quality and transparency of communication between management and employees.
- **Recognition and rewards:** This includes the extent to which employees feel their efforts and achievements are acknowledged and rewarded.
- **Opportunities for growth:** This includes opportunities for professional development, training, and advancement.
- **Relationships with co-workers:** This includes the quality of relationships with co-workers, including the level of trust, support, and cooperation.

The scope of employee morale can also include organizational culture, leadership, and the overall mission and values of the company. By understanding the scope of employee morale, companies can effectively address and improve the job satisfaction, motivation, and well-being of their employees.

CHAPTER 2

REVIEW OF LITERATURE

2.1. INTRODUCTION

The review of literature began with a study of all those works, where attempts are made to understand and define the concept of organizational culture. In order to understand organizational culture it is important to first define our concept of organization and culture. A study on the concept of Culture began in George M. Foster's book, "Traditional Societies and Technological change". He explains how men and their activities can be divided into 3 basic systems, the social, cultural and psychological. He then explains how any culture can be thought of as the common, learned way of life shared by the members of a society, consisting of the totality of tools, techniques, social institutions, attitude, beliefs, motivation and systems of value known to a group. **Foster's** (2011) explain culture in his work, as the common , learned way of life shared by members of society, consisting of social institutions, attitude, beliefs, motivation and system of value known to a group. **French and Bell** define the culture of organization in their book of Organization Development as "the prevailing pattern of activities, interactions, norms, sentiments, beliefs, attitudes, values and products". While studying organizational culture in Indian context the effect of socio-cultural factors also had to be taken into consideration. **P.L. Tondon** discusses in one of his articles the influence of joint family on Indian managerial culture. He observed "authority in a joint family. Managerial culture in India reflects an authoritative style." Now days the environment around the organization is constantly changing. On the basis of the adaptability of organizational culture to the environment the culture can be broadly divided into adaptive and non- adaptive culture.

- **Zial (2011)** 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 2 employee morale and employee retention.
- **Chopade (2012)** revealed the relationship between survivors' perception of rightsizing and their continuance commitment, affective commitment and morale. During this intervention, if employees' positive perception of rightsizing would have positive impact on their continuance as well as affective commitment. But, survivors' rightsizing perception has negative impact on their morale. Employees were satisfied with their pay and amount of work done. They were worried about their job security. So that respondents have shown high commitment but low morale.
- **Usmaniet (2012)** explores the relationship between diversity and customer satisfaction mediated by employee morale. Exploratory Factor Analysis, Confirmatory Factor Analysis and Structural Equation Modelling were run to test the relationship and significance of the model. The results rejected the mediated relationship of diversity and customer satisfaction but showed positive direct association between diversity and employee morale.
- **Leung, K., & Ang, S (2013)** the role of national culture in international business has received considerable attention partly because of the seminar work of Hofstede on cultural dimensions. In this research tradition, national culture is typically defined by subjective constructs, such as values and beliefs. However, the cultural perspective also encompasses the ecology of a culture and other objective elements such as physical infrastructure and formal institutions. In a different line of research guided by institutional theory, cultural differences in the choices and behaviours of are explained by differences in institutional variables across societies, Performance at this perilous time.
- **Dorothy E Leidner (2013)** explains about the relation between organizational culture and knowledge management. According to them knowledge management is to facilitate the creation, storage, transfer, and application of knowledge in

organizations and this has received wide attention in practice and research in the past several years. It is often cited that a signii can't challenge in knowledge management practices is the issue of organizational culture.

- **LÉVY-GARBOUA AND MONTMARQUETTE (2014)** state that job satisfaction describes the feelings of workers based on their work experience, then Gibson et al. (1996) states that job satisfaction is an attitude of workers about their work that results from their perceptions of their work based on factors in the work environment. Such as supervisor's style, policies and procedures, work group affiliation, working conditions, and other benefits for workers.
- **Davis and Newstrom (2014)** talking about work morale, we always interpret morality as an individual and group attitude towards their work environment and an attitude to work at their best by volunteering their abilities. In this case, the emphasis is more on the urge to work your best than just pleasure
- **Davis and Newstrom (2015)** connect work morale with quality of work life effort. Work morale is useful and can be used for various purposes which are closely related to efforts to build relationships between employees, informal and formal communication, the formation of discipline and counselling.
- **Robbins and Judge (2015)** define organizational citizenship behaviour (OCB) as a choice behaviour that is not part of the formal work obligations of employees, but supports the effective functioning of the organization
- **Anand (2016)** Stated in his research work that employees of IT sector in Chennai district are satisfied with the welfare measures provided by the company. But researcher also suggested some recommendation pertaining to periodic audit of welfare programs by management, personality & stress management etc. Modifications are requiring in the field of safety consciousness, grievance handling & sexual harassment especially for women employees.

- **Balaji (2016)** explored the influence of rewards & welfare on job satisfaction & productivity of both public & private sector employees in measure Industrial cities of Tamil Nadu. The working environment was faire in terms of office accommodation & furniture, working material, health & safety facilities but on the other side he recommended salary increment, allowances, bonus, fringe benefit & compensation on regular & specific periods to keep their moral high & make them productive.
- **Kumar (2017)** Described that 100% employees of Tamilnadu state Transport Corporation, Villupuram division were aware of the welfare measures in Public Sector Transport Corporation. Researcher found that most of the employees were do not satisfied with welfare measures such as canteen, night duty, rest rooms & gratuity 89% employees said workload is very high. Researcher suggested the govt. to take keen interest to fill up the vacancies to share the work among them as employees are burdened with heavy workload.
- **Regi (2017)** Stated that Indian overseas bank (IOB) gives more welfare schemes to their employees such as safety measures, promotion facility, recreational facility etc. but they are lacking in canteen facility , rest room & toilet facility, ID card issue but the overall satisfaction level of IOB employees about welfare measures are satisfactory.
- **Sabarinathan S** Mentioned the 78 % of the respondents are satisfied with welfare measures implemented by Erode district cooperative milk producers union ltd. Tamilnadu. Employees are satisfied with canteen facilities. Researcher suggested that management should convert level of satisfactory into highly satisfactory.
- **Bhagat (2020)** revealed that cleanliness is the big issue in Nasik MIDC. She suggested that cleanliness should be improved, clean & adequate latrines & urinals at the work place improve indirect motivation to employees.

- **SIMONASTANCIU, VIORICABANCIU (2018)** the purpose of the study is to analyses data concerning the quality evaluation in Romanian Higher Education and to reach conclusions on the relationship between the universities and the employee market. The question: are graduates prepared for the employee market? Is taken into kindness mainly from the employers' point of view. Recent data show that degrees are careful valuable by employers, but graduates have better theoretical knowledge than practical training in the field. In overcoming the present situation, increasing the social involvement in universities and establishing proper strategies would favors employability and economic development.
- **PELANTOV (2018)** the theme of integration seems to be a very interesting to many organizations. The integration is linking of self-directed units in a higher structure to achieve a goal and a synergistic effect. This article seems the idea of integration within an organization deliverable under some specific rules and conditions. The article deals with the topic of integration within the scope of the past and the present in the textile industry. It describes parts of the incorporated management system. The article also indicates some the pitfalls of the current integration at organizations. The integration of management systems in organizations of the chemical industry is of a great importance.
- **MARTIN HUBER (2019)** This paper investigates the average effects of firm-provided place of work health promotion measures on employee marketplace outcomes of the firms' employees. Exploiting linked employer and employee panel data that consist of rich survey-based and managerial in order on firms, workers and regions, we apply a flexible tendency score matching approach that controls for selection on observables and time-stable unobserved factor.
- **ILYAO BODOVSKIY (2019)** the author points out that in the world there are many millions of chemicals and at least some of them are hazardous. The role of trace basics is considered. Chemical carcinogenesis comprises the main part of all cancers. The last part of the chapter is devoted to the narrative of the methods of carcinogen screening. Epidemiological methods, constant experiments on animals, physicochemical methods, short-term tests, and the analysis of the

correlation between arrangement and biological activity of a molecule are discussed.

- **Bhati p. (2020)** identified in her research work that the different provisions provided to the employees under factories Act 1948 are showing positive relation with the employee's satisfaction. Company should know the requirement of employees in term of different non-financial motivational tools. This study can be useful for identifying the factories which needs to employee satisfaction & company can use those factors retention tool for retaining employees in the organization.
- **Bosibori (2020)** suggested that govt. through national police service in Kenya(KISII central district)should improve the provision of health services, welfare amenities& social services provided to the police officers so has to improve service delivery & also recommended that govt. should be well formulated policies on each areas of welfare services in the national police service in KISII central district
- **Chahal (2021)** inferred from her research work that some factors like working environment, performance appraisal techniques, relationship other employees etc. are contributing towards job satisfaction in bank employees, while job dissatisfaction caused by working hours(lack of training & development) of frequent transfers of the employees . He suggested that employee welfare measures/facilities of job security should be given at most importance so that the employee turnover may be restricted.
- **Madhesh (2021)** instated that employees having 5-10 years' experience are highly satisfied welfare measures provided by their companies in SIPCOT industrial area in Tamilnadu. He suggested some recommendations regarding welfare inspector, transfer policies &disciplinary rules for betterment of employees.

- **Gope (2021)** studied the employee per section on quality of work life in sugar mills of Uttar Pradesh(UP) found that private sugar mill employees enjoys better QWL practices in comparison to cooperative sector or employees. On lighting facilities (LF), safety measure (SF), health facilities (HF), welfare facility (WF), etc. but cooperative sugar mill employees enjoys better employee welfare facilities & supervisor interference (SI) to private sugar mill employees. He suggested that to improve QWL is first to identify & then try to satisfy employee's important needs in through their experience in their working environment.
- **Gurusamy (2021)** asserted that there is no significant relationship between the sex of the respondent& level of satisfaction on washing facilities in textile industry at Coimbatore district. Also he stated that there is a positive relationship the income of the respondent& the level of the satisfaction on canteen facilities.
- **Hangarki (2021)** revealed the relationship between employee satisfaction level & welfare measures in selected national bank in Hyderabad Karnataka region. It is clear that welfare facilitated employment by bank are not equally satisfactory to all employees. Most of the employees are dissatisfied with the clarity and transparency in communication, training& development, lunch rooms & rest rooms, health checkup camp etc. He recommended some measures but separate lunch room & rest rooms are most important in those amenities because employees are very inconvenient to have their lunch in front of the customer.
- **Jain (2021)** implied by her research work that public sector bank employees are more satisfied with his jobs rather than private bank employees the main cause of dissatisfaction among private bank employees are job in security their jobs are highly competitive. Also welfare facilities and clearly defined & legally enforced in public sector banks while there is neither well planned nor well executed welfare facilities in private banks. This is other reason of dissatisfaction among private bank employees. Employee's turnover high & job security low in private bank employees.
- **Jeyapragash (2021)** Studied organizational climate in total 14 banks which are 10 private sectors, new private sector & public sector banks & 280 respondents.

From dindigul district, Tamilnadu the result showed that organization climate within public sector bank employees were good compared to the other private banks. They recommended other banks to improve in the level of organizational climate, Performance appraisal and image of your bank, training & development, employee grievance handling procedure etc.

- **Logasakthi K (2021)** inferred that most of the respondents are satisfied with the facilities provided by the organization. Some of the employees are not satisfied with medical reimbursement facilities.
- **Okereke (2021)** revealed that there complete absence of welfare measures in patani local govt. council, Delta state Nigeria. There is general awareness about staff welfare among employees. Staffs were totally neglected by council. The working environment was poor or path. He informs of office accommodation & furniture working materials, monetary incentives & unreliable health of safety facilities etc. Job satisfaction among employees are very low which leads to poor productivity or performance .Okereke suggested that significant efforts should be made to improve employee job capabilities through training, improve working condition & general welfare , which leads to increase productivity or enhanced moral & performance.
- **Prabhakar S (2021)** found employees of Don bosco college of arts and science Sogathur,Dharampuri,Tamilnadu,are very satisfied with intramural facilities but they is a need of further development in the areas of extra mural Facilities like transport leave facility, maternity benefits, promotion for the staff in college etc. Researchers recommended fixing pay scale for experienced staff in tune with the cost of living and have to think high salaries for those awarded Ph.D.
- **Priyanka (2021)** was taken 100 respondents from IT industry at Guntur, Andhra Pradesh & resulted that companies are very keen in promoting all the welfare facility provided by the IT industry.

- **Reenu (2021)** Described that the retail stores at Udaipur, Rajasthan are providing intramural & extra mural facilities. Even they are providing several amenities that may improve health & leaving standards of employees. Researcher also suggested retail stores should provide transportation facilities, different sport activities, accommodation facilities or allowances, sponsor for the higher education to deserving candidate etc.
- **Sabarinathan S** mentioned the 78 % of the respondents are satisfied with welfare measures implemented by Erode district cooperative milk producers union Ltd.Tamilnadu.Employees are satisfied with canteen facilities. Researcher suggested that management should convert level of satisfactory into highly satisfactory.
- **Sabarirajan (2021)** concluded that the employees of textile mills in Salem district are satisfied with the welfare facilities provided by the organization. But some modification are required in the field of recreation, safety equipment's, over time payments, grievance handling etc. Betterment is requiring in the work of co-operative societies which runs by the trade union.
- **Shelar (2021)** identified the effective & welfare provisions on manufacturing industrial units & service industrial unit in Karad taluka, District Satara, Maharashtra. She found that employee welfare & social security measures offered by management of service industries in Karad taluka are not effective in reducing employee absenteeism of turnover management employees are satisfied or moderately satisfied with some provisions while service employees have problem related to employment security to boost the employees morale, both industries units should provide good working conditions, co-operative societies, canteen, libraries to their employees.
- **Salaria (2021)** studied about employee welfare measures in auto sector at NCR Delhi & asserts that employees in auto sector (NCR Delhi) are highly satisfied with internal mural welfare measures & few are dissatisfied with extramural

welfare measurer. Perception of the employees on total welfare measures is satisfied.

- **Satyanarayana M. (2021)** Revealed that overall satisfaction level of KCP Ltd. Employees at Macherla, Andhra Pradesh is satisfactory. However researcher suggested some measures for further improvement that are productivity – linked annual bonus subsidized food in canteen, four pairs of uniforms & increase the quantity of provisions in the co-operative stores. Such measures will enrich the employee's standard of living & satisfaction level. Satyanarayana Stated about employees of sugar factories in east Godavari district are satisfied with the welfare measures given by the company. Most of the employees having experience between 5-10 years are highly satisfied with welfare measures. Researcher recommended some measures improvement in safety equipment, over time payments, compensatory arrangements on medical grounds, promotion etc.
- **Srinivas K T (2021)** conducted research work at BOSCH Ltd. Bangalore division on 100 employees. Researcher concluded that employee welfare facilities are satisfied such as canteen facilities, transport & parking, uniform & safety shoes etc. but employees are dissatisfied with medical & first aid due to improper maintenance of medicine & less no. physicians, rest rooms & recreational facilities are poor due to lack of maintenance.
- **Sinha (2021)** revealed by his research work that the overall employees of KRIBHCO, Surat, Gujarat state. Were satisfied with their organization but the satisfaction level of employees differ significantly as per the salary. Researcher also concluded regarding training opportunities & job rotation between different age groups & gender groups that no significant difference of satisfaction level.
- **Tatareddy M (2022)** implied by research work that of the respondents of Secunderabad division of railway are satisfied with the welfare measures which they are provided. Employees are satisfied with both Intra-mural e.g. medical, canteen, water, washing and bathing, safety measures etc. And extra-mural e.g. housing, recreational, educational, holiday homes, retirement benefits etc.

Researcher further suggested recommendation in the areas of housing societies for railway men, better equipped hospitals and clinics, educational facilities in the technical education etc.

- **Upadhaya (2022)** studied an awareness and implementation of labour welfare measures in Garment and hosiery industry of Noida depicted a pathetic or quite deplorable picture of this area. 52% respondents belonging to the unskilled category and they are mobile in nature or contractual and piece rate workers. There is no general awareness among employees. 30% workers were not being provided paid weekly holidays in case of piece rate worker and casual workers. Only 10% of the units were providing food facility to its workers on a subsidized basis. No other non –statutory facility being provided to workers.
- **Venugopal (2022)** described that employees in industrial cluster at chittoor district, Kerala are availing statutory & non-statutory welfare facility but employees are expecting some more welfare facility like gratuity, pension, welfare fund, so that they may retained employees & their quality of work life. Researcher also strongly recommended that industry should provide timely help to the work force when they are in trouble such as conveyance to hospital when injured, medicines

CHAPTER 3 – RESEARCH METHODOLOGY

3.1. METHODOLOGY:

Research methodology is primarily required to frame the research process, as well as the designs and instruments that will be employed to achieve the project's goals. Research methodology aids in determining employee morale effectiveness. This time, the technique of the research has been designed to determine the amount of employee commitment to employee morale.

3.2. RESEARCH DESIGN:

Descriptive Research Design

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study

Claire seltizetal defines Research Design as “Research design is a catalogue of the phases and facts relating to the formulation of a research effort. It is the arrangement of collection and analysis of data in a manner that aims to combine relevant to the research purpose with economy in procedure”.

Three important about research design are

The design of investigation should stem from the problem

Whether the designs are productive in a given problem setting depends on how imaginatively they are applied. An understanding of the basic design is needed so that they can be modified to suit specific purpose

The three basic design are as follows

- Exploratory Research design
- Descriptive Research design
- Casual Research design

The Research design used in the study is descriptive research design

3.3. SAMPLING TECHNIQUE:

Convenience sampling method

Compared to other sampling techniques, convenience sampling is a quick and straightforward way to get information. Simple and easy are typically good partners. But in order to know when to use it and when not to, you must be aware of what it is. It is a kind of sampling that is frequently employed in scientific studies because it doesn't rely on chance. This sampling strategy entails selecting subjects who are simple for the researcher to contact. Convenience sampling is the practice of selecting participants from a population at random as opposed to those who will make it simplest for the researcher to collect data from. When other types of sampling techniques are difficult or impossible to utilize, convenience sampling is frequently used.

3.4. SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data.

Primary data

Data which are collected fresh for the first time and thus happens to be original in character. Primary data are gathered for specific purpose. The primary data is the major tool for collecting the data for the analysis and findings for the study, which is through a questionnaire.

Secondary data

Data that are collected from primary data i.e., they are already exist somewhere. The secondary data of information were obtained through Books, Publications and Websites, Brochures and Pamphlets.

3.5. STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know the Employee Job Satisfactions & Employee Engagement perception towards Employee and the second part contained the **Employee Morale Perception towards Employee.**

3.6. SAMPLE SIZE:

The respondents of this study considered were the people who are the Employee of The Organization Who Is Working In Padi (Plant) Chennai. The data is collected among 121 peoples who belong to

3.7. PERIOD OF STUDY:

This Study is conducted during the period of January to March 2023.

3.8. LOCATION & TARGETED PEOPLE OF STUDY:

The Targeted People for the Study are the Employees who are working in the organization. Employees who are residing in Chennai City are included in the Study.

3.10. TOOLS FOR ANALYSIS:

- ❖ Percentage analysis
- ❖ Correlation
- ❖ Chi- Square
- ❖ Regression

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

Percentage analysis

Research questions are always answered with a descriptive statistic: generally, either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

PERCENTAGE

Table 4.1.1: Table indicating Age of the respondents

S.NO	PARTICULAR	RESPONSE	PERCENTAGE
1	18-21	6	03
2	22-30	82	80
3	31-40	20	19
4	41 ABOVE	13	12
	TOTAL	121	100

Source: Primary data.

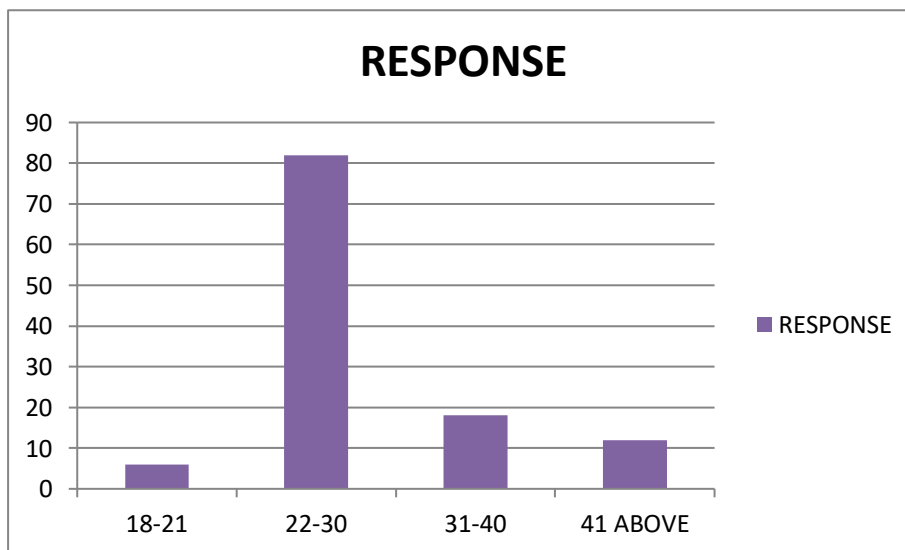


Chart 4.1.1: Chart represents Age of the respondents

Interpretation

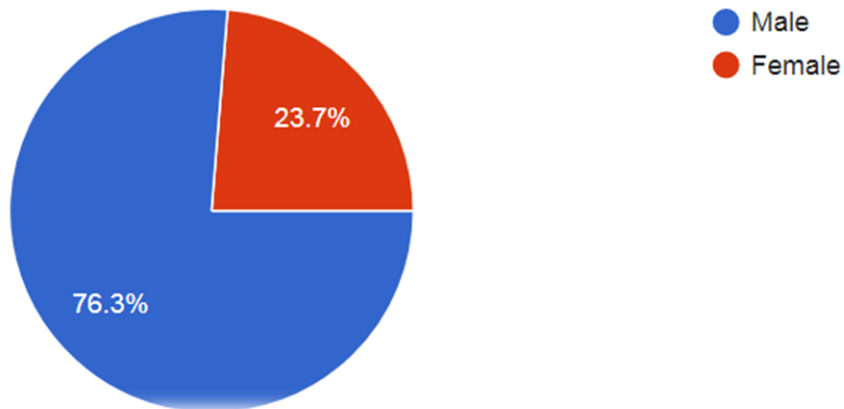
From the above table it is interpreted that the number of respondents 18 -21 age of respondents are 03% between 22-30 age of respondents are 80% between 31-40 age of respondents 19%, between 41 above age of respondents are 12%between 23-25 age of respondents are 9%, and between 25-27 age of respondent are 4.3%.

Table 4.1.2: Table indicating Gender of the respondents

S.NO	PARTICULAR	RESPONSE	PERCENTAGE
1	MALE	93	77
2	FEMALE	28	23
	TOTAL	121	100

Source: Primary data.

Chart 4.1.2: Occupation of the respondents



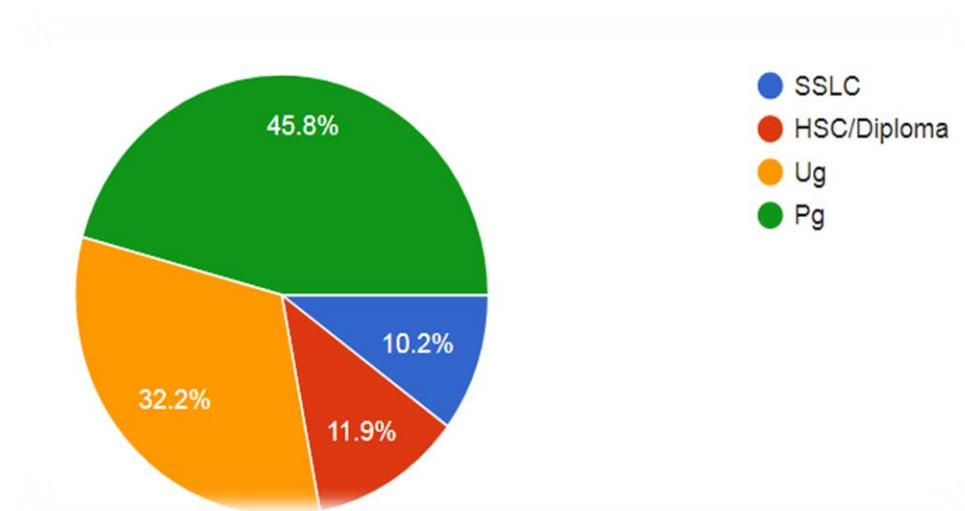
Occupation of the respondents

Interpretation

From the above table it is interpreted that the number of respondents were 76.3% is Male, 23.7% is Females.

Table 4.1.3: Table indicating Education Qualification of the respondents

S.NO	PARTICULAR	RESPONSE	PERCENTAGE
1	SSLC	19	10
2	HSC/DIPLOMA	23	12
3	UG	34	32
4	PG	45	46
	Total	121	100



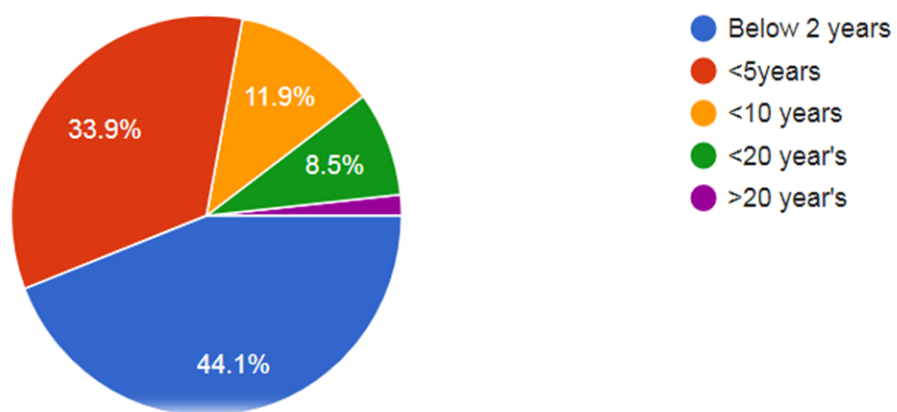
Source: Primary data.

Interpretation

From the above table it is interpreted that the number of respondents were SSLC In 10%, HSC/DIPLOMA in 12% and UG in 32% and PG in 46%.

Table 4.1.4: Table indicating Experience of the respondents

S.NO	PARTICULAR	RESPONSE	PERCENTAGE
1	BELOW 2 YEARS	60	44
2	<5 YEARS	30	34
3	<10 YEARS	13	12
4	<20 YEARS	10	9
5	>20 YEARS	8	1
	TOTAL	121	100



Source: Primary data.

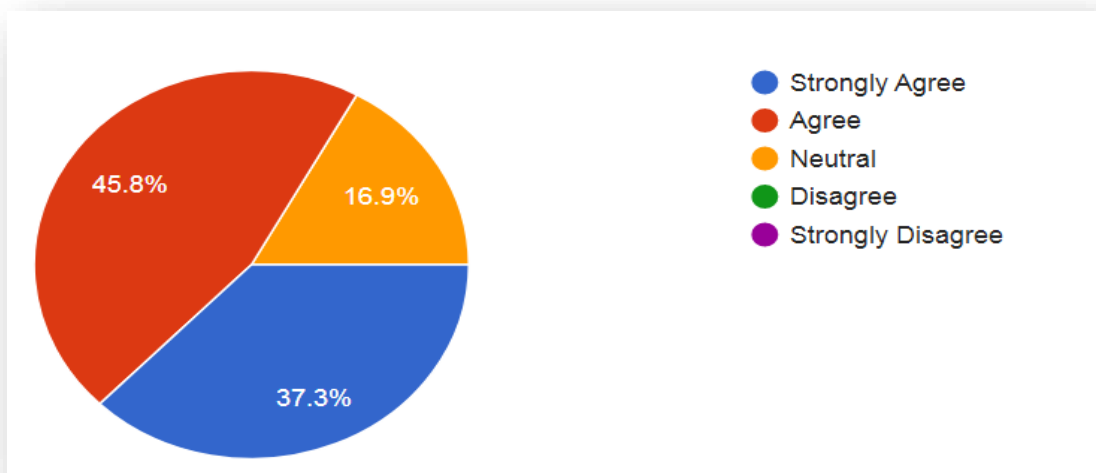
Interpretation

From the above table it is interpreted that the number of respondents were Below 2 Years In 44%, <5 Years in 34%, <10 Years in 12. %, < 20 Years in 9 %.> 20 Years in

Table: 4.1.5: Positive and inclusive work culture.

S.NO	PARTICULAR	RESPONSE	PERCENTAGE
1.	Strongly Agree	50	37
2.	Agree	44	46
3.	Neutral	26	17
4.	Disagree	0	0
5.	Strongly Disagree	0	0
	Total	121	100

Chart 4.1.5: Positive and inclusive work culture.



Source: Primary data

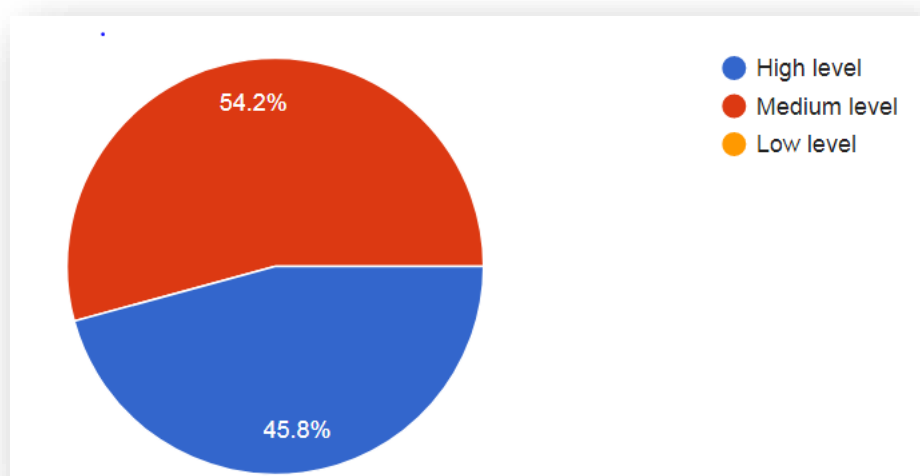
INTERPRETATION

From the above table it is **interpreted** that the number of respondents were Strongly Agree is 37%, Agree is 46%, and Neutral is 17%..

Table: 41.6: Satisfaction with the level of communication.

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1	High Level	56	46
2	Medium Level	65	54
3	Low Level	0	0
	Total	121	100

Chart 4.1.6 Satisfaction with the level of communication.



Source: Primary data

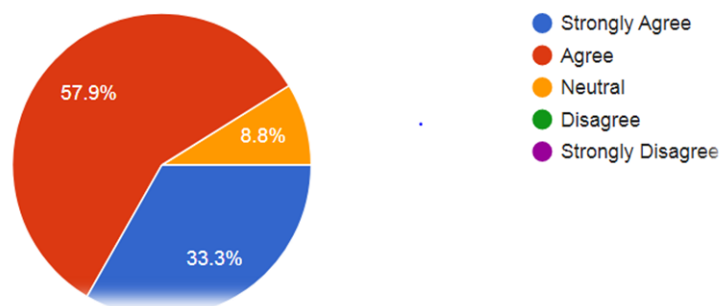
INTERPRATATION

The above table shows that 46% of respondents are High level, 46% of the respondents are Medium Level. Towards the Satisfaction with the level of communication.

Table 4.1.7.: Adequately trained and prepared for your job.

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1.	Strongly Agree	40	33
2.	Agree	70	58
3.	Neutral	11	9
4.	Disagree	0	0
5.	Strongly Disagree	0	0
	Total	121	100

Chart 4.1.7: Adequately trained and prepared for your job.



Source: Primary data

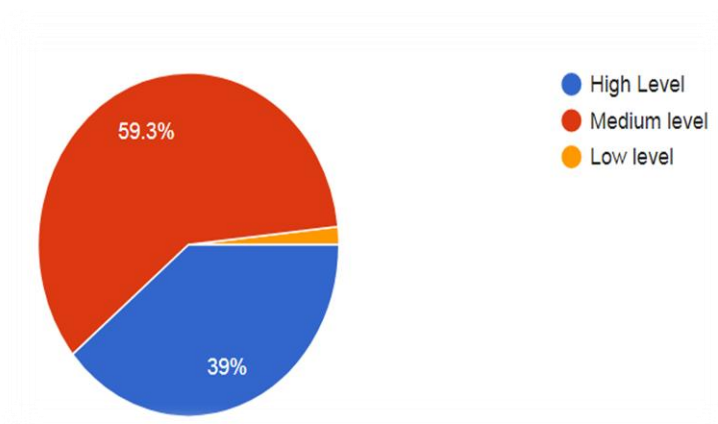
INTERPRATATION

The above table shows that 33% of respondents are strongly agree, 58% of the respondents are agree , 8.8% of the respondents are neutral towards the adequately trained and prepared.

Table4.1.8 Satisfaction with the work-life balance.

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1	High Level	48	40
2	Medium Level	72	59
3	Low Level	1	1
	Total	121	100

Chart 4.1.8: Satisfaction with the work-life balance .



Source: Primary data

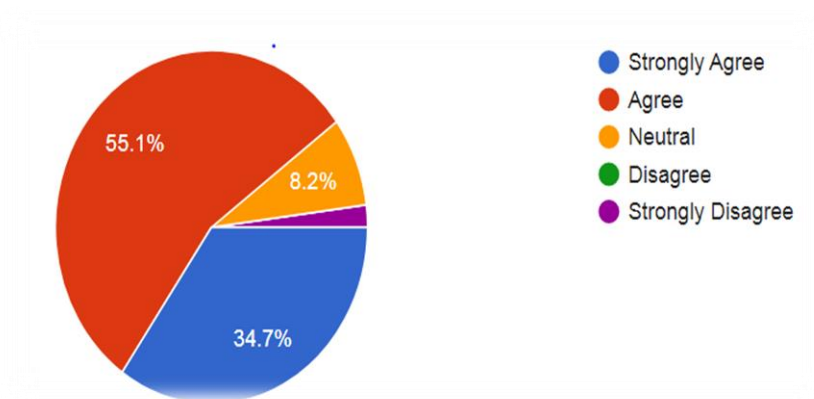
INTERPRATATION

The above table shows that 40%% of respondents are High level, 59% of the respondents are Medium Level. Towards the Satisfaction with satisfaction with the work-life balance.

Table4.1.9 In technical training career advancement can be achieved

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1.	Strongly Agree	42	35
2.	Agree	67	55
3.	Neutral	10	8
4.	Disagree	0	0
5.	Strongly Disagree	2	2
	Total	121	100

Chart 4.1.9: In technical training career advancement can be achieved



Source: Primary data

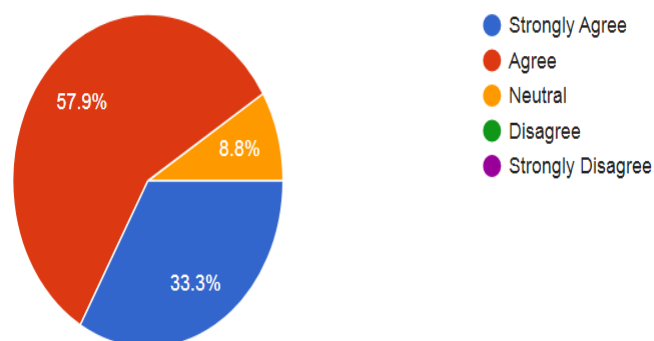
INTERPRATATION

The above table shows that 33% of respondents are strongly agree, 58% of the respondents are agree, 8.8% of the respondents are neutral towards the adequately trained and prepared.

Table 4.1.10: To what extend it felt your job has good level of job security

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1.	Strongly Agree	40	33
2.	Agree	70	58
3.	Neutral	11	9
4.	Disagree	0	0
5.	Strongly Disagree	0	0
	Total	121	100

Chart 4.1.10 To what extend it felt your job has good level of job security



Source: Primary data

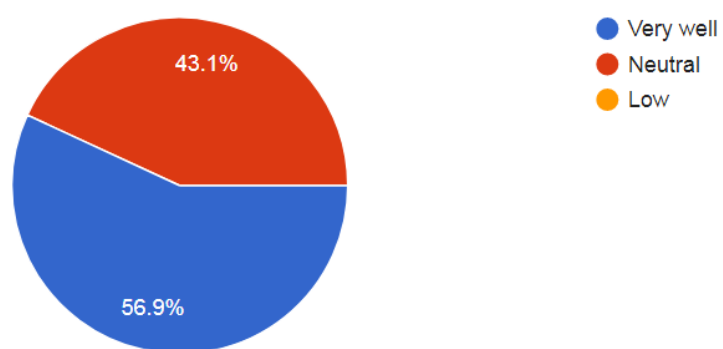
INTERPRATATION

The above table shows that 33% of respondents are strongly agree, 58% of the respondents are agree, 9% of the respondents are neutral towards the **To what extend it felt your job has good level of job security.**

Table4.1.11: Motivated to perform well in your job.

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1	Very Well	69	57
2	Neutral	52	43
3	Low	0	0
	Total	121	100

Chart 4.1.11 Motivated to perform well in your job.



Source: Primary data

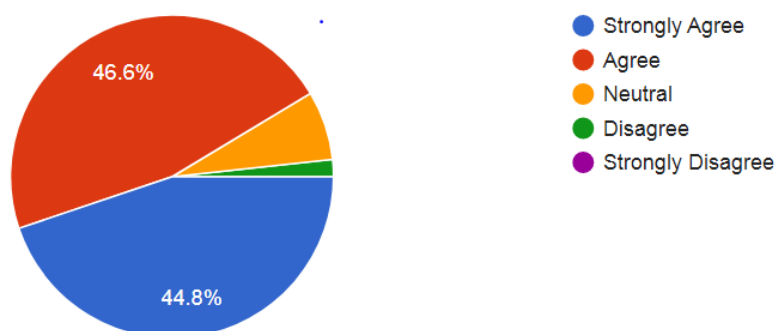
INTERPRATATION

The above table shows that 57% of respondents are Very well 43 % of the respondents are Neutral towards the Satisfaction with Motivated to perform well in your job.

Table 4.1.12: To what extent is it felt that your job aligns with your personal values and goals.

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1.	Strongly Agree	55	45
2.	Agree	57	47
3.	Neutral	9	7
4.	Disagree	1	1
5.	Strongly Disagree	0	0
	Total	121	100

Chart 4.1.12: To what extent is it felt that your job aligns with your personal values and goals.



Source: Primary data

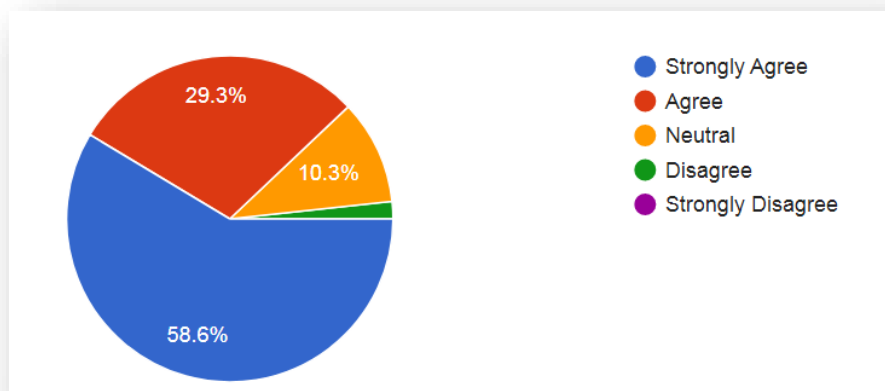
INTERPRATATION

The above table shows that 45% of respondents are strongly agree, 47% of the respondents are agree , 7% of the respondents are neutral, 1% disagree towards : To what extent is it felt that your job aligns with your personal values and goals.

Table4.1.13: Felt proud to work for this company.

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1.	Strongly Agree	71	59
2.	Agree	35	29
3.	Neutral	12	10
4.	Disagree	1	1
5.	Strongly Disagree	0	0
	Total	121	100

Chart 4.1.13: Felt proud to work for this company.



Source: Primary data

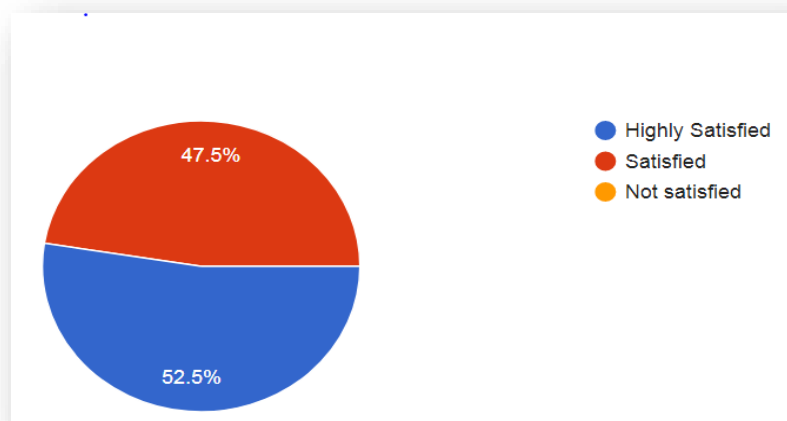
INTERPRATATION

The above table shows that 59% of respondents are strongly agree, 29% of the respondents are agree , 10% of the respondents are neutral, 1% disagree towards : To what extent is it felt that Felt proud to work for this company

Table 4.1.14: Recommending as a good place to work

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1	High satisfied	59	48
2	Satisfied	64	53
3	Not Satisfied	0	0
	Total	121	100

Chart 4.1.14 Recommending as a good place to work



Source: Primary data

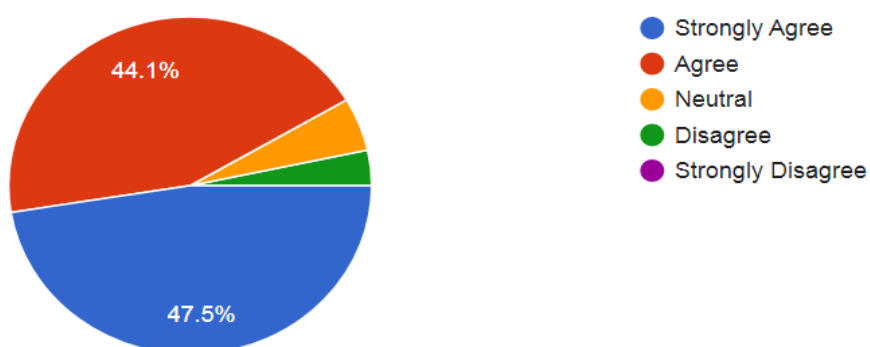
INTERPRATATION

The above table shows that 53% of respondents are High Satisfied 48% of the respondents are satisfied towards, Recommending as a good place to work

Table 4.1.15: WIL family is felt to be part of by me.

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1.	Strongly Agree	58	48
2.	Agree	53	44
3.	Neutral	9	7
4.	Disagree	1	1
5.	Strongly Disagree	0	0
	Total	121	100

Chart 4.1.15: WIL family is felt to be part of by me.



Source: Primary data

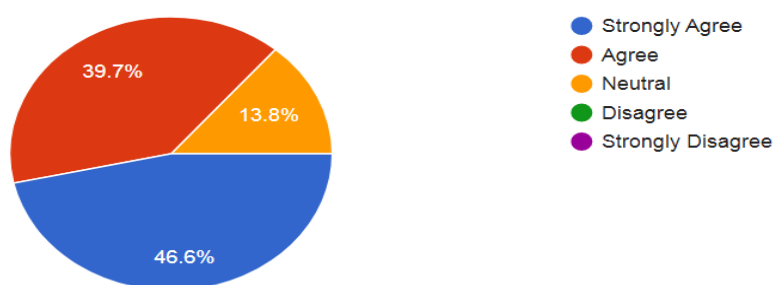
INTERPRATATION

The above table shows that 48% of respondents are strongly agree, 44% of the respondents are agree , 7% of the respondents are neutral, 1% disagree towards WIL family is felt to be part of by me.

Table 4.1.16: On-going training to upgrade skills is facilitates by WIL

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1.	Strongly Agree	58	47
2.	Agree	48	40
3.	Neutral	17	14
4.	Disagree	0	0
5.	Strongly Disagree	0	0
	Total	121	100

Chart 4.1.16: On-going training to upgrade skills is facilitates by WIL



Source: Primary data

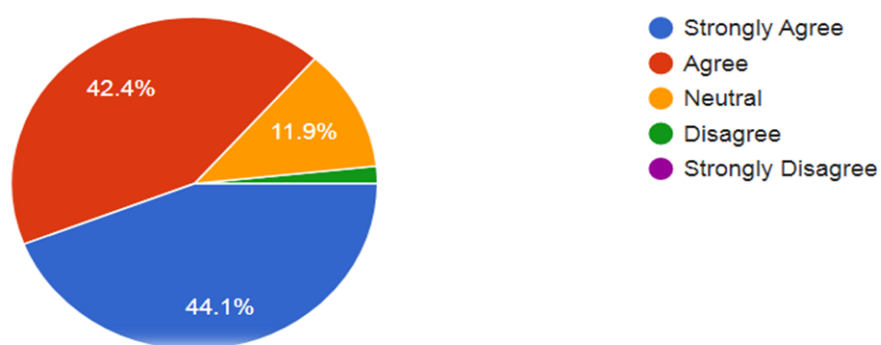
INTERPRATATION

The above table shows that 47% of respondents are strongly agree, 40% of the respondents are agree , 14% of the respondents towards On-going training to upgrade skills is facilitates by WIL

Table 4.1.17 Plenty of opportunities for personal growth are provided by WIL.

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1.	Strongly Agree	53	44
2.	Agree	51	42
3.	Neutral	15	12
4.	Disagree	2	1
5.	Strongly Disagree	0	0
	Total	121	100

Chart 4.1.17 plenty of opportunities for personal growth are provided by WIL.



Source: Primary data

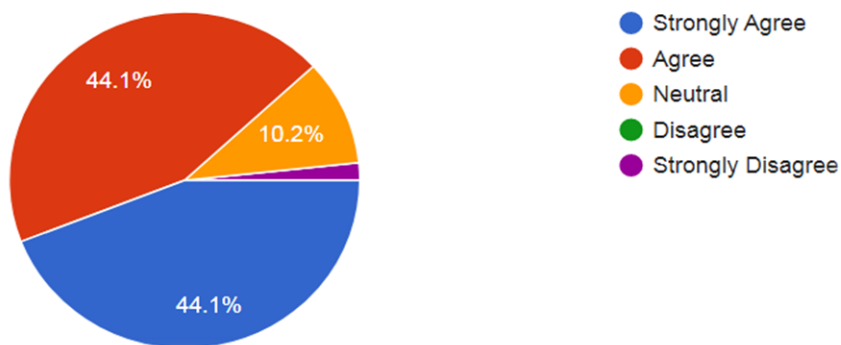
INTERPRATATION

The above table shows that 42% of respondents are strongly agree, 42% of the respondents are agree , 12% of respondents are neutral of the respondents , 1% of respondents are Disagree towards respondents Plenty of opportunities for personal growth are provided by WIL.

Table4.1.18: WIL extra-curricular activities actively participated by me

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1.	Strongly Agree	55	44
2.	Agree	52	43
3.	Neutral	13	10
4.	Disagree	2	1
5.	Strongly Disagree	0	0
	Total	121	100

Chart 4.1.18 WIL extra-curricular activities actively participated by me



Source: Primary data

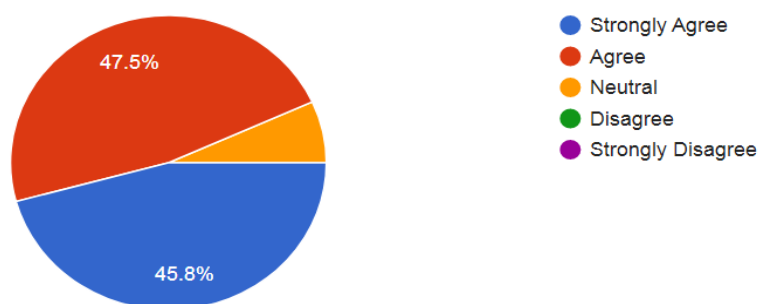
INTERPRATATION

The above table shows that 44% of respondents are strongly agree, 43% of the respondents are agree , 10% of respondents are neutral of the respondents , 1% of respondents are Disagree towards respondents WIL extra-curricular activities actively participated by me.

Table 4.1.19 Long term career very committed to work

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1.	Strongly Agree	56	46
2.	Agree	57	47
3.	Neutral	15	12
4.	Disagree	0	0
5.	Strongly Disagree	0	0
	Total	121	100

Chart 4.1.19 Long term career very committed to work



Source: Primary data

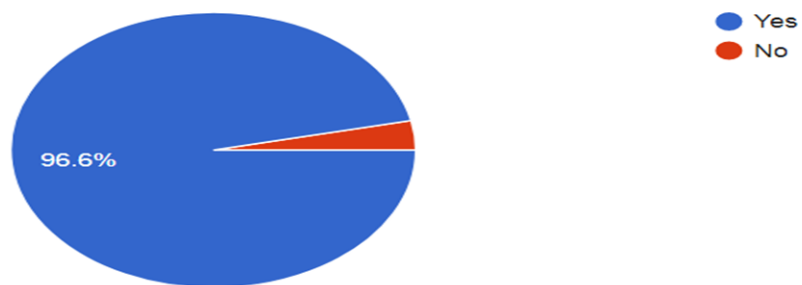
INTERPRATATION

The above table shows that 46% of respondents are strongly agree, 47% of the respondents are agree, 12% of respondents are neutral of the respondents towards respondents .are Long term career very committed to working here

Table 4.1.20: Training perform better at work.

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1	Yes	117	97
2	No	4	3
	Total	121	100

Chart 4.1.20 Training perform better at work.



Source: Primary data

INTERPRETATION:

From the above table it can be interpreted that 97% of the respondents said that they have Receive the better performance , 3% of the respondents have said that they have not Receive the better performance

STATISTICAL ANALYSIS

CHI- SQUARE TEST I – (ψ^2)

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

Null hypothesis (H_0):

H_0 : There is no significant relationship between welfare measure and work satisfaction

Alternate hypothesis (H_1):

H_1 : There is a significant relationship between welfare measure and work satisfaction

Table 4.2.1 Welfare measure and work satisfaction

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.398 ^a	4	.012
Likelihood Ratio	10.260	4	.036
Linear-by-Linear Association	6.777	1	.009
N of Valid Cases	120		

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is .33.

Symmetric Measures		
	Value	Approx. Sig.
Nominal by Nominal	Phi	.280
	Cramer's V	.198
N of Valid Cases	120	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

INFERENCE

Since p value (0.012) is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence there is a significant relationship between welfare measure and work satisfaction

REGRESSION

Regression Analysis is a statistical method that shows the relationship between two or more variables. Usually expressed in a graph the method tests the relationship between a dependent variable against independent variables.

Null hypothesis (H_0):

H_0 : There is no significant impact of welfare measures on employee morale.

Alternate hypothesis (H_1)

H_1 : There is a significant impact of welfare measures on employee morale.

Table 4.2.2 Welfare measure and Employee Morale.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	9.416	1	9.416	21.806	.000 ^b
	Residual	50.951	118	.432		
	Total	60.367	119			

a. Dependent Variable: To what extent is it felt that you are part of a positive and inclusive work culture?

b. Predictors: (Constant), To what extent is it felt that the job is meaningful and has a positive impact

INFERENCE:

Since p value (0.00) is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis. Hence there is a significant relationship between Welfare measure and Employee Morale.

ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H_0):

H_0 : There is no significant correlation between the work satisfaction and morale of the employees

Alternate hypothesis (H_1):

H_1 : There is a significant correlation between the work satisfaction and morale of the Employees

Table 4.2.3 Welfare measure and work satisfaction

Correlations			
		To what extent is it felt that you are part of a positive and inclusive work culture?	To what extent it felt your job has good level of job security
To what extent is it felt that you are part of a positive and inclusive work culture?	Pearson Correlation	1	.268**
	Sig. (2-tailed)		.003
	N	120	120
To what extend it felt your job has good level of job security	Pearson Correlation	.268**	1
	Sig. (2-tailed)	.003	
	N	120	120

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

INFERENCE:

Since r is positive, there is a significant correlation between the work satisfaction and morale of the Employees.

CHAPTER-5

5.1. FINDINGS

- 80 % of the respondents are age between 22 to 30 years
- 76.3% of the respondents are Male
- 46% of the respondents are PG.
- 44% of the respondents are Below 2 years
- 46% Strongly Agree positive And Inclusive Work Culture
- 54% Medium Level satisfaction With The Level Of Communication
- 58% Agree Adequately Trained And Prepared For Your Job
- 59% Medium Level of Satisfaction With The Work-Life Balance
- 55% Agree with Technical Training Career Advancement Can Be Achieved
- 58% Agree ,It Felt Your Job Has Good Level Of Job Security
- 57% Very Well Motivated To Perform Well In Your Job.
- 47% Agree It Felt That my Job Aligns With my Personal Values And Goals
- 59% Strongly Agree, Felt Proud To Work For This Company.
- 53% Satisfied Recommending As A Good Place To Work
- 48% Strongly Agree, Wil Family Is Felt To Be Part Of By Me.
- 47% Strongly Agree On-Going Training To Upgrade Skills Is Facilitates
- 44% Strongly Agree Wil Extra-Curricular Activities Actively Participated.
- 47% Agree Long Term Career Very Committed To Work
- 97% Training perform better at work
- There is a significant relationship between welfare measure and work satisfaction
- There is a significant impact of welfare measures on employee morale
- There is a significant correlation between the work satisfaction and morale of the employees

5.2 SUGGESTIONS & RECOMMENDATIONS

- Provide a positive work environment: Create a comfortable and pleasant workspace that is well lit, well-ventilated, and noise-free. This can help employees feel more relaxed and focused on their work.
- Foster open communication and feedback: Encourage open and honest communication between employees and management. This can help employees feel more engaged and valued, and provide an opportunity for constructive feedback and growth.
- Offer opportunities for growth and development: Provide opportunities for employees to learn new skills, take on new challenges, and advance in their careers. This can help employees feel more motivated and invested in their work.
- Offer competitive compensation and benefits: Ensure that employees are compensated fairly for their work, and offer competitive benefits packages to attract and retain top talent.
- Recognize and reward good work: Acknowledge and reward employees who go above and beyond in their work. This can include verbal recognition, bonuses, or other incentives.
- Promote work-life balance: Encourage employees to take time off when needed, and provide flexible work arrangements when possible. This can help employees maintain a healthy work-life balance and reduce stress.
- Create a positive company culture: Foster a positive company culture that emphasizes teamwork, collaboration, and mutual respect. This can help create a sense of community and belonging among employees, which can lead to higher morale and job satisfaction.

5.3. LIMITATIONS OF STUDY

- The study is only conducted in the Chennai district.
- The report is based on data from Wheels India Limited regarding employee morale.
- All of the main data used in the research was provided by the respondents. Personal prejudice is a possibility. Therefore, the accuracy is untrue.
- Only 120 Respondents were able to participate in the survey due to time and other restrictions.

5.4. CONCLUSION

To conclude we can say the satisfaction of employees is reported to have high morale. Welfare measures and work experience does not necessarily relates to satisfaction .Therefore its recommended that company should provide for adequate welfare measures but should not burden itself by increasing the cost part of it in greed to earn the competitive edge and declare itself as most desired company. Other factors like good and open communication, providing motivating factors, empowerment etc. should be taken into consideration for increasing the employee satisfaction level. The research also shows that there is association between satisfaction and morale of an employee therefore to build an employee morale company should go for building employee satisfaction. The myth that longevity gives more satisfaction to the job is also eroded from this research as experience and satisfaction were found to be independent.

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ANNEXURE I – QUESTIONNAIRE

1) Name

2) Age

3) Gender

- Male
- Female

4) Education Qualification

- SSLC
- HSC/Diploma
- Ug
- Pg

5) Experience

- Below 2 years
- <5years
- <10 years
- <20 year's
- >20 year's

6) To what extent is it felt that you are part of a positive and inclusive work culture?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

7) What is the level of satisfaction with the level of communication within the company?

- High level
- Medium level
- Low level

8) To what extent is it felt that the job is meaningful and has a positive impact

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

9) The level of satisfaction with the work-life balance in this company how is it?

- High Level
- Medium level
- Low level

10) To what extent is it felt that you adequately trained and prepared for your job?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

11) Technical training is provided by WIL so that career advancement can be achieved

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

12) To what extent it felt your job has good level of job security

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

13) The level of satisfaction with the work-life balance in this company how is it?

- High Level
- Medium level
- Low level

14) To what extent are you motivated to perform well in your job?

- Very well
- Neutral
- Low

15) To what extent is it felt that your job aligns with your personal values and goals?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

16) To what extent is it felt proud to work for this company?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

17)How likely is it that this company will be recommending as a good place to work?

- Highly Satisfied
- Satisfied
- Not satisfied

18)WIL family is felt to be part of by me.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

19)On-going training to upgrade skills is facilitates by WIL

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

20)Plenty of opportunities for personal growth are provided by WIL.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

21) WIL extra-curricular activities such as sporting teams etc. are actively participated by me

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

22) I see myself staying here for a long term career in this organization and being very committed to working here

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

23) Training on how to perform better at work was received by me during the past year.

- Yes
- No

24) To what extent is it felt that the good reputation and is respected in the industry?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

25) Plenty resources and training opportunities for my career are provided by my employer.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

ANNEXURE II-RESEARCH ARTICLE

A Study on Employee Morale Among Employee in Wheels India Limited

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ABSTRACT:

This study is aimed to find out the impact of the association culture on hand morale. Organizational culture is set of crucial values, beliefs, understandings, and morals that member Of Organization share and morale is an internal condition or station of individualities and groups which Determines their amenability to- operate. So to study this relationship it was hypothesized that Culture of an association has a significant impact on hand morale.

INTRODUCTION:

In the current competitive terrain, every establishment requires that its representative gain retain payment that values and gives them a position for their work. Hand fidelity comes into being when morale acts as a pivotal motivating factor for a person whose enhancement in performance is directly connected with the resoluteness of the workers, which can be either being positive or negative depending on their passions, state of mind, and standpoint towards formerly association. The main reason why every association works so hard to maintain good confidence among its workers is because happy workers perform better, have a lower rate of truancy, are more productive, and are more likely to conduct in a secure manner. Workers' connections with workers who have a bad tone- perception have a propensity to persist and bear erroneously, which impairs hierarchical adequacy. It's egregious that lonely representatives who have confidence in both their professional and particular lives will produce advanced profitability. According to Yoder "morale is a feeling, kindly affiliated to esprit de corps, enthusiasm or zeal. Hippo has described morale "As an internal condition or station of individualities and groups which determines their amenability to co-operate. Good morale is substantiated by hand enthusiasm, voluntary conformance with regulations and orders, and an amenability to cooperate with others in the accomplishment of an association's objects.

STATEMENT OF PROBLEM:

The exploration will also identify factors that contribute to hand morale and affect job performance. For case, relating hand satisfaction situations, work- life balance, compensation, job security, and work terrain could help determine the factors that have the most significant impact on hand morale and job performance within a specific assiduity or association. Also, since leadership and operation practices can greatly impact hand morale, this exploration will estimate the impact of these practices on hand morale, similar as communication, support, recognition, and openings for professional development..

OBJECTIVE

- To do exploration on Wheels India Limited's staff morale.
- To probe the rudiments impacting hand satisfaction at Wheels India Limited
- To understand the strategy used by the company to raise hand morale.
- To determine the prospects of workers at Wheels India Limited
- To determine how workers relate to one another in terms of organizational morale.

NEED FOR THE STUDY

- Workplace: Employees' physical and psychological well-being can be significantly impacted by Their working conditions.
- Job security: Employee morale can be significantly impacted by job insecurity.

- Workload: Stress and burnout can be brought on by excessively demanding workloads or an imbalance of duties, which lowers morale.
- Lack of communication and openness from management can result in low morale and sentiments of mistrust.
- Appreciation and rewards: Employee morale is often greater when they feel their efforts are appreciated and recognised.

SCOPE FOR THE STUDY

- The working environment, which includes ergonomics, security, and actual conditions.
- Job security, which includes both the continuity of one's current employment and the security of future employment chances.
- Workload: This term refers to the responsibilities of the position, how tasks are distributed, and the degree of stress.
- Transparency and effectiveness of management and employee communication.

REVIEW OF LITERATURE

MARTIN HUBER (2019) this study examines the average impacts of workplace health promotion initiatives offered by the company on employee marketplace outcomes. We use a flexible propensity score matching technique that adjusts for selection on observables and time-stable unobserved factor to analyses linked employer and employee panel data that include rich survey-based and management in order on businesses, employees, and regions.

ILYAO BODOVSKIY (2019) notes that there are many millions of chemicals in the world, and at least some of them are dangerous. It is thought on how trace fundamentals function. The primary cause of all malignancies is chemical carcinogenesis. The tale of the carcinogen screening techniques is the focus of the chapter's last section. Consistent with epidemiological methodologies.

Bhati p. (2020) the many options made available to employees under the Factory Act of 1948 are positively correlated with employee satisfaction, according to Bhatia P.'s research (2020). The need for various non-financial incentive techniques among employees should be understood by the company. This study may be helpful in pinpointing the factories that need to improve employee happiness, and businesses may utilize those variables as a strategy for keeping workers.

RESEARCH METHODOLOGY:

Research methodology is primarily required to frame the research process, as well as the designs and instruments that will be employed to achieve the project's goals. Research methodology aids in determining employee morale effectiveness. This time, the technique of the research has been designed to determine the amount of employee commitment to employee morale.

RESEARCH DESIGN:

A study that uses descriptive research aims to accurately represent its subjects. To put it more simply, descriptive research focuses on characterizing study participants.

SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data.

PRIMARY DATA

Data which are collected fresh for the first time and thus happens to be original in character. Primary data are gathered for specific purpose. The primary data is the major tool for collecting the data for the analysis and findings for the study, which is through a questionnaire.

SECONDARY DATA

Data that are collected from primary data i.e., they are already exist somewhere. The secondary data of information were obtained through Books, Publications and Websites, Brochures and Pamphlets.

SAMPLE SIZE:

The respondents of this study considered were the people who are the Employee of The Organization Who Is Working in Padi (Plant) Chennai. The data is collected among 121 peoples who belong to

TOOLS FOR ANALYSIS

Percentage analysis

Correlation

Chi- Square

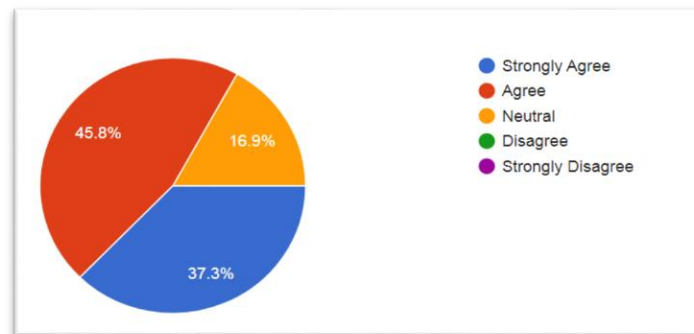
Regression

DATA ANALYSIS AND INTERPRETATION

Positive and inclusive work culture.

S.NO	PARTICULAR	RESPONSE	PERCENTAGE
1.	Strongly Agree	50	37
2.	Agree	44	46
3.	Neutral	26	17
4.	Disagree	0	0
5.	Strongly Disagree	0	0
	Total	121	100

Chart 4.1: Positive and inclusive work culture.



Source: Primary data

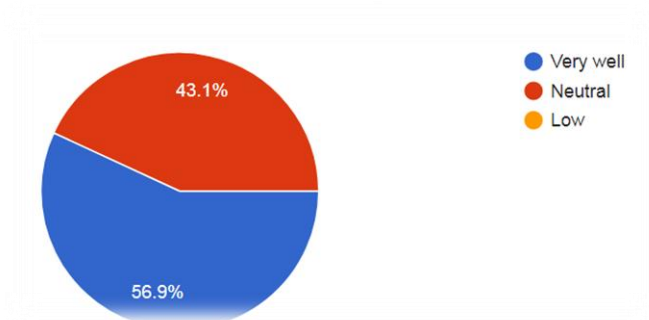
INTERPRETATION

From the above table it is interpreted that the number of respondents were Strongly Agree is 37%, Agree is 46%, and Neutral is 17%.

Table4.1.2: Motivated to perform well in your job

S.NO	PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
1	Very Well	69	57
2	Neutral	52	43
3	Low	0	0
	Total	121	100

Chart 4.1.11 Motivated to perform well in your job.



INTERPRATATION:

The above table shows that 57% of respondents are Very well 43 % of the respondents are Neutral towards the Satisfaction with Motivated to perform well in your job.

STATISTICAL ANALYSIS

CHI- SQUARE TEST I – (χ^2)

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

Null hypothesis (Ho):

H0: There is no significant relationship between welfare measure and work satisfaction

Alternate hypothesis (H1):

.H1: There is a significant relationship between welfare measure and work satisfaction

2.1 Welfare measure and work satisfaction

Chi-Square Tests

	Value	Df	Sig. (2-sided)
Chi-Square	9.398 ^a	4	.012
Ratio	10.260	4	.036
Linear Association	6.777	1	.009
Cases	120		

.3.3%) have expected count less than 5. The minimum expected count is .33.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	.280	.012
	Cramer's V	.198	.012
N of Valid Cases		120	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

INFERENCE

Since p value (0.012) is less than 0.05. We accept the alternate hypothesis and reject the null hypothesis.

Hence there is a significant relationship between welfare measure and work satisfaction

FINDING

- There is a significant relationship between welfare measure and work satisfaction
- There is a significant impact of welfare measures on employee morale
- There is a significant correlation between the work satisfaction and morale of the employees

CONCLUSION

To conclude we can say the satisfaction of employees is reported to have high morale. Welfare measures and work experience does not necessarily relates to satisfaction .Therefore its recommended that company should provide for adequate welfare measures but should not burden itself by increasing the cost part of it in greed to earn the competitive edge and declare itself as most desired company.

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