

A STUDY ON EXPLORING FACTORS INFLUENCING EMPLOYEE MORALE IN THE WORKPLACE

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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**DEPARTMENT OF BUSINESS
ADMINISTRATIONSCHOOL OF MANAGEMENT
STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade “A” by NAAC I 12B Status by UGC I Approved by AICTE
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CATEGORY - 1 UNIVERSITY BY UGC

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **AKASH.B 42410278** who carried out the Project Training “**A STUDY ON EXPLORING FACTORS INFLUENCING EMPLOYEE MORALE IN THE WORKPLACE**” under my supervision from January 2023 to March 2023.

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ABSTRACT

This study explores the multifaceted factors influencing employee morale and its direct impact on organizational performance. Through a comprehensive analysis of existing literature and empirical research, we aim to identify key drivers that contribute to positive employee morale, including leadership styles, communication strategies, recognition programs, and work-life balance initiatives. By understanding the intricate relationship between employee morale and productivity, organizations can implement targeted interventions to foster a supportive work environment, ultimately promoting job satisfaction and long-term employee engagement. The findings of this research provide valuable insights for HR professionals, managers, and organizational leaders seeking to cultivate a positive and resilient workforce in today's dynamic business landscape.

The study on employee morale. It outlines the focus on understanding factors affecting morale, such as leadership, communication, recognition, and work-life balance. The goal is to highlight the link between positive employee morale and overall organizational success. The research aims to offer insights for HR professionals and leaders to implement effective strategies for fostering a supportive work environment and enhancing long-term employee engagement.

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1.1 INTRODUCTION:

Employees' morale is becoming a major issue and a matter of concern for the employees and organizations. It has become a part of life for the employees, as life today has become so complex at home as well as at workplace, it is impossible to avoid morale. During the past decade, the information technology sector had undergone rapid and striking changes like policy changes due to Globalization, increased competition due to the entrance of more multi-nation companies (MNCs) in the automobile industry, downsizing, introduction of new technologies etc. This project delves into the intricate dynamics of employee morale within contemporary workplaces, recognizing its profound impact on job satisfaction and organizational outcomes. In the evolving professional landscape, organizations are increasingly prioritizing the creation of positive employee experiences. Through a blend of surveys, case studies, and analyses, this study aims to unravel the factors influencing morale, from leadership styles to technology impact and work-life balance. By dissecting these components, the project seeks to offer actionable recommendations, contributing not only to academic understanding but also providing practical insights for organizations to foster a culture that enhances morale, talent retention, and overall success.

1.2 HUMAN RESOURCE MANAGEMENT:

Human resource management is an art of managing people at work in such a manner that they give their best to the organization. In simple word human resource management refers to the quantitative aspects of employees working in an organization. Human resource management is also a management function concerned with hiring, motivating, and maintaining people in an organization. It focuses on people in the organization. Organizations are not mere bricks, mortar, machinery or inventories. They are people. They are hired, trained, motivated and directed to manage organizations.

Human resource management involves the application of management functions and principles. The functions and principles are applied to acquisitions, developing, maintain, and remunerating employees in organizations. Decisions

relating to employees must be integrated. A decision on the different aspect of employees must be consistent with other human resource decisions. Decisions are influencing the effectiveness of the organization. The effectiveness of an organization must result in the betterment of services to customers in the form of high-quality service supplied at reasonable costs. The human resource management function is not confined to business establishment only. These are applicable to non-business organizations, such as education, health care, recreation etc.

The scope of Human resource management is indeed vast. All major activities in the working life of his or her entry into an organization, until he or she leaves, come under the previews of Human resource management. Specifically, the activities included are Human resource planning, job analysis, recruitment and selection, orientation and placement, training, performance appraisal, and job evaluation, employee compensation, motivation and communication, welfare facilities, safety and health, industrial relations and the like. Human resource management is a broad concept, Personnel management, and human resource development is a part of Human resource management. Human Resource Management, let's acknowledge that people are different in many ways – their personalities, feelings, thoughts, and more. Human Resource Management is crucial for the development of our modern economy because all progress comes from people's ideas. In simple terms, it's a process that involves developing, supporting, and managing employees to make organizations work better.

1.3 EMPLOYEES' MORALE:

Morale is originated from the Latin word *mores* which means the ethics, attitude or behavior. Morale contains the education or the norms of what planned activity can be considered as good or bad. In other words, morale is the ethics obligations for an individual in relation to society. The objective of morale is the harmonization between individual behavior and the established regulations

The term morale is usually applied to armed forces during wartime, sports, and games. Napoleon rated morale contributing up to seventy percent to the success or failure in amilitary situation. Understood morale as a state of mind, he opined that morale makes asoldier contented with his surrounding, self, leaders and as such, determines the execution of his mission with efficiency and effectiveness. Since it

relates to the conditions of an individual or a group with regard to courage, confidence, and commitment in the performance of duty, therefore, it will be naïve to restrict morale to a particular situation or circumstance. Rather morale is a universal phenomenon applied to all organizations. Morale is the level of confidence and constructive feelings that people have, especially people who work together, who belong to the same team

5 Introduction

Employees' morale is the attitude of employees in the organizations, or general towards job-specific factors such as compensation, supervisory support, and advancement. Employees' morale has socio-psychological origins. It reflects the intra organizational psychological climate, as distinguished from the organizational tangible physical, technological, operational, and financial factors. Being psychological in origin, it necessarily requires suitable psychological techniques to develop a match-up with the tangible factors in possession of the organization. Employees' morale is the degree of willingness or enthusiasm with which an individual is ready to strive towards the attainment of the organizational goals. It is representative of an individual's zeal towards organizational goal attainment. It is a depiction of an employee's resolution, courage, and hope. It is also the confidence and loyalty with which an employee works and contributes to an organization. Positive or high employee morale is a connotation of the prevalence of decent human resource policies in an organization. Employee morale is also indicative of the degree of satisfaction an individual is drawing from one's job and the nature of the organizational image borne by an employee. The kind of equation an employee shares with others in the organization, especially the higher-ups, is also projected in the employees' morale.

Employee morale reflects how employees feel about their job and the organization, influenced by factors like career progression, validation of their needs, and the attitude towards their work. When employees are enthusiastic about their job, it's a result of a positive mental attitude, driven by both monetary and non-monetary benefits, the workplace environment, welfare facilities, and organizational policies. In simpler terms, morale is a mix of how employees feel about their tasks, working conditions, supervisors, co-workers, compensation, and more. Providing motivational benefits, both in terms of money and other incentives, makes employees feel good, happy, optimistic, and proud to be part of the organization. Essentially, morale is like the overall atmosphere or feeling at work, capturing the spirit and enthusiasm of the employees. Morale describes a feeling, somewhat related to spirit, an 'esprit de corps'

enthusiasm or zeal. Popular usage suggests that morale refers to the overall tone, climate, and atmosphere of work

1.4 DEFINITIONS OF EMPLOYEES' MORALE

Some important definitions of employee morale may be cited as under:

William R. Spriegel (1977): Morale means the co-operative attitude or mental health of a number of people who are related to each other on some basis.

Edwin B. Flippo (1976): A mental condition or attitude of individuals and groups which determine their willingness to co-operative. Good morale is evidenced by employee enthusiasm, voluntary conformance with regulations and orders and willingness to co-operate with others in the accomplishment of an organization's objectives. Poor morale is evidenced by surliness, insubordination, a feeling of discouragement and dislike of the job, associates and company.

Theo Haimann (1976): it is a state of mind and emotions affecting the attitudes and willingness to work, which, in turn, affect individual and organizational objectives.

Davis (1951): Employees' morale is basically a mental condition of groups and individuals which determines their attitudes.

Michael Jucius (1975): "It is a state of mind or a willingness to work

The second conception of morale is essentially 'social' or group-oriented. It is sometimes described as a 'group attitude'. It reflects the general acceptance of group-goals by group members and their agreement on the necessity for continuing the drive towards these goals.

1.5. APPROACHES TO MORALE

Morale is referred to as "willingness to work".

Good motivation leads to high morale. It is a psychological concept, it is not easy to define it precisely. Different authorities have variously defined morale. Morale can be classified into three major approaches with different definitions.

1. Classical Approach
2. Psychological Approach
3. Social Approach.

Classical Approach

Classical approach morale like health and sanity has to do with the background conditions of living. It has to do with an individual effort in a group endeavor. Morale is the absence of conflict and a feeling of happiness.

It is a good personal adjustment and a group cohesiveness. It is a collection of job-related attitudes and ego involvement in one's job. Morale is an individual's acceptance of the goals of the group.

Psychological Approach:

"Morale is the sum total of several psychic qualities which include to subordinate their personal objectives temporarily and within courage, fortitude, , resolution, and confidence." It is a mental condition which leads individual and groups willing reason, to further the company service objectives

Social Approach:

Morale is considered as a tendency of employees to work together enthusiastically for a common purpose in the industry. Morale is a social phenomenon which enables the men to live in a society or group in pursuit of a common goal. According to Blackman ship (1978), "Morale is the feeling of togetherness. There is a sense of identification with an interest in the elements of one's job, working conditions, fellow employees, supervisor, employer, and the company. Broadly speaking, morale is;

1. Stimulation of the feeling of togetherness
2. Identification of group interest and that of the interest of the enterprise, fellow employees and the requirement of the job and The creation of an atmosphere in

the organization conducive to the achievement of the enterprise”.

1.6 NATURE OF MORALE:

Generally, the term “Morale” is used to describe an overall climate prevailing among the members of a group. It is not an absolute concept which can convey a specific meaning. Like the word “Health”, the word “Morale” by itself does not convey any favorable or unfavorable meaning. Morale is an elusive thing. It is not easy to define, control or measure.

But it exercises a potent influence on the human relations climate in an organization. It has to be qualified with a degree, as high morale or low morale. If the enthusiasm and willingness to work of a group are high, we will say the morale is high and vice versa. Therefore, morale has to be qualified like the word “Health”. Just as good health is essential for any individual, high morale is necessary for any organization. Managers cannot establish high morale once and then forget about it for several years. High morale is to be built and maintained by continuous efforts. Morale is multi-dimensional in nature in the sense that it is a complex mixture of several elements.

It recognizes the influence of job situation on attitudes of individuals and also includes the role of human needs as motivational forces. Morale is mostly regarded as a long-term phenomenon. Raising morale to a high level and maintaining it is a long-measure such as gimmicks, contests or one-shot actions.

1.7 FEATURES OF MORALE:

- i. Morale is a state of mind. It reflects mental health.
- ii. It is the aggregate of attitudes, feelings, emotions, sentiments, etc.
- iii. Morale is a relative term. It may be high or low.
- iv. Morale influences human behavior and performance.
- v. Morale is a psychological feeling. Morale is intangible. It cannot be increased directly

Morale is in two directions:

- i. Individual morale—which means an employee's attitudes towards life, and
- ii. Group morale, which implies the collective attitudes of a group of persons

Individual Morale here refers to the feelings of an employee towards his work. It means that individual morale is concerned with one person's state of psychological

well-being. And an individual, with a positive outlook, can affect the morale of the group.

Group Morale Group morale involves a sense of common purpose, laying its emphasis on social or group significance. Here psychologists rely more on social reactions or estimating the attitudes of employees towards group values rather than individual values. The group generally exerts a strong influence on the individual's morale.

1.8 CHARACTERISTICS OF MORALE:

Morale is a feeling, somewhat related to esprit de corps, enthusiasm or zeal. For a group of employees' morale, according to popular usage of the word, refers to the overall tone climate or atmosphere of work, perhaps vaguely sensed by the employees.

If employees appear to feel enthusiastic and optimistic about group activities, if they have a sense of mission about their job, if they are friendly with each other, they are described as having good or high morale. The mental state or attitude of individuals or groups, influencing their willingness to work together. When morale is high, you see employees being enthusiastic, willingly following rules, and cooperating with others to achieve the organization's goals. On the flip side, when morale is low, you observe negative behaviors like rudeness, disobedience, a sense of discouragement, and dislike towards the job, company, or colleagues. Essentially, morale reflects how motivated and positive people are in their work environment.

1.8.1 Types of Morale is generally referred to as:

1) High morale / Good morale.

2) Low morale / Poor morale. High Morale / Good Morale High morale exists when the employees' attitude is favourable to the total situation of a group and to the attainment of its objectives.

It is represented by the use of such terms like, spirit, zest, enthusiasm, loyalty, honesty, dependability, resistance to frustration etc.

High morale of employees' results in positive attitudes to employees that increase job commitment and increased performance in the organization

- i. Higher performance
- ii. Better quality of work
- iii. Job satisfaction
- iv. Cheaper goods and services
- v. Lower cost. Higher profits
- vii. Better wages
- viii. Employment stability

- ix. Low absenteeism
- x. Low labour turnover
- xi. Employees' initiative, regularity, and punctuality.
- xii. Good discipline
- xiii. Fewer industrial accidents
- xiv. Stability and growth of the organization

Sound industrial relation Low Morale / Poor Morale Low morale exists when attitudes inhibits the willingness and ability of an organization to attain its objectives. If employees' seem to be dissatisfied, irritated, cranky, critical, restless, and pessimistic

they low employee are described as having poor or low morale. low employees' morale is displayed by unconfident and uncommitted employees in the organization low employees' morale corresponds to high absenteeism, labour turnover, and unresolved grievances that distract companies from achieving their objectives

Effects of Low Morale

- i. Apathy and non-involvement
- ii. Fatigue and monotony
- iii. High labour turnover
- iv. Work Stoppages
- v. High rate of Absenteeism
- vi. Disciplinary problem
- vii. Restriction of output
- viii. Increased grievances
- ix. Labour unrest
- x. Strike
- xi. Wastage and spoilage

1.9 IMPORTANCE OF MORALE:

Morale is a vital ingredient of organizational success because it reflects the attitude and sentiments of employees towards the organization, its objectives and policies. These attitudes and sentiments largely affect productivity and the satisfaction of employees.

Morale is the total satisfaction of employees derives from his job,

his work-group, his boss, his organization and his environment. High morale means willing cooperation and loyalty to the organization. Employees with high morale take greater interest in the job, feel a sense of identity with the organization and take pride in it. It helps the management in overcoming labour turnover, absenteeism, indiscipline, grievances and other labour problems. High morale exists when employees' attitudes are favorable towards their jobs, their company and their fellow employees favorable to the total situation of the group and to the inhabits the willingness and ability of the group to attain the organization objective. Thus, the morale of employees should be high to achieve the organizational objectives efficiently and effectively. Employees with high morale like their jobs and co-operate fully with the management towards the achievement of the goals of the organization. It results from job satisfaction and generates job enthusiasm; high morale indicates a manifestation of the employee's strength, dependability, pride confidence, and devotion. All these qualities of mind and characters have taken together create high morale among the employees. Low morale indicates the presence of mental unrest. Mental unrest not only hampers production but also leads to the ill health of the employees, low morale exists when doubt and suspicion are common and when individuals are depressed and discouraged, i.e., there is a lot mental tension. Signs of low morale are generally not noticed until it is obviously low or when something has gone amiss. By the time the management recognizes the fact that morale has deteriorated, it is faced with one crisis or another. Perceptive managers are therefore, constantly on the lookout for clues to any deterioration in the morale of the employees.

1.10 FACTORS INFLUENCING EMPLOYEES' MORALE:

Employees' morale is a very complex phenomenon and is influenced by many factors in the organization. For example, the job, the supervisor, the company and the working conditions obtaining in it as well as its policies; the group and inter-personal relations prevailing in that group; salary and other benefits; the employee family and home life; his social and community life; the policies and attitudes of the management to its employees. All these influence employees' morale to a certain extent. Factors influencing employees' morale can well be divided into two groups namely organizational factors and personal factors

1. Organization Objectives:

The objectives of the organization influence the attitudes of employees greatly. If the goals set by the management are worthwhile, useful and acceptable, then employees develop a positive feeling towards the job and the organization. Likewise, a clear structure with well-defined duties and responsibilities encourages people to work with confidence. The reputation of the company is another important factor worth mentioning here. Persons working in a reputed organization experience feelings of pride and a spirit of loyalty. Employees are highly motivated and their morale is higher if their individual goals and objectives are in tune with organizational goals and objectives. The commonness of purpose will result in high morale. Employees want to be a part of the organization which has a worthwhile purpose in which they can believe.

2. Organizational Policy:

An organizational policy has an impact on the quality of labour relations, particularly on the level of morale. Large organizations 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, a flat structure increases the level of morale.

3. Communication:

An important instrument of morale building is a communication network between management, subordinates, and co-workers in either direction. There will be better understanding between employer and employees through effective communication by which employer will become aware of their problems and try to remove them. In this way, it will improve organizational performance through high morale of employees.

4. Training:

Training helps in preparing employees towards managing the morale ideology in the process of production. Training equips people with the necessary skills and techniques of quality improvement. Training equips people with the necessary skills and techniques of quality improvement. It is argued to be a powerful building block of business in the achievement of its aims and objectives. Through training, employees are able to identify improvement opportunities as it is directed at providing necessary skills and knowledge to all employees to be able to contribute to ongoing quality improvement process of production.

5. Working Conditions:

Morale will be generally high when employees are placed in a clean, safe, comfortable

and pleasant working environment. Office infrastructure and its appearance, the condition of machine tools available at the workplace is the booster of morale, People generally feel suffocated if they are placed in the congested environment, which adversely affects the morale, Good working conditions, therefore, sin-qua-non for high morale of the employees in the organization.

6. Reward System:

Reward systems refer to programs set up by a company to reward performance and motivate employee on individual or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company. Ascertaining and providing the reward to an employees' according to their job performance and maintaining the record. This will motivate employees' to make their effort in achieving organizational goal. Reward system assist in making different identification among the like minded organizations Rewards reduces employees' turnover and improve organizational performance and strengthen the satisfaction that leads to commitment

7. Compensation:

Compensation boost the morale of employees in the organization. Inadequate compensation leads to low morale. Employees' expect adequate compensation for their services rendered to the organization. A good system of salaries, promotions and other incentives keeps the morale of the employees' high. One of the requirements of high morale is the possibility and opportunity to progress in any concern. All employees should be given an opportunity to progress and to earn a high salary without any discrimination. If employees are not fairly compensated, the employees look for other jobs externally.

8. Supervisory Support:

The nature of supervision can better tell the attitudes of employees because a supervisor is in direct contact with the employees and can have a better influence on the activities of the employees. There should be an impartial, helpful, and capable team of supervisors and managers and their sympathetic attitude toward their subordinates.

9. Teamwork:

A well-structured team will aid the effective production of goods and services through the integration of activities involved in the process of production. that teamwork is a key feature of involvement. Teamwork aids the commitment of the workforce to the organizational goals and objectives. Confidence with his team and faith in their

loyalty will increase his morale. Poor attitude of co-workers influences others also in the team it is certainly not a morale booster. When an employees' are confident with their co-workers are loyal to them and provide advice and assistance whenever necessary their morale is likely to be good. A feeling of togetherness and common goals tend to raise employees' morale.

10. Participation in Management:

Participation in management is an essential ingredient of organizational democracy. The concept of employees' participation in management is based on the Human Relations approach to Management which brought about a new set of values to employees and management. Traditionally the concept of employees' Participation in Management refers to the participation of nonmanagerial employees in the decision- making process of the organization.

11. Welfare Facilities:

Management must pay due attention to the well-being of the employees' and provide welfare facilities like canteens, health services, education, housing, transport, crèche facilities for the betterment of his employees, welfare facilities boost the employees' morale.

12. Clarity of Organization Goals:

The employees become confused if not given clarity or understanding the goals of the organization. It creates a high risk for employees who are assets of the organization if they do not know what to achieve. Employees do not know their role in the organization and goals to perform.

13. Personal Factors:

The gender, age, education, experience, designation, family type of an employee, monthly salary, marital status etc., determine his morale. An employee self-concept, habits, and family relations exercise a significant influence on his morale.

1.11 OBJECTIVES OF THE STUDY

Based on the previous chapters and framework, with the view of making the study interesting as well as which would contribute to the determination of useful recommendations for employees' morale and organizational performance, the following objectives were formulated.

- Explore and identify the primary factors influencing employee morale in the workplace.
- To analyze the relationship between morale determinants and employee's morale.

- Analyze the identified factors to develop practical recommendations for improving employee morale.
- Indicators to measure the outcomes of interventions aimed at improving morale.
- To improved employee morale, it contributes to overall organization success.

1.12 NEED OF THE STUDY:

- Understanding and addressing factors affecting employee morale positively impact productivity and motivated in workforce.
- Investigating morale factors contributes to fostering a positive work culture, creating a supportive and engaging environment for employees.
- Identifying and improving morale-related aspects helps in retaining skilled employee reducing turnover costs.
- The addressing elements influencing morale, organization can boost overall job satisfaction and it leads to high level of employee commitment.
- A focus on morale factors contributes to well-being of individuals within the organization, promoting a healthier and more balanced work life for employees.

1.13 SCOPE OF THE STUDY:

- Employee morale has a direct impact on productivity and job performance. High morale often leads to increased work output, better quality of work, and a higher level of commitment to achieving organizational goals.
- Organizations with high morale tend to retain employees for longer periods. Low morale can lead to higher turnover rates, which are costly and disruptive to an organization.
- Employee morale is a reflection of an organization's culture. A positive workplace culture that promotes trust, respect, and a sense of belonging can enhance morale, while a negative culture can erode it.
- High morale can foster an environment where employees feel comfortable sharing ideas and taking creative risks. Low morale may stifle innovation as employees may be less inclined to contribute or take initiative.
- Employee morale can indirectly impact customer satisfaction. Happy and motivated employees are more likely to provide better customer service, leading to increased customer loyalty and positive word-of-mouth.

1.14 LIMITATIONS OF THE STUDY:

The exploration of employee morale, though informative, is subject to several limitations that necessitate careful consideration. One notable constraint revolves around the issue of sample size and composition. A diminutive sample may jeopardize the study's representativeness, while a homogenous sample derived from a singular organization or industry may curtail the broader applicability of the findings. The prevalence of cross-sectional designs in many morale studies presents challenges in establishing causal relationships between variables, offering a static snapshot rather than a dynamic view over time.

The common concern of self-report bias looms large, where employees might exhibit social desirability bias, potentially skewing responses to align with perceived acceptability. Additionally, relying exclusively on a single data collection method, such as surveys or interviews, may introduce common-method bias, underscoring the importance of incorporating diverse research methods.

Contextual factors add another layer of complexity to the limitations, as organizational changes and external economic conditions can independently impact employee morale, complicating the interpretation of internal organizational factors. The subjectivity in measurement, particularly in the absence of standardized measures, raises questions about the comparability of results across studies. Temporal constraints must be acknowledged, with a focus on short-term outcomes possibly overlooking long-term trends in employee morale. The issue of generalizability is also pertinent, as findings from one industry may not necessarily translate to others due to variations in organizational culture, structures, and norms.

Concerns about response rates and non-response bias are paramount, as a low participation rate may introduce bias if the opinions of non-respondents significantly differ from participants. Cultural and language differences further compound the study's generalizability, given that morale is influenced by cultural factors. Lastly, recognizing the time sensitivity of employee morale is crucial, as it is a dynamic aspect subject to change over time. Overall, a keen awareness of these limitations is essential for both researchers and practitioners to ensure the accurate interpretation and application of study findings.

CHAPTER-2

2.1 REVIEW OF LITERATURE:

The researcher has reviewed several research papers, books and thesis to provide insight into the academic endeavors related to the effect of employees' morale on organizational performance. This chapter reviews the past researches on similar or related topics and helps the researcher in providing a sound research foundation to understand the issues on which the study is focused. In the following pages, an attempt has been made to review some of the important studies conducted by various researchers. In the present chapter, a review of the available studies is to help the methodological improvement in the present study.

2.2 REVIEW ON DETERMINANTS AND EMPLOYEES' MORALE:

Alina Sabitova, Lauren M Hickling, Stefan Priebe (2020) The job morale of healthcare staff is widely seen as an important factor for the quality of care. Yet, there are different understandings of what constitutes job morale, which hinders systematic research and comparisons. We therefore conducted a scoping review of how the concept of job morale has developed over time and how it is used in healthcare research. A scoping review was conducted to identify relevant literature. Data were gathered on study design and context, objectives, definitions of morale, outcome measures and key findings. Data was synthesized using a descriptive analytical framework. Ninety-three unique studies met eligibility criteria for the present review. The literature outlines four main periods of the evolution of the concept of job morale: The First World War and the interwar years; Second World War; Aftermath of the Second World War; and Contemporary period. The concept of job morale originated in a military context and was later applied to and specified in the healthcare literature. The concept has been applied to individuals and groups.

Bhupendra Kumar Verma, Bikrant Kesari (2020) India's steel sector has experienced high employee turnover in the last couple of years due to the complex business environment, such as market competition, technology up-gradation, changes in business process, and management practices. This study is first of its kind in Indian literature to address the influence of employee morale on turnover intention in the context

of the Indian steel industry. The study uses statistical software packages such as Smarts' 2.0 and IBM SPSS 20 to analyze and validate the conceptual framework. Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) were used to evaluate the model with a sample size of 386 male employees of steel firms in Chhattisgarh state, the central part of India. The study makes a twofold contribution. First, it explores the influential morale factors that explain employee turnover and measure.

Emily C Weyant, Rick L Wallace, Nakia J Woodward (2021) There is currently a large body of research on morale related to librarians and library staff; however, it is worth reexamining morale as this profession and the world around it continues to change. Researchers confirmed that libraries have unique cultures based upon their region, overarching institution, type of library, customer or patron base, and other factors. As such, supervisors and managerial staff indicate the importance of examining the culture of one's own library including the motivations of staff/faculty and barriers that they encounter.

Nur Lyana Lazim, Nor Azura Mohamed Salim, Samsudin Wahab (2020) Sudden outburst of covid-19 had a profound effect on the whole world. The economic sector is among the worst affected. Lock-down had be implement in most countries in an attempt to slow the rate of infection. This caused the economic sector to stall, and caused many businesses to go bankrupt or downsizing. Job insecurity and workload due to sudden changes negatively affect employees' morale. Thus, leaders' role is crucial. This study presents the effect of Covid-19 towards employee and effect of low morality employee towards organization and which leadership role best suit to overcome this issue. This study was conducted by reviewing existing literature. Result shows leadership role have direct effect towards employee morale and organization productivity. Thus, it is suggested that leaders act rationally when deciding approach taken so that employee's morale stay upheld at high level. Authentic leadership style is suggested as the best approach leaders may implement to help boost employee morale at this crucial time.

Anthony Frank Obeng, Yongyue Zhu (2021) This study examined the effects of high-performance work practices on turnover intention through the mediating role of employee morale. The study also examined the extent to which psychological capital could moderate the relationship between employee morale and turnover intention. With the aid of questionnaire administration, the study collected 469 valid responses from frontline employees in the hospitality sector of Ghana. Findings from the hierarchical regression analysis showed that training and empowerment had a significant influence on turnover

intention. Training and reward also had a significant positive effect on job satisfaction. Empowerment, on the other hand, had a significant positive influence on affective organizational commitment. Both affective organizational commitment and job satisfaction significantly influenced turnover intention. Optimism and resilience moderated the relationship between affective organizational commitment and turnover intention. Also, self-efficacy moderated the relationship between job satisfaction and turnover intention. The study offers some implications and suggestions for future studies in the main text.

Farjana Nur, Dean Harrison, Shuchisnigdha Deb (2021) Employee morale is a determinant of productivity and retention. This study explores relationships and morale levels between employees and supervisors in a large service industry. An open-ended questionnaire developed based on literature was created to assess morale and motivation, support, incentive, workplace environment, way of motivation, and job satisfaction. This survey was then piloted to managers of hourly product handlers working in a large North American distribution company. Data on existing status of employee morale and the factors influencing morale were collected from managers of three different departments responsible for supervising product handlers. The survey was administered using an online survey tool and answered by a sample of 44 respondents. Poor employee morale and negative attitudes toward their jobs were reported. Influencing factors included minimal pay and hours, lack of motivation, understaffed and unskilled labor, high physical workload, and poor supervision.

Tina Jean Mabindisa, Reginald Legoabe (2021) Morale affects the well-being of employees, influencing quality of workplace performance, labor productivity of employees, quality of work life and eventually profitability of business enterprises. The Corporation whose workplace is reviewed in this study is a State-Owned Entity that experienced acute operational and performance problems due to financial distress, underperformance and governance challenges after the extended closure of its medical production facility. Failure to meet organizational performance targets on a continual basis, reduction in government grants and high staff turnover due to layoffs and triggered workplace disputes. This study aims to explore factors that influence or contribute to low employee morale at the corporation.

Young (2023) suggested that motivation can be defined in a variety of ways, depending on who you ask. Ask someone on the street, you may get a response like "It is what drives us" or "It is what makes us do the things we do". Therefore, motivation is the force

the money but because their jobs are not challenging enough or they feel that the management doesn't appreciate their work. What that all boils down to is a lack of communication. If someone is not challenged, that means the company is not getting as much out of that employee as it could. If the company did give the employee challenging work, then both employee and the employer benefit.

Miller and Lee (2019) argued that a well-designed decision-making process will have its most positive impact on company performance when it is carried out by a capable, motivated and dedicated workforce. They have also confirmed that such a workforce can be developed via an organization's commitment to its employees in the form of simple training and compensation, fairness and meaningful personal consideration.

Negi et al. (2019) presented a paper on "motivation and morale as a tool of human resource department" he explained the implications of motivation theories on management practices. The researcher revealed six factors like achievement, recognition responsibility, work itself, advancement and growth had given happy and satisfaction, on the other hand, feelings of unhappiness were not associated.

Elizabeth Anne Rosemond (2022) studied "Employee preferences for workplace characteristics" has analysed employee workplace preferences and found that groups prefer different workplace characteristics and has suggested implementing new policies and programs within their organizations to reduce the current gaps between employee preferences and current company policies in an effort to recruit and retain employees.

Smola and Sutton (2022) indicated that younger generation employees desired to be promoted more quickly than older (indicating high expectations for job challenge, success, and accomplishment). As a result, an employees' goal orientation fit (i.e. desire for a work environment providing suitable levels of job challenge, participation, and strong expectations for accomplishment) is likely to be more strongly connected to satisfaction and intention to remain with an organization for younger generation employees'.

Muthu Velayutham (2023) identified the determinants of morale in terms of the job variables and the employees' socio-economic background. Further, a comparison of the different morale groups is made with the University culture constructs. The respondents were 100 teaching and 200 non-teaching staff of Madurai Kamaraj University. The findings showed that different levels of management have different levels of morale but there is no significant relationship between the two.

Naresh Kumar (2023) conducted a study on the morale and motivation of employees working in UCO bank. He selected sample of 97 employees. He concluded that there was general satisfaction about working hour, good interpersonal relationship, sense of responsibility and belongingness, remuneration commensurate with the task, career development policies, physical facilities, personnel policies and job, supervisory mechanism and behaviour of supervisors. He suggested 1) need for more decentralization of authority and decision making power 2) recognition of good work and incentives for better performance 3) more physical facilities, review of promotional policies, better customer services.

Umadevi (2014) studied on welfare measures extended by NLC with reference to women employees revealed that through women employees were satisfied with the existing welfare measures wanted the organization to provide necessary medical facilities with specialists wherever necessary. And addition **Jayamohan (2014)** “A study on Employees Attitude towards Labour Welfare in Neyveli Lignite Corporation Ltd.” concluded with the suggestion that the organization should improve and provide the facilities such as housing, medical and ambulance service, and educational facilities for children and other monetary benefits.

Punia (2022) attempted to address the specific contemporary challenges of employees' retention and empowerment in the light of organizational changes. The author throws light on the fact that Indian organizations are finding it difficult to retain talent and are resorting to new strategies of empowerment to retain the best talent. The author further witnesses the coexistence of employees from the various socio-cultural backgrounds making the corporate culture a completely diverse one in today's work list.

Veena L. Riley (2023) conducted a study on solo-morale, assessing employee's management responsibility for the motivation, job satisfaction and professional well-being of solo librarians. This paper focused on four factors which are affecting the morale of a solo librarian i.e. employee management communication, management styles, networking, and continuing education. She concluded that A solo librarian can use a variety of methods to develop their self-esteem, self-efficacy, and motivation, and use strategies that will help them achieve and maintain job satisfaction and high morale, yet if consistently faced with management who see little worth in maintaining employee morale.

Schuler (2017) most people who experience low morale in the work environment blame management or their immediate supervisor for their leadership- related competencies such as communicating vision, energising staff, demonstrating trust and loyalty, and developing teams.

Nagarajan.K (2015) examined the "Boss and Employee Morale", examined the role played by the immediate boss in boosting the morale of his subordinates. Nine out of ten persons expressed displeasure with the treatment given by their immediate boss and reasons like insufficient monetary incentives, poor working conditions, unfavourable organizational climate, and other such factors have been cited only as complementary factors.

Finger (2015) stated morale is more influenced from the top down from the bottom up. High or low morale is not just made up of a single factor; it is a combination of related factors. These factors include changes in the internal and external environment as well as the leadership approach taken in responding to those changes. In addition, morale may be thought of not only as a group phenomenon but also an individual matter. Group morale depends on the morale of each individual in a group. These definitions reveal the importance of morale in organizations and its relevance to the organizational environment and leadership.

Marshall (2023) from their own observations, know that employee attitude affects their work and eventually the company's output. Therefore, it is essential for incentive programme to inspire and motivate the employees to work efficiently. Healthy competition among the employees of an organization is good for increasing the morale but too much of it may also cause the company to disintegrate.

Dye and Garman (2022) explained that distrust of management, poor interpersonal relations, and inflexible working conditions could also contribute to low employee morale. It is also noteworthy that low morale could also be caused by departmental layoffs or closures, negotiations and contract disputes, high employee turnover rates, changes in leadership, and unclear expectations.

Gallup (2021) suggested various ways to boost the morale among the employees of an organization. He stated that the companies should treat the employees with respect, show interest in employees' personal lives, allow employees to gain ownership of their jobs by being part of the decision-making process, create a pleasant work environment,

establish an employee recognition program, give clear direction / set priorities and stand behind your employees.

Linz et al. (2020) studied workers participating the expectation of receiving a desired reward contributes to high morale, with expected monetary rewards having a higher influence than expected non-monetary rewards, but praise for a job well done and a feeling of accomplishment also contribute positively to employee morale. There was a significant correlation between positive attitudes toward work and morale, and a positive correlation between performance assessment and morale.

Snigdha Sharma (2020) examined the role of age and work experience in the ethical behaviour of middle-level managerial personnel. The sample consists of 204 middle-level managers working in different public and private sector organizations in India. The ethical behaviour of managers is assessed with the help of work behaviour questionnaire developed for the purpose. The Cronbach Alpha of work behaviour questionnaire is reported to be 0.86. It is revealed that there is a significant difference in ethical behaviour between high and low age groups and between high and low work experience groups.

Harbinder Bir Kaur (2020) conducted a study to investigate and assess the impact of the level of organizational culture on employees' morale in selected banks. The banks were compared on eleven dimensions of organizational culture and five dimensions of employee's morale, and also suggested improving educational level of employees, interpersonal trust and co-operation, good quality of communication, remuneration on the basis of merit and hard work, effective leadership, separate human resource department fulfillment of emotional needs, training programs empowerment to enable employees' morale and development of organizational culture and employees' morale and development of organizational culture is essential.

Nagraja Billava (2018) conducted a study on employees' morale of Kanara wood plywood industries Ltd. He selected sample of 20 employees for research. He discussed factors like age group, education qualification, happiness at work, working environment, working hours, working condition, relation with employees, management encouragement to employee's development safety and welfare measures, leaves and Holiday, free communication of management and employees, relation with fellow worker and talent of employees. He concluded that morale plays a very important role in every organization. High morale helps to the success of the organization.

Naganna and Ramanna (2019) identified the level of employees' morale and job satisfaction in selected commercial banks. They found that the employees of the public and private sector have felt and rated low morale to the factors such as workload, working hours and work pressure in the banks and restraining to perform their job satisfactorily. But surprisingly morale was high in public sector banks and low among the employees of private sector banks. They suggested that more attention should be paid to introduce necessary non – monetary packages, benefits, and privileges to attract new employees and retain the existing talented staff, especially in the changing competitive environment.

Yuzuk (2020) found that the employees who have the highest morale tended to be the most experienced persons who had the longest tenure and who held the highest labour grades. And **Winifred (2017)** pointed out the main causes of poor morale as frustration resulting from lack of recognition, the belief promotions are unfair and the fear of being inefficient which may be nourished by the management practices of using blame much more frequently than praise.

Noella Mackenzie (2017) examined Australian teacher morale. The study was undertaken within an interpretive/constructivist paradigm with participants invited to consider the status of the teaching profession, teacher morale in current times and extrinsic teaching excellence awards. Data were collected from 101 teachers it is concluded that schools will not be getting the best possible value from teachers who are affected by low morale. By extension, students in some schools may not be receiving the quality of teaching that they deserve and could receive if teacher morale was high. Teacher morale is complex and there are no easy formulas offering guaranteed improvement as demonstrated by the many suggestions offered by the participants in the study informing this article.

Ewton (2018) emphasises the fact that employee morale is associated with absenteeism, and even more when lower productivity, lost revenue, and other effects of low morale are considered. Low morale can be costly to an institution. Morale is also the fuel that drives an organization forward or the fuel that feeds the fires of employee discontent and poor performance.

Sangeetha (2018) explained the importance of morale in various aspects in her research paper, morale could be made excel to companies, she found the morale is directed end product of employees being related well by the organization and the

employees being related well by the organization and the employee reciprocate it in the form of good profits derived from their superior work performance, quality work, low turnover and willingness to discharge their responsibilities. This study suggested that employers take the initiative to establish and preserve trust among their employees, this is even more crucial in organizations where the trust is injured.

Florence Nightingale (2020) studied IKEA'S HR practices which enhancing employee morale. The author discussed IKEA's policies related to "why Sayers program" which encouraged the people to share complaints. This program and comprehensive employee surveys greatly improved employee morale with a detailed question about the need, expectations, and its various initiatives to improve its work culture such as flexible in holiday schedule, work design and work days decrease the employee turnover and increase the morality and loyalty of the employees. He concludes that the timely mentoring adaptable work culture and high pay enable the employee to be more committed to the company and to have high morale.

Stevens (2021) indicated that organizational culture affects employee morale and productivity and that there are factors that lower employee morale. These negative factors, according to him, include the following: leadership not serving as exemplars, little or no accountability, a lack of career and succession planning, too many silos, and departmental infighting.

Chandan Kumar Sahoo and Gangadhar Sahu (2020) found that organizations today are increasingly dependent on knowledge creation and human development for their optimal and sustainable growth. To meet the challenges resulting from global competitiveness, they need to demonstrate world-class performance, re-examine the drivers of organizational performance through employee engagement. It consists of employees' skills, competencies, commitment, motivation and loyalty, problem-solving capability, innovation, knowledge, and attitude.

Mehrdad alipour et al. (2019) stated that training is a substantial organizational investment getting a satisfactory return on investment means linking the training function and activities to the company's overall business activity. The investment in people, both in developing and maintaining the appropriate skills, is a vital part of the organization's strategy for the future. Effective training enhancing the knowledge, skills, attitudes, and behaviour of the employees' and their performance also. Training improved performance

of individuals that leads directly to profit. They have stated that job training leads to more creativity, achieving organizational objectives and improves work quality.

Susheela Menon (2015) conducted a study on the morale and social status of women employees of new generation bank in Trichur district. She collected 50 respondents sample for the study, and the sample size was 25% of the total. She studied satisfaction about salary and allowances, welfare programs, social security, also rating about working conditions and promotion system, confidence on the leadership of seniors, change in promotion availability, staff relation, and factors regarding trouble in work. She concluded that the women employees in new generation bank have high satisfaction high morale level.

James G. Worthy (2015) observed that the organizational policies of the company are an important factor affecting the level of morale of the employees. The rigidity of the organizational policies conflicts excessively with individual self-expression and maximum morale.

Allen et al. (2016) retaining valuable staff has benefits as when turnover is high companies may expect leveraged costs, interruptions in service levels, but also loss in knowledge base, in the worst case to competitors. Research has proved that companies with low turnover rates have increased sales growth and improved employees' morale. In order to improve the quality of employment companies can implement varying retention management strategies simultaneously increasing loyalty of employees.

Fard et al. (2017) examined the concept of morale analytically. They considered different components affecting on organizational morale, among them organizational trust is regarded as the most effective component and the analytical model examines the correlation between them. The research method was based on descriptive analysis and the population in the sample were public services' organizations employees. Analysis of data showed that there was a positive relation between organizational trust and employees' morale in public organizations. This project is for decision makers and management for considering factors related to morale and trust in organization.

Mazin (2019) stated that high employee morale leads to people coming to work on time, improved communication, less time wasted on gossip, improved recruitment and retention, and more creativity. It is evident from the literature that employee morale is very important in organisations and if not effectively managed it can have adverse effects on the overall productivity and performance of the organisation. In addition, morale can energise and improve productivity from employees, and at the same time it creates a positive working

environment to employees' unhappiness related to aspects of the work environment.

Shobha Mishra and Manju Bhagat (2018) studied "Principles for Successful Implementation of Welfare Activities", stated that labour absenteeism in Indian industries can be reduced to a great extent by provision of housing, health and care of family, canteen, educational and facilities of training and provision of welfare activities. The principle for successful implementation of welfare activities is nothing but an extension of democratic values in an industrialized society.

Ngambi (2023) revealed that there is a relationship between leadership and morale, and those leadership competencies such as communication, fostering trust and team building set a clear direction for the college impact on morale. It is recommended that surveys of morale should be conducted to obtain the requisite information before developing strategies to employee morale, retention and performance.

Salleh et al. (2022) investigated the relationship between motivations toward state government employees. Applying similarity on the motivation in the earlier research on job performance, this study extended the research by examining the relationship between overall job performance and motivation dimensions and their job performance. A positive relationship as measured by poses annual salary progression was found between affiliation motivation and performance.

George S. Odiorne (2021) pointed out that the type/quality of equipment provided to workers by management significantly affects the level of employee morale. And **Gangardes (2012)** has suggested in his study that good and efficient employees and good employee morale cannot be built by just increasing the pay of the employees. The employees want suitable work and supervisors want preservation of self-respect.

Sindhu (2017) stated the employee welfare measure increase the productivity of organization and promote healthy industrial relations there by maintaining industrial peace. Organizations provide welfare facilities to their employees to keep their motivation levels high. Business houses provide many such statutory and non-statutory things policies to maintain satisfactory level of their employee. When they get better canteen facilities, good drinking water, clean restrooms, clean and hygiene wash rooms and bathrooms, better facilities to sit or good workplace gives employee a high level of satisfactory level.

Upadhyay and Gupta (2017) conclude that communication plays a major role in increasing the satisfaction of an employee. Satisfied employees are reported to have high morale. Welfare measures and work experience does not necessarily relates to satisfaction.

Therefore it's 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 communications.

Samithamby Senthilnathan and Kamalachandran Rukshani (2019) explored with the variety of literature support the relationship of variables with respect to employee morale and organizational trust. To extend and facilitates further studies contextually and empirically, a mind-map is presented to show how these relationship variables relate to organizational trust and employee morale. This is enhancing related the studies of organizational trust and employee morale in particular.

Sudheer Kumar and Balaji Prasad (2019) studied about employee training, employee retention, human resource management, performance appraisal, recruitment, and selection. They conclude that under present market forces and strict competition, the software companies are forced to be competitive, software companies must seek ways to become more efficient, productive flexible and innovative under constant pressure to improve results. Gaining competitive advantage in the traditional ways have to be supplemented with organizational capability relates to hiring and retaining competent employees and developing competencies through effective human resource management.

Sabarirajan and Srivanidevi (2014) investigated the relationship between employee morale and quality of work life among employees. The construct used for this research to test employee morale consists of intrinsic motivation, work meaningfulness, organizational commitment, and work pride and employee satisfaction. The study was conducted on a total of 150 respondents working in spinning mills located in Dindukal District. The sample chosen is based on a convenience sampling method. They used T-Test, correlation, and regression and checked the model fit with the structural equation model. Findings suggest that high association exists between employee morale and quality of work life among the employees.

Vignesh Shankar (2014) investigated the quality of work life and morale of employees and their effects on organizational operations. Quality in an organization is defined as an advantage, as a value, a determination of conformity and as meeting customer's expectations. In an organization good quality of work life is necessary to retain and attract the skilled and talented employees. Employees are the most important assets of any organizations and its success or failure depends on their qualifications and performance.

Motivated employees and satisfied customers are the backbones of any successful organizations. This paper focuses and analyses the literature findings which involve quality of work life and predictors of employee motivational strategies.

Kavitha and Karthikeyan (2020) revealed morale is the enthusiasm with which workers as individuals and as groups respond to their work situation and necessities. It is a state of healthy balance in the organization in which people make their corresponding contributions to achieve their set goals, maintain their sense of worth besides developing their abilities, knowledge, and skills. It is found that the relationship between employer and employee is an essential part for the success of any organization. In this study questionnaire is used for getting suggestions from the samples. Convenient sampling were used. Various tools have been used to analyse the factors which affect the morale of employees. Suggestions were given to improve the factors which affect the morale of employees.

Joan Louis T. Ilagan and Flora V. Javier (2021) examined the employees' level of morale with respect to bank's style of supervision and in terms of other determinants such as nature of work, salaries/wages and benefits/incentives, placement and promotion and communication channels. Further, it determined the relationship of level of employee morale and the demographic profile of the employees'. The morale level is high in term of bank's supervision style and other employee morale determinants also. Moreover, the socio-demographic profile variables also influence the level of their morale in terms of other employee morale determinants.

Yohana I. Wantania and Stanss L.H.V. Joyce Lapian (2015) identified the effect of Employee Morale and Facilities toward Employee Efficiency. In this research, the population refers to the employees of Astra International Daihatsu Martadinata Manado which equal to the sample size that are 68 respondents. The associative method is used in this research by using questionnaires and Multiple Regression analysis for data analysis. The result shows that Employee Morale and Facilities have a significant effect on Employee Efficiency partially and simultaneously. In term of the salary, recognition, rewards and facilities, company treats their employees to improve the company needs.

Wilfredo J. Nicolas and Mauel O. Malonisio (2015) conducted to determine the level of employees' morale of the Aklan State University-Main Campus for the school year 2015. The data revealed that level of employees' morale is high. The data further revealed that the indicators on Belonging, Recognition and Rewards, Involving, Advancement/Opportunities, Compensation, Training, Company Policies and Guidelines,

Company Values, and Work Flexibility, have a moderate level of morale. Furthermore, the indicators on Open Communication, Enthusiasm, Motivation, Commitment, Loyalty, Trust, Appreciation, Empowerment, Teamwork, and Supervisor Consultation, have a high level of morale.

Raja and Satheesh Kumar (2015) revealed Employee morale plays a vital role in the organization success. High morale leads to successful organization and low morale against to its success the morale play not a less important for an undertaking of industries. The success or failure of the industry Review of Literature 89 much depends on the morale of the employees. The Organization needs employees with high morale and moreover, morale is a psychological factor and measures can be taken to build a high level of morale in an employee's mind-set.

Nandhini, Usha and Palanivelu (2016) revealed employee morale is defined by the employee's outlook, optimism, self-concept, and assured belief in themselves and their organization, its mission, goals, defined path, daily decisions, and employee appreciation. They concluded Morale in a business organization is an attitude of emotional readiness, which enables an employee to improve his productivity. When an organization motivates its employees to a high degree, result and morale in the organization will be equally high. Motivation is the process and morale is the product. Therefore, continues monitoring and improvement of morale is necessary for an organization.

Vembu and Suvitha (2016) stated employee morale plays a very important part in the organization success, high morale leads to success and low morale brings to defeat, they said nature of work, working conditions, supervision, interpersonal relations, management policies, and personal factors are some factors that affecting morale in the organizations, in this study they used only percentage analysis and suggested society has to arrange interaction program, provide adequate loan scheme, and encouraging the employee towards in decision-making process, and they concluded morale of employees became satisfactory.

Uma Devi and Vijayakumar (2016) revealed two magical words which make the employees involve and outperform in their work which is morale and commitment. This study is conducted to measure the impact of morale on organizational commitment with special reference to college teachers. It is found from the analysis that teachers have a high level of morale and organizational commitment. In government colleges the overall morale is high. The lowest morale is found among self-financing teachers. The Structural Equation Modelling

(SEM) shows that 30% of Organizational Commitment is determined by morale.

Harshani and Welmilla (2017) stated employee welfare facilities are recognized as one of a prominent section in current business world. The independent variable and the dependent variable of the study was welfare facilities and employee retention respectively. Objectives two hypotheses were developed and tested. The primary data was collected by using random sampling technique and sample size was 40 cabin crew employees of Sri Lankan Airlines. The correlation and regressions analysis were performed to test hypotheses. Findings of the study is that employee welfare facilities positively and significantly effect on employee retention. As a significant factor, welfare facilities should be enriched by the management to get the maximum benefits from the employees.

Ramamoorthy et al. (2017) stated employee welfare defines as effort to make life worth living for workmen, objectives of the study is evaluate the effect of welfare measures on employee morale, the study is descriptive in nature, questionnaire has been used to collect the data, data were collected from 100 samples, and coded, tabulated and analysed using statistical techniques, and findings of the study is welfare measures is positively affect the employee morale, and conclusion is effect of well-being measure on worker confidence helps the running to know the fulfilment level of the workers about the welfare degree provided by the corporation.

Kandavel and Sakthivel (2018) revealed training is a major concept in today's business world. Training increases employee morale. The data is collected from the structured questionnaire. The sample size is 160 and also it is stratified sampling. The respondents are the employees from the sugar mills Cuddalore district various. In their study, they used T-test, ANOVA, and Pearson's correlation analysis. The result of their study is Majority of employees found that training is beneficial for their development and training positively influencing the morale of employee

Gisiti Ayu Pratiati and R.Nurcahyo (2019) Productivity, Safety, Delivery, Employee Morale, and Quality are important aspects that have to be concerned by an organization to win a competitive advantage in all business fields. Employee morale and achievement of company performance will improve aligned with the implementation of quality management supported by the company. Poor implementation of quality management will negatively impact to company performance. Quality Control Circle (QCC) is one aspect of the quality management philosophy that has a significant impact on improving company performance and build a positive environment. The objective of this

study is to determine the effect of QCC on employee morale and company performance using MANOVA. Based on the result of data analysis from the survey, the QCC 97,8% significantly influenced the employee morale and company performance empirically.

Ayunda Putri Larasati and S Martono (2020) This aims of this study is to determine the effect of transformational leadership, employee relations, and work environment on employee morale on employees of the Department of Trade, Cooperatives, and SMEs Magelang Regency. The type and design of research used in this study is quantitative research. Sampling in this study uses a saturated sampling technique and obtained a sample size that must be used is 130 employees. The analytical method used is the instrument test (validity and reliability), the classic assumption test, and the hypothesis test with the application of SPSS 22. Data collection methods using interviews, questionnaires, and literature studies. The results of this study indicate that three hypotheses were accepted. So it can be seen that transformational leadership has a positive and significant effect on employee morale. Employee relations have a positive and significant effect on employee morale. The work environment has a positive and significant effect on employee morale. Transformational leadership, employee relation, and work environment together has a positive and significant effect on employee morale.

Coffey Shannon G (2021) Effective leaders, grounded in transformational leadership theory, boost employee morale for increased productivity and profitability. In a Knoxville-based case study, key strategies included open communication, active employee engagement, and formal recognition programs. Business leaders are advised to prioritize transparent communication and foster engagement, leading to positive social changes such as improved community contribution and potential decreases in unemployment and crime. In essence, these strategies create a positive work environment with widespread benefits.

Fatima Muhammad Shafique and Mohammed Al Haddi (2022) sharjah National Oil Corporation's adoption of a flexible weekend policy has proven successful, with a high survey participation rate of 86.5%. Results indicate strong employee satisfaction, as 87.16% express a willingness to maintain their chosen weekend option for 2022. Positive impacts on work-life balance and productivity are evident, with 87% reporting no negative effect on personal work productivity and 74% on team productivity. Minor challenges include a 7% acknowledgment of disruptions in day-to-day communications with colleagues. While employees remain neutral on increased engagement, the overall sentiment is positive, showcasing the benefits of providing flexibility in work schedules. Continuous feedback

CHAPTER 3

3.1 RESEARCH METHODOLOGY:

Research is defined as a scientific and systematic search for pertinent, information on a specific topic. Research is an art of scientific investigation. It is a careful investigation or inquiry especially through search of new facts in any branch of knowledge. It is the systematized effort to gain new knowledge. It is an academic activity and as such, the term should be used in technical sense. Research is, thus, an original contribution to the existing stock of knowledge making for its advancement. It is the pursuit of truth with the help of study, observation, comparison and experiment. In short, the search of knowledge through objective and systematic method of finding a solution to a problem is research. As a researcher, defining, evaluating and organizing data, making deductions and conclusions, and finally carefully testing the conclusions to determine whether they fit the formulating hypotheses is priority.

3.2 RESEARCH APPROACH:

This chapter deals with the Research design, sampling method used. Data collection method used, pre testing adopted, tools and techniques and limitations of the study.

3.3 RESEARCH DESIGN:

The Research Design undertaken by the researcher is “descriptive Research”. The methodology involved in this design is mostly qualitative in nature. The major purpose of this descriptive research is the description of the state of affairs as it exists at present. The researcher has no control over the variables and can only report what that has happened or what is happening. The methods of Research utilized in descriptive research are survey methods of all kinds including methods competitive correlation.

3.4 SOURCES OF DATA:

Data is the basic input to any decision making process in a business. The processing of data gives statistics of importance of the study. The reliability of managerial demos depends upon the quality of data. The quality of data can be expressed in terms of its representative feature of the reality which can be ensured by the usage of a fitting data collection method.

There are two types of data, namely:

- Primary data
- Secondary data.

PRIMARY DATA:

The primary data are those which are collected a fresh and for first time and thus happen to be original in character. Questionnaires are mainly used. The study is based on the primary data collected from the respondents in the organization. The first degree data provided a wide range of valuable information regarding customer satisfaction and buying decision process of users and customers was collected through questionnaire.

SECONDARY DATA:

The secondary data are those which have already been collected by someone else and which have already passed through the statistical process. The secondary data is collected with the help of Company Website, Internet etc

POPULATION:

A population refers to any collection of specified group of human beings or of nonhuman entities such as objects, educational institutions, time units and geographical areas, prices of wheat or salaries drawn by individuals. Some statisticians call it universe. A population is properly defined so that there is no ambiguity as to whether given unit belong to the population. Inferences concerning a population cannot be drawn until the nature of the units that compose it is clearly identified. If a population is not properly defined, a researcher does not know units to consider when selecting the sample. It is the aggregate to all units possessing certain specified characteristics on which the sample is drawn to draw inferences population element is the individual participant or object on which the measurements taken. It is a total collection of elements to make some inference.

SAMPLING:

Sampling is the process of selecting units from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen. The importance of the theory of sampling lies in the fact that for a large population, it is neither practical nor possible to collect the data for each and every member of the population.

3.5 SAMPLING TECHNIQUE:

On the representation basis, it is Non probability sampling, which means "non-random

sampling element. As the size of the population is large, we follow convenient sampling technique.

SAMPLE:

A Sample, as the name implies, is a smaller representation of a large whole. A section of the population selected from the later in such a way that they are representative of the universe called a sample. The group of elements is referred as a sample and the process of selecting a part of a group with a view to obtaining information about the whole is called sampling. Relatively small number of individuals or measures of individuals, objects or events is selected and analysed in order to find out something about the entire population from which it was selected. Sampling procedure provide generalization on the basis of a relatively small proportion of the population.

SAMPLING METHOD:

The research approach was used survey method which is a widely used method for data collection and best suited for descriptive type of research survey includes research instrument like questionnaire which can be structured and unstructured. Target n is well identified and various methods like personal interviews and telephone interviews.

3.6 SAMPLE SIZE:

e collection of some parts of the population on the basis of which judgment is made small enough to convenient data collection and large enough to be true representative of the population from which it had been selected. Sample size refers to number of items to be selected from the universe to constitute a sample. The sample must be optimum. The sample size for the study is 100.

3.7 TOOLS FOR DATA COLLECTION:

1. QUESTIONNAIRE:

The method used in data collection is quite popular particularly in case of big queues private individuals, research persons; private and public organizations art making. A questionnaire consists of a no of questions printed or typed in a definite order of frame the respondent has to answer the questions on their own.

2. QUESTIONNAIRE DESIGN:

Questionnaires are an inexpensive way to gather data from a potentially large number of respondents. Often they are the only feasible way to reach a number of reviewers large enough to allow statistically analysis of the results. A well-designed questionnaire that is used effectively can gather information on both the overall

performance of the test system as well as information on specific components of the system. If the questionnaire includes demographic questions on the participants, they can be used to correlate performance and satisfaction with the test system among different groups of users. It is important to remember that a questionnaire should be viewed as a multi-stage process beginning with definition of the aspects to be examined and ending with interpretation of the results. Every step needs to be designed carefully because the final results are only as good as the weakest link in the questionnaire process.

3. MULTIPLE CHOICE:

It is a form of assessment in which respondents are asked to select the best possible answer (or answers) out of the choices from a list. The multiple choice format is most frequently used in educational testing in market research, and in elections- when a person chooses between multiple candidates, parties or policies. Multiple choice testing is particularly popular method. 48

4. OPEN ENDED:

Open format questions are those questions that give your patience in opportunity we express their opinions. In these types of questions, there are no preter set of responses and the person is free tower however he chooses. By including pen format questions in your questionnaire, you can get true, insightful and even unexpected suggestions. Qualitative questions fall under the category of open format questions an ideal questionnaire would include an open formal question at the end of the questionnaire that would ask the respondent about suggestions for changes or improvements

5. CLOSE ENDED:

Closed format questions are questions that include multiple choice answers. Multiple choice questions fall under the category of closed format questions. These multiple choices could either be in even numbers or in odd numbers. By including closed format questions in your questionnaire design, you can easily calculate statistical data and percentages. Preliminary analysis can also be performed with ease. Closed format questions can be asked to different groups at different intervals. This can enable you to efficiently track opinion over time.

3.8 TOOLS FOR DATA ANALYSIS:

The tools used for analysis are:

- Inova
- Correlation coefficient (spearman's correlation)

ANOVA:

One Way ANOVA ("analysis of variance") compares the means of two or more independent

groups in order to determine whether there is statistical evidence that the associated population means are significantly different. One-Way ANOVA is a parametric test. This test is also known as: One-Factor ANOVA.

CORRELATION:

Correlation analysis in research is a statistical method used to measure the strength of the linear relationship between two variables and compute their

PEARSON CORRELATION:

The Pearson correlation coefficient (r) is the most common way of measuring a linear correlation. It is a number between -1 and 1 that measures the strength and direction of the relationship between two variables.

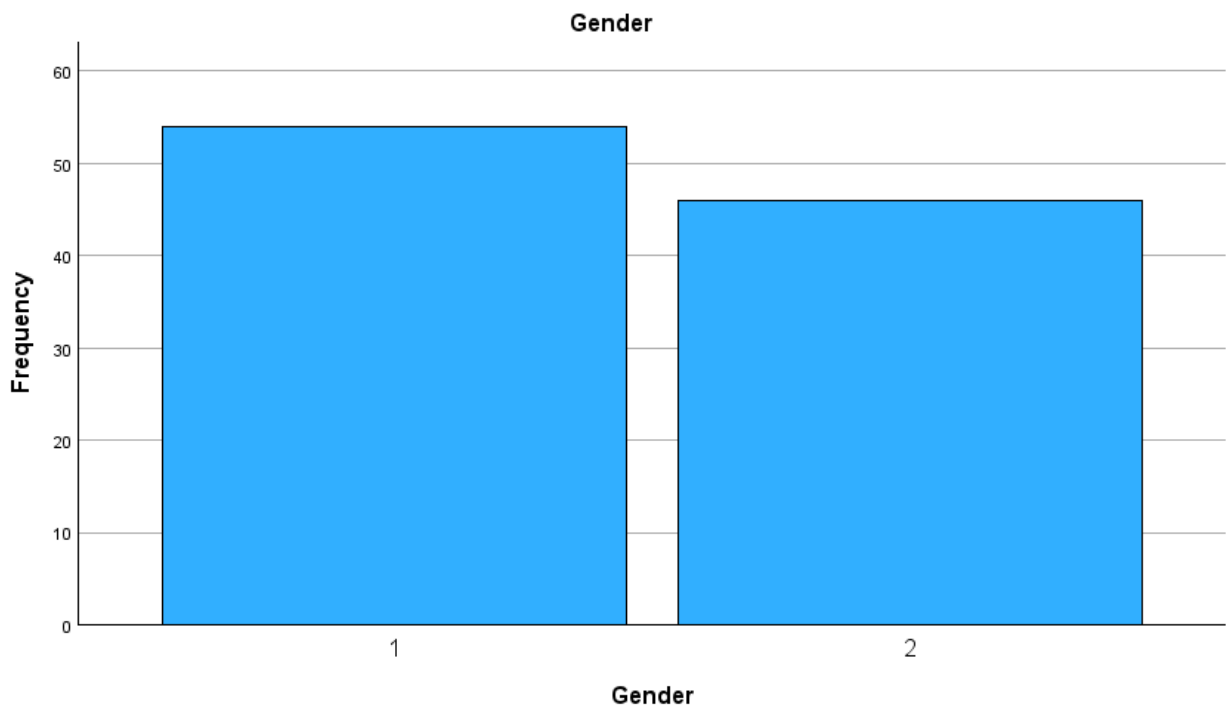
CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

4.1.1 Table indicating the gender of respondents:

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	54	54.0	54.0	54.0
	Female	46	46.0	46.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

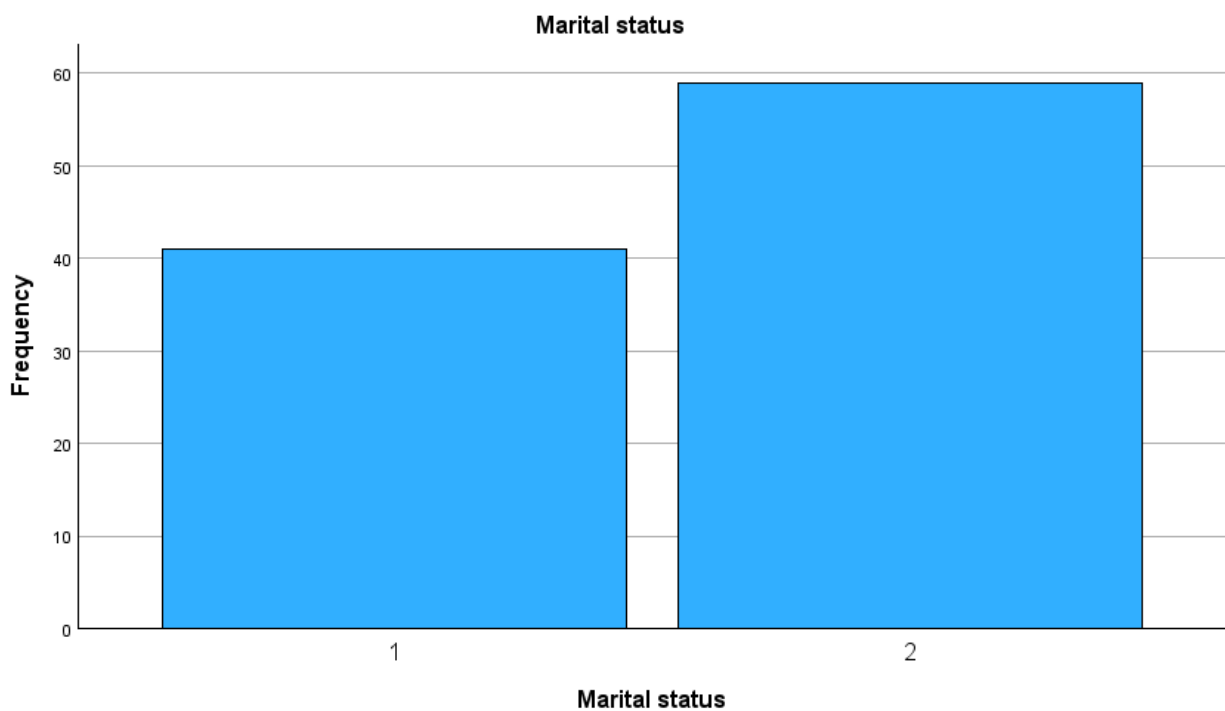
From the above table it is interpreted that the gender of the respondents is male 54% and number of respondents in female are 46 %.

INFERENCE:

Majority 54% of the respondents are male.

4.1.2 Table indicating the Marital status of respondents:

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	41	41.0	41.0	41.0
	Unmarried	59	59.0	59.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

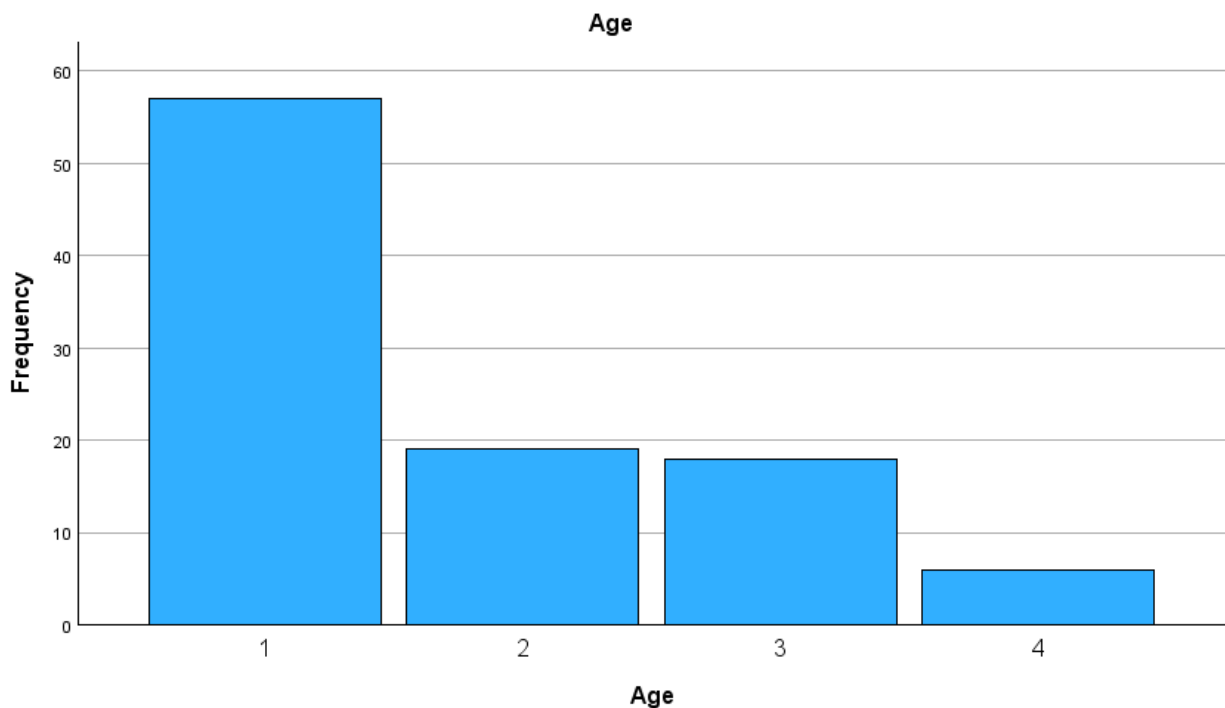
From the above table it is interpreted that the Marital status of the respondents is married 41% and number of respondents in unmarried are 59%.

INFERENCE:

Majority 59 % of the respondents belong to the unmarried peoples.

4.1.3 Table indicating the Age of respondents:

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	57	57.0	57.0	57.0
	Between 26-35	19	19.0	19.0	76.0
	Between 36-45	18	18.0	18.0	94.0
	Above 45	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

**INTERPRETATION:**

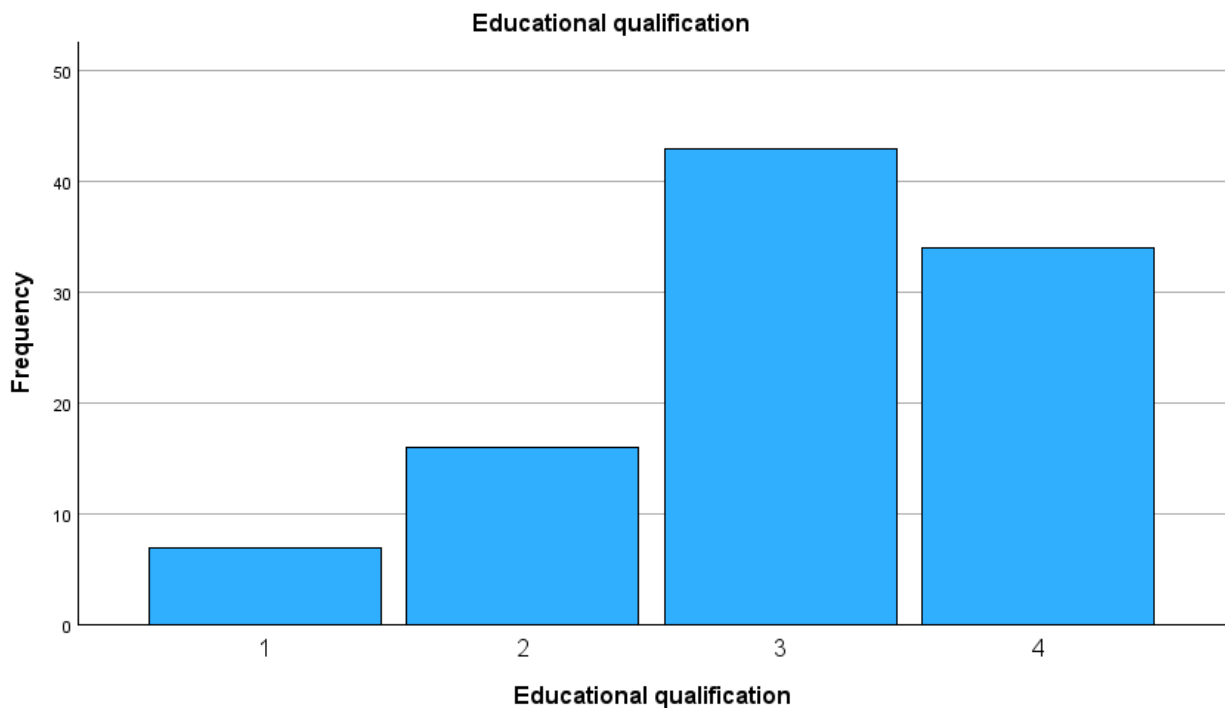
From the above table it is interpreted the number of respondent Below 25 ages of respondents are 57%, between 26-35 age of respondents are 19%, between 36-45 age respondents are 18%, between above 45 age of respondents are 6%.

INFERENCE:

Majority 57% of the respondents age group of below 25 categories.

4.1.4 Table indicating the educational qualification of respondents:

Educational qualification		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matriculation	7	7.0	7.0	7.0
	Pre university	16	16.0	16.0	23.0
	Graduation	43	43.0	43.0	66.0
	Post Graduation	34	34.0	34.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

From the above table it is interpreted that the number of respondents [Matriculation](#) of respondents are 7%, pre university of respondents are 16%, and under graduate of respondents 43 %.post graduate of respondents are 34%.

INFERENCE:

Majority 58.7 % of the respondents belongs to UG educational qualification.

4.1.5 Table indicating the Occupation of respondents:

Occupation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Professional	29	29.0	29.0	29.0
	Businessmen	18	18.0	18.0	47.0
	Govt.service	11	11.0	11.0	58.0
	Student	42	42.0	42.0	100.0
	Total	100	100.0	100.0	



INTEPRETATION:

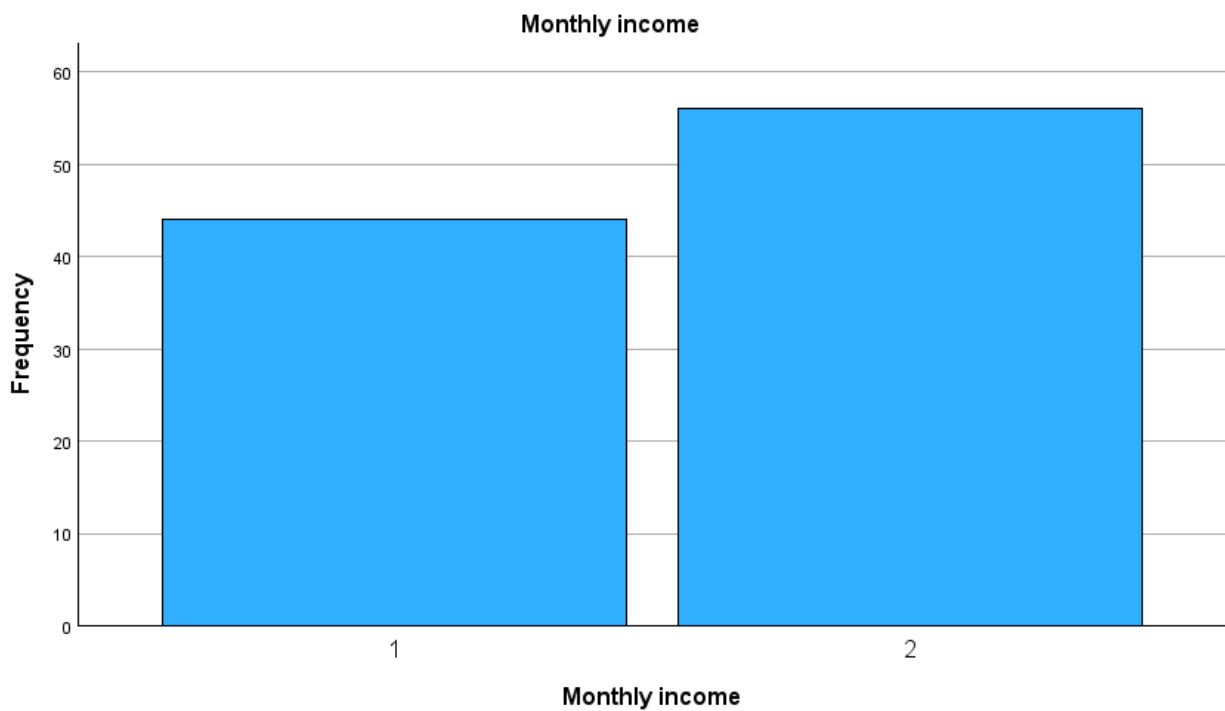
From the above table it is interpreted that the number of respondents were 29% is Professional, 18% is Businessmen, 11% is Govt.service, 42% is Student.

INFERENCE

Majority 42 % of the respondents from student.

4.1.6 Table indicating the Monthly Income of respondents:

Monthly Income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than 10000	44	44.0	44.0	44.0
	10000-15000	18	18.0	18.0	47.0
	15000-20000	11	11.0	11.0	58.0
	Above 20000	27	27.0	27.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

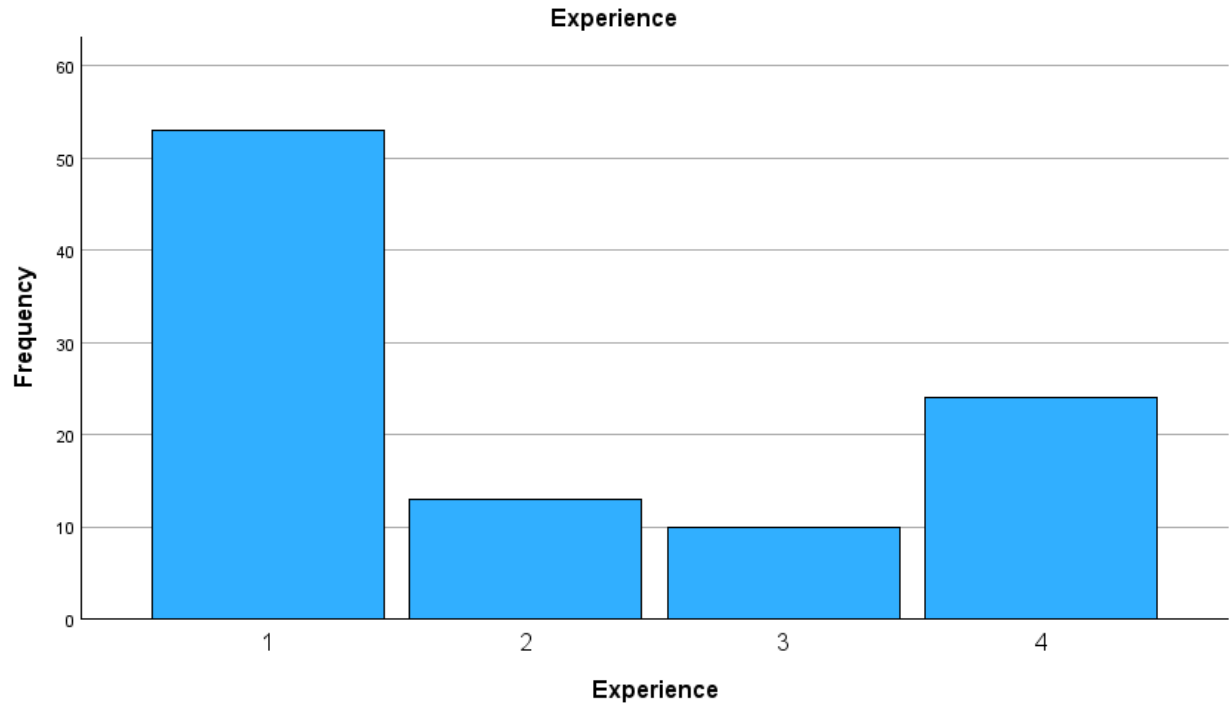
From the above table it is interpreted that the number of respondents were 44% is Less Than 10000, 18% is 10000-15000, 11% is 15000-20000, 27% is Above2000.

INFERENCE:

Majority 44% of the respondents from the Less Than 10000,

4.1.7 Table indicating the Experience of respondents:

Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 Years	53	53.0	53.0	53.0
	2-4 Years	13	13.0	13.0	66.0
	4-6 Years	10	10.0	10.0	76.0
	6-8 Years	24	24.0	24.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

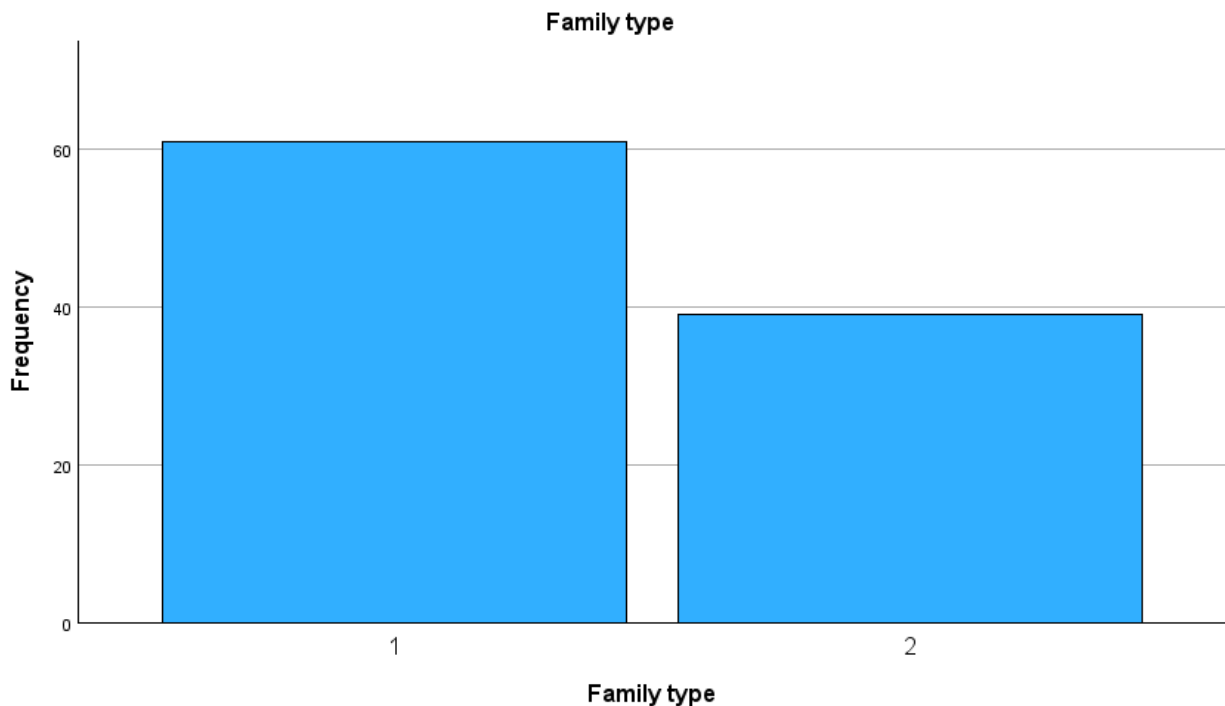
From the above table it is interpreted that the number of respondents were 53% is 1 to 2 Year, 13% is 2 to 4 Year, 10% is 4 to 6 Year, 24% is 6 to 8Year.

INFERENCE:

Majority 53% of the respondents belongs 1 To 2 Year.

4.1.8 Table indicating the Family type of respondents:

Family type					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nuclear	61	61.0	61.0	61.0
	Joint Family	39	39.0	39.0	100.0
	Total	100	100.0	100.0	

**INTERPRETATION:**

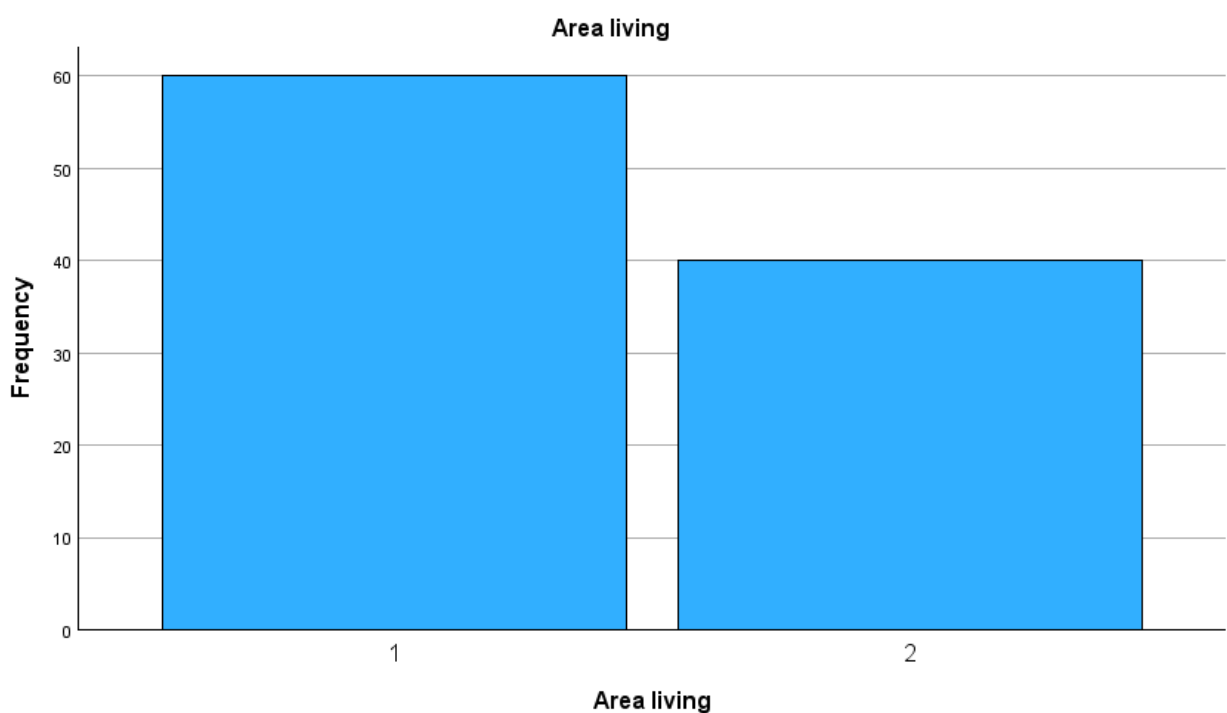
From the above table it is interpreted that the Nuclear Family of the respondents is 61% and number of respondents in Joint family are 39 %.

INFERENCE:

Majority 61 % of the respondents said Nuclear Family

4.1.9 Table indicating the area living of respondents :

Area living					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rural	60	60.0	60.0	60.0
	Urban	40	40.0	40.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

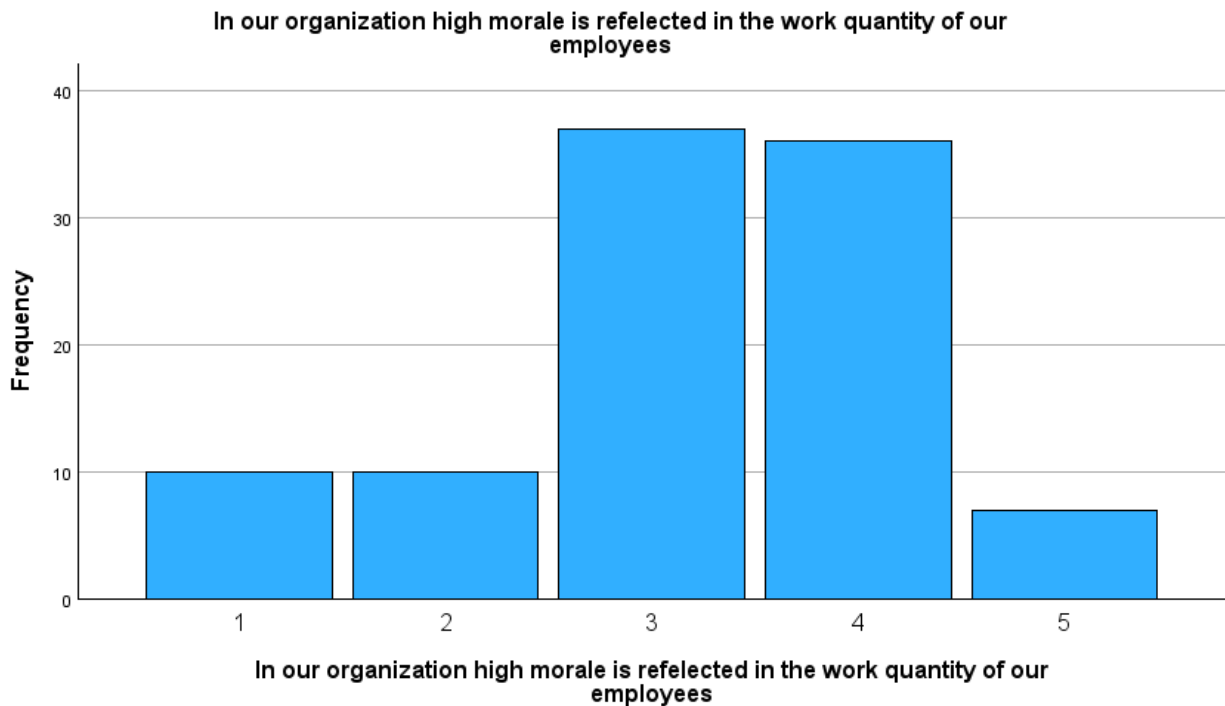
From the above table it is interpreted that the Rural of the respondents is 60% and number of respondents in Urban are 40 %.

INFERENCE:

Majority 60 % of the respondents said Rural area.

4.1.10 Table showing the high morale is reflected the work quantity of your employees:

In our organization high morale is reflected in the work quantity of your employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	10.0	10.0	10.0
	Agree	10	10.0	10.0	20.0
	Neutral	37	37.0	37.0	57.0
	Disagree	36	36.0	36.0	93.0
	Strongly Disagree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

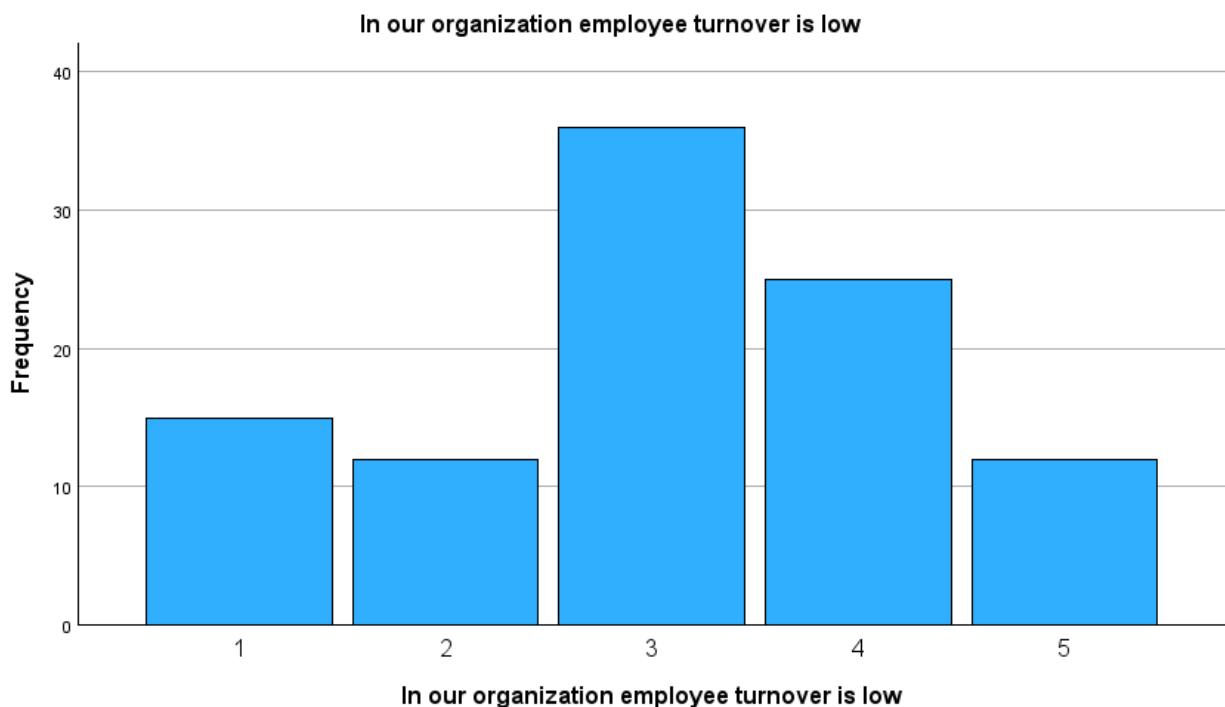
The table shows that 10 % of respondents Agree there are high morale is reflected, 10% of respondents strongly agree there are high morale is reflected, 37%of respondent's neutral there are high morale is reflected, 36% of respondents disagree there are high morale is reflected, 7% of respondents strongly disagree there are high morale is reflected.

INFERENCE:

Majority 37% of the respondent's neutral that Shows high morale is reflected the work quantity of our employees.

4.1.11 Table showing employee turnover is low:

In our organization employee turnover is low					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	15.0	15.0	15.0
	Agree	12	12.0	12.0	27.0
	Neutral	36	36.0	36.0	63.0
	Disagree	25	25.0	25.0	88.0
	Strongly Disagree	12	12.0	12.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

The table shows that 12% of respondents Agree there are turnover is low, 15% of respondents strongly agree there are turnover is low, 36% of respondent's neutral there are turnover is low, 25% of respondents disagree there are turnover is low reflected 12% of respondents strongly disagree there are turnover is low.

INFERENCE:

Majority 36% of the **respondents** Neutral Table showing employee turnover is low.

4.1.12 Table showing your workforce is always behaving in ways that help our organization performance.

Your workforce is always behaving in ways that help our organizational performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	8.0	8.0	8.0
	Agree	13	13.0	13.0	21.0
	Neutral	39	39.0	39.0	60.0
	Disagree	26	26.0	26.0	86.0
	Strongly Disagree	14	14.0	14.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

The table shows that 8% of respondents strongly Agree there are turnover is low, 13% of respondents agree there are turnover is low, 39% of respondent's neutral there are turnover is low, 26% of respondents disagree there are turnover is low reflected 14% of respondents strongly disagree there are turnover is low.

INFERENCE:

Majority 39% of the respondents Neutral Table showing Our workforce is always behaving in ways that help our organizational performance.

4.1.13 Table showing Your job gives us feelings of accomplishment and pride:

Your job gives us feelings of accomplishment and pride					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	5.0	5.0	5.0
	Agree	15	15.0	15.0	20.0
	Neutral	40	40.0	40.0	60.0
	Disagree	26	26.0	26.0	86.0
	Strongly Disagree	14	14.0	14.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

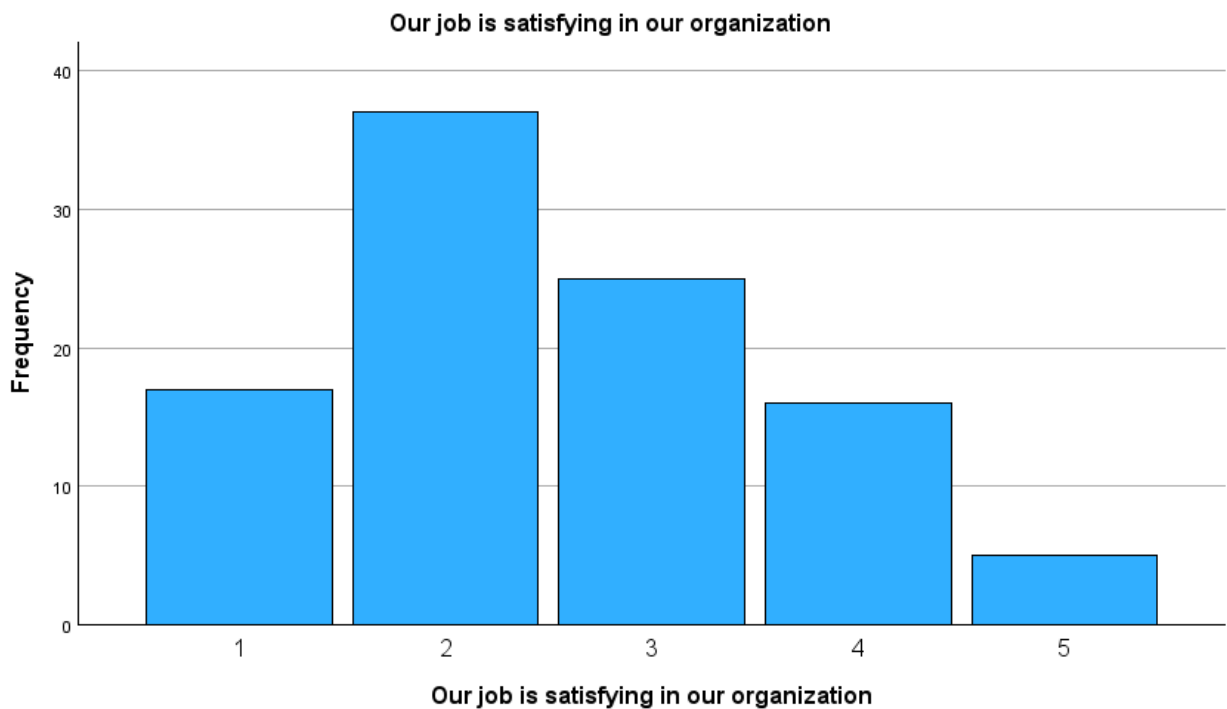
From the above table it is interpreted that the number of respondents were 5% is Strongly disagree, 15% is disagree, 40% is Neutral, 26% is agree, 14% is strongly agree.

INFERENCE:

Majority 40% of the respondents said agreed job gives us feelings of accomplishment and pride.

4.1.14 Table showing Our job satisfying in your Organization:

Our job is satisfying in your organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Satisfied	17	17.0	17.0	17.0
	Somewhat satisfied	37	37.0	37.0	54.0
	Neutral	25	25.0	25.0	79.0
	Somewhat Dissatisfied	16	16.0	16.0	95.0
	Very dissatisfied	5	5.0	5.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

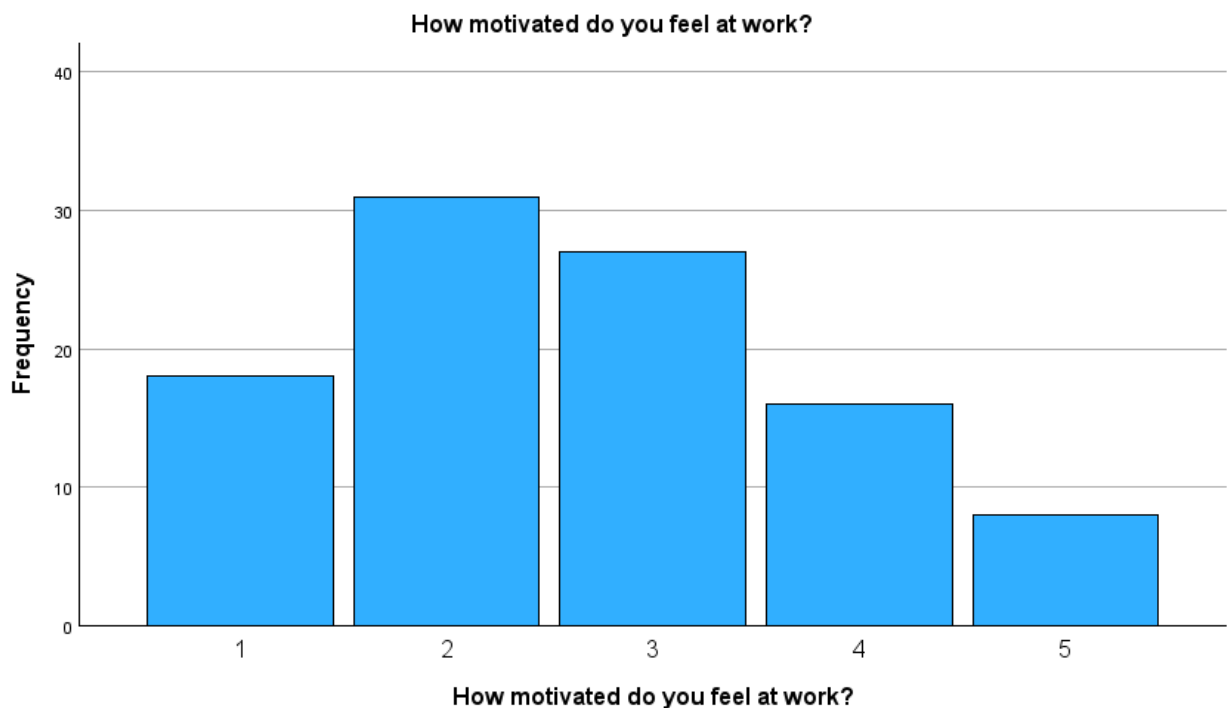
From the above table it is interpreted that the number of respondents were 17% is Very Satisfied, 37% is Somewhat Satisfied, 25% is Neutral, 16% is Somewhat Dissatisfied, 5% is Very Dissatisfied

INFERENCE:

Majority 37% of the respondents agree Job is satisfied in our organization.

4.1.15 Table indicating How motivated do you feel at work:

How motivated do you feel at work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Motivated	18	18.0	18.0	18.0
	Somewhat Motivated	31	31.0	31.0	49.0
	Neutral	27	27.0	27.0	76.0
	Somewhat Demotivated	16	16.0	16.0	92.0
	Very demotivated	8	8.0	8.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

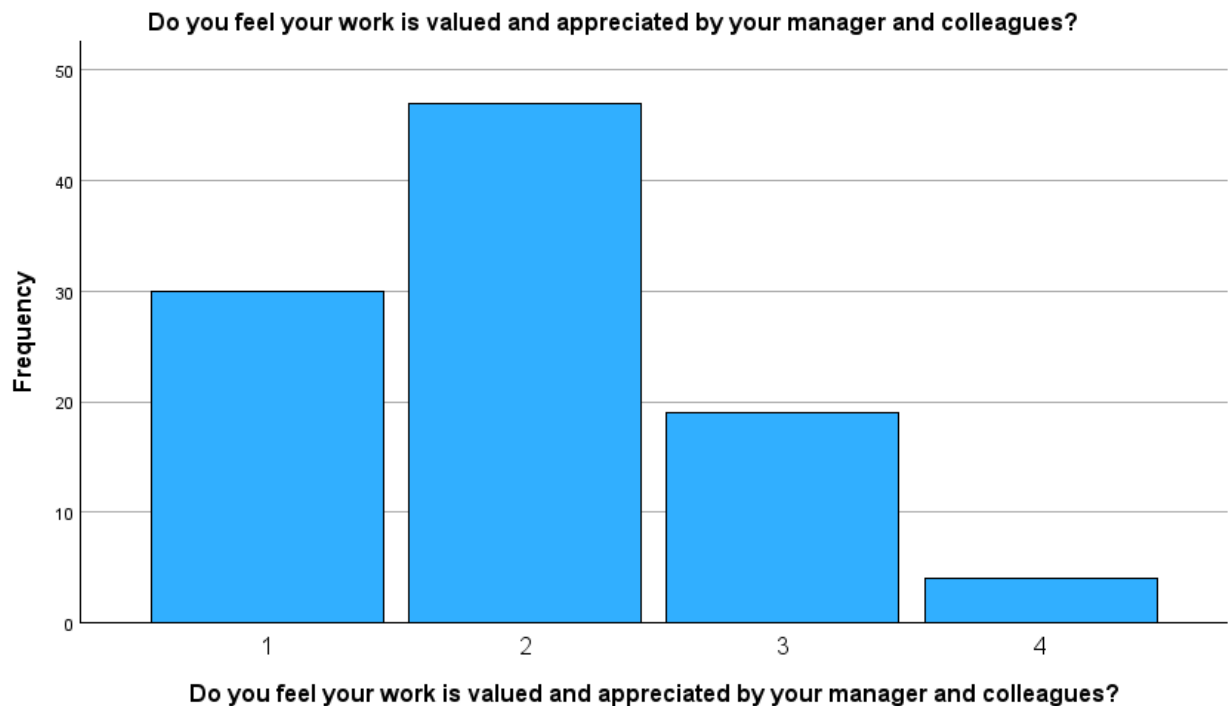
From the above table it is interpreted that the number of respondents were 17% is Very Motivated, 37% is Somewhat Motivated, 25% is Neutral, 16% is Somewhat Demotivated, 5% is Very Demotivated.

INFERENCE

Majority 55.3% of the respondents agree that employees are mutually helpful.

4.1.16 Table indicating you feel your work is valued and appreciated by your manager and colleagues:

Do you feel your work is valued and appreciated by your manager and colleagues					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	30	30.0	30.0	30.0
	Sometimes	47	47.0	47.0	77.0
	Rarely	19	19.0	19.0	96.0
	Naver	4	4.0	4.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

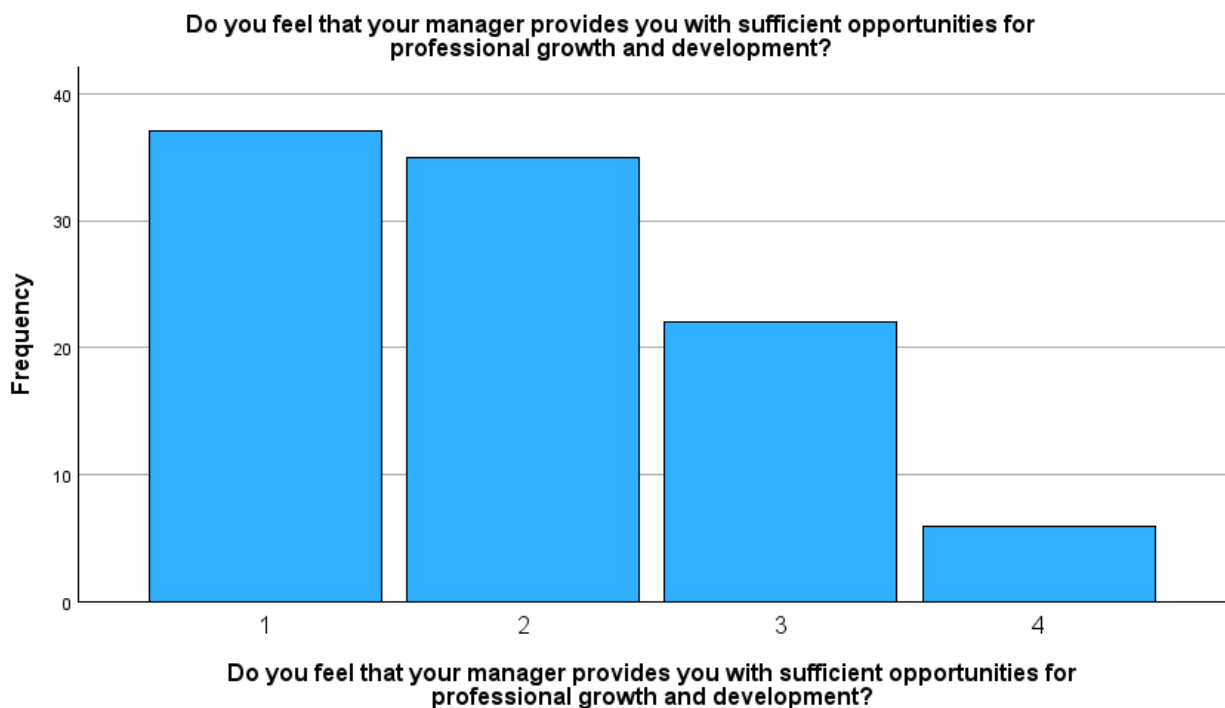
From the above table it is interpreted that the number of respondents were 30% is Always, 47% is Sometimes, 19% is Rarely, 4% is Never.

INFERENCE:

Majority 47% of the respondents agree Sometimes Work Is Valued and Appreciated by Your Manager and colleagues.

4.1.17 Table indicating feel that your manager provides you with sufficient opportunities for professional growth and development:

Do you feel that your manager provides you with sufficient opportunities for professional growth and development?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	37	37.0	37.0	37.0
	Sometimes	35	35.0	35.0	72.0
	Rarely	22	22.0	22.0	94.0
	Naver	6	6.0	6.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

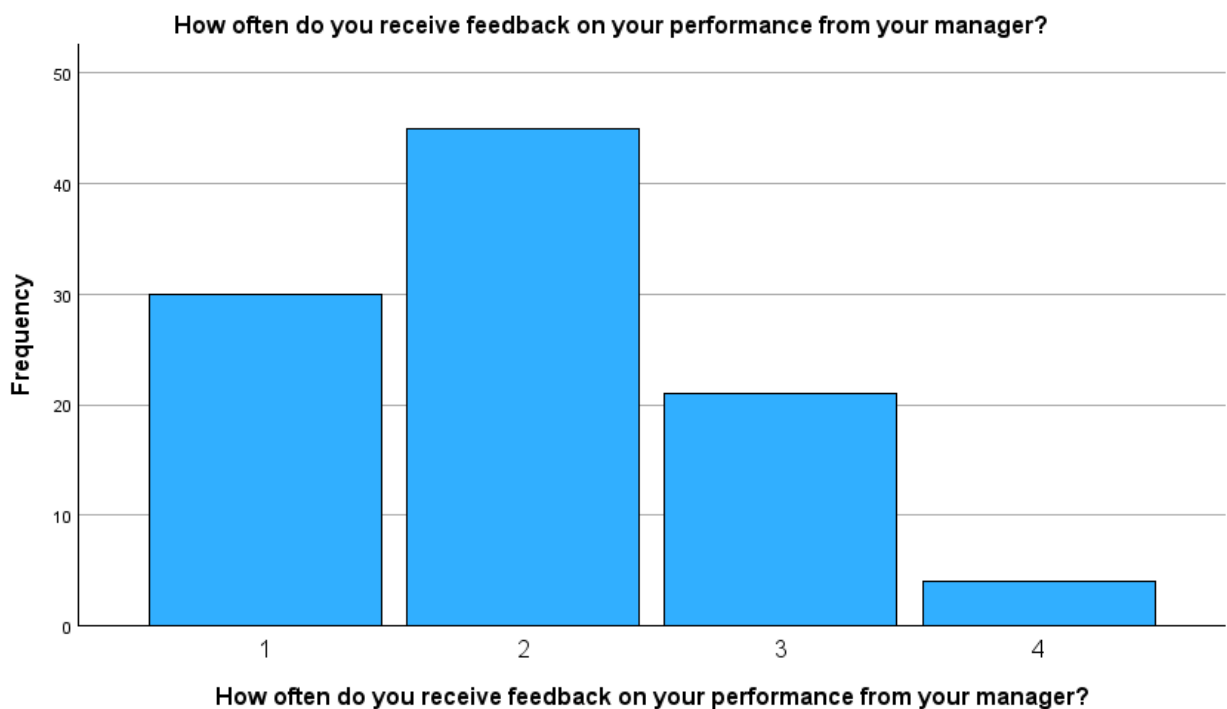
From the above table it is interpreted that the number of respondents were 37% is Always, 35% is Sometimes, 22% is Rarely, 6% is Never.

INFERENCE:

Majority 37% of the respondents agreed manager provides you with sufficient opportunities for professional growth and development.

4.1.18 Table indicating how often do you receive feedback on your performance from your manager.

How often do you receive feedback on your performance from your manager?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Often	30	30.0	30.0	30.0
	Sometimes Often	45	45.0	45.0	75.0
	Rarely	21	21.0	21.0	96.0
	Never	4	4.0	4.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

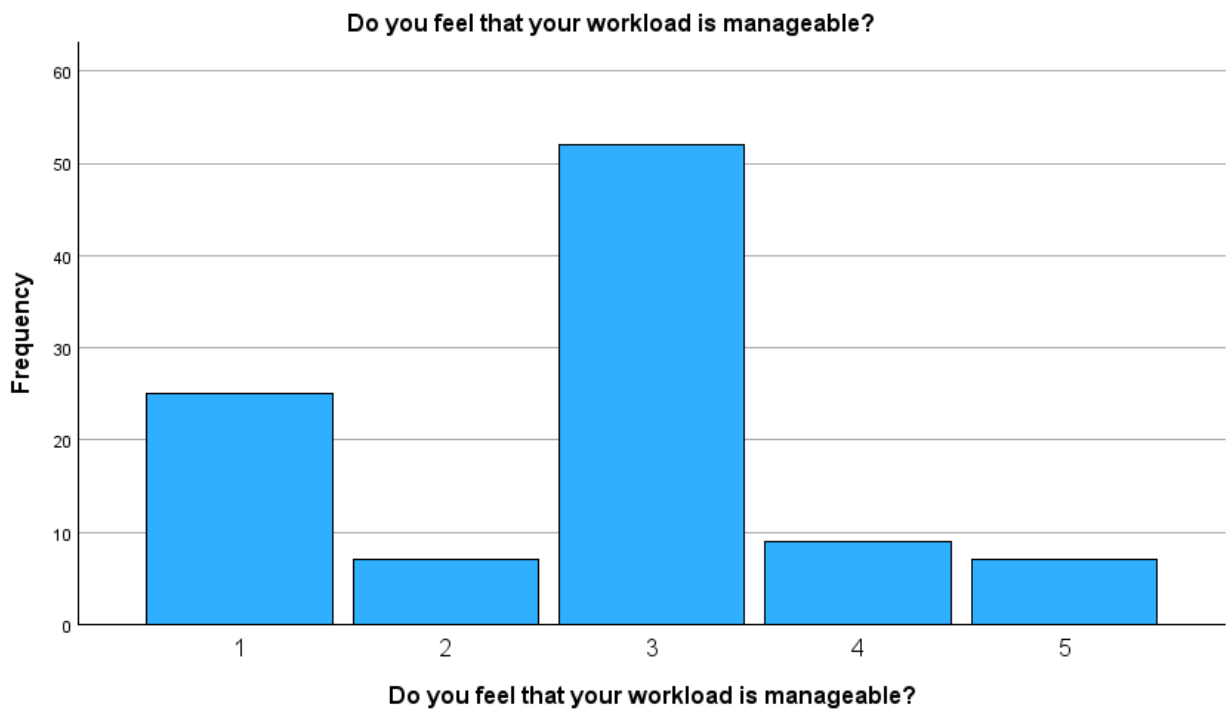
From the above table it is interpreted that the number of respondents were 30% is Very Often, 45% is Sometimes Often, 21% is Rarely, 4% is Never.

INFERENCE

Majority 35% of the respondents agreed they receive feedback on your performance from your manager.

4.1.19 Table indicating do you feel that your workload is manageable.

Do you feel that your workload is manageable?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	25.0	25.0	25.0
	No	7	7.0	7.0	32.0
	Sometimes	52	52.0	52.0	84.0
	Rarely	9	9.0	9.0	93.0
	Never	7	7.0	7.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

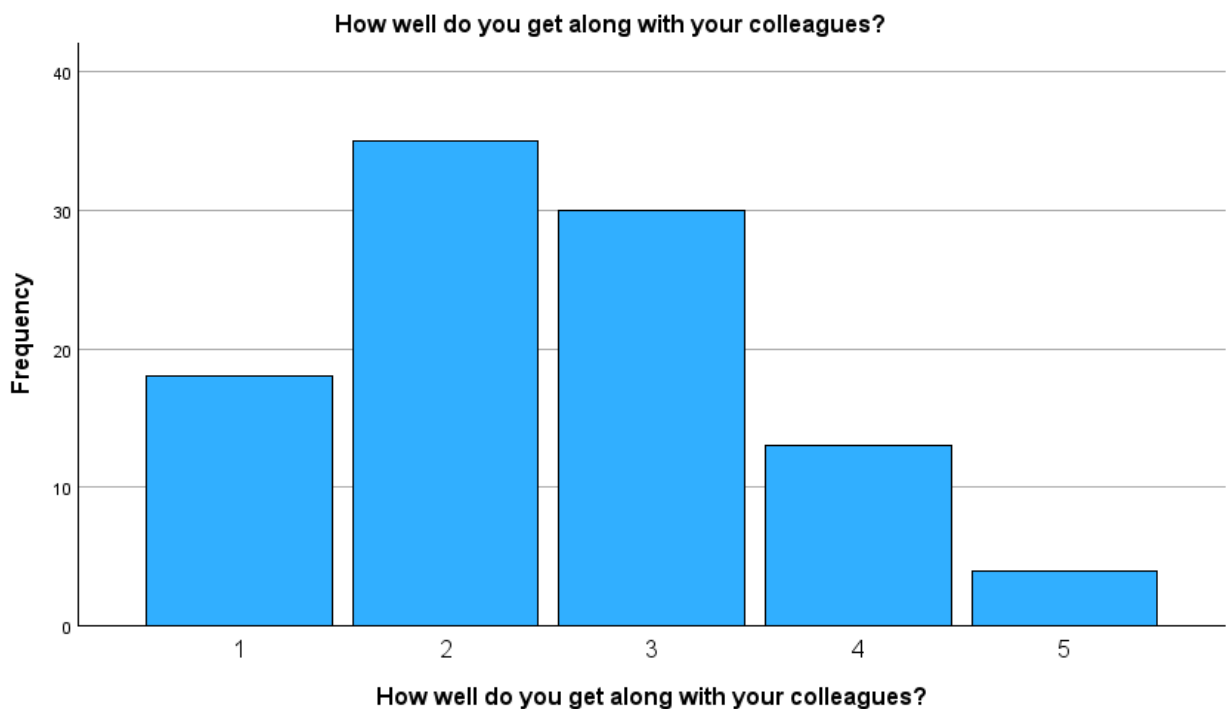
From the above table it is interpreted that the number of respondents were 25% is yes, 7% is no, 52% is sometimes, 9% is rarely, 7% is never.

INFERENCE:

Majority 52% of the respondents sometimes that Do you feel that your workload is manageable.

4.1.20 Table indicating How well do you get along with your colleagues:

How well do you get along with your colleagues					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Well	18	18.0	18.0	18.0
	Somewhat Well	35	35.0	35.0	53.0
	Neutral	30	30.0	30.0	83.0
	Somewhat Poorly	13	13.0	13.0	96.0
	Very Poorly	4	4.0	4.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

From the above table it is interpreted that the number of respondents were 18% is very well, 35% is somewhat well, 30% is Neutral, 13% is somewhat poorly, 4% is very poorly

INFERENCE:

Majority 35% of the respondents somewhat well that along with your colleagues.

4.1.21 Table indicating the organization has a strong culture of collaboration and teamwork :

Do you feel that your organization has a strong culture of collaboration and teamwork					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	27	27.0	27.0	27.0
	Sometimes	50	50.0	50.0	77.0
	Rarely	17	17.0	17.0	94.0
	Never	6	6.0	6.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

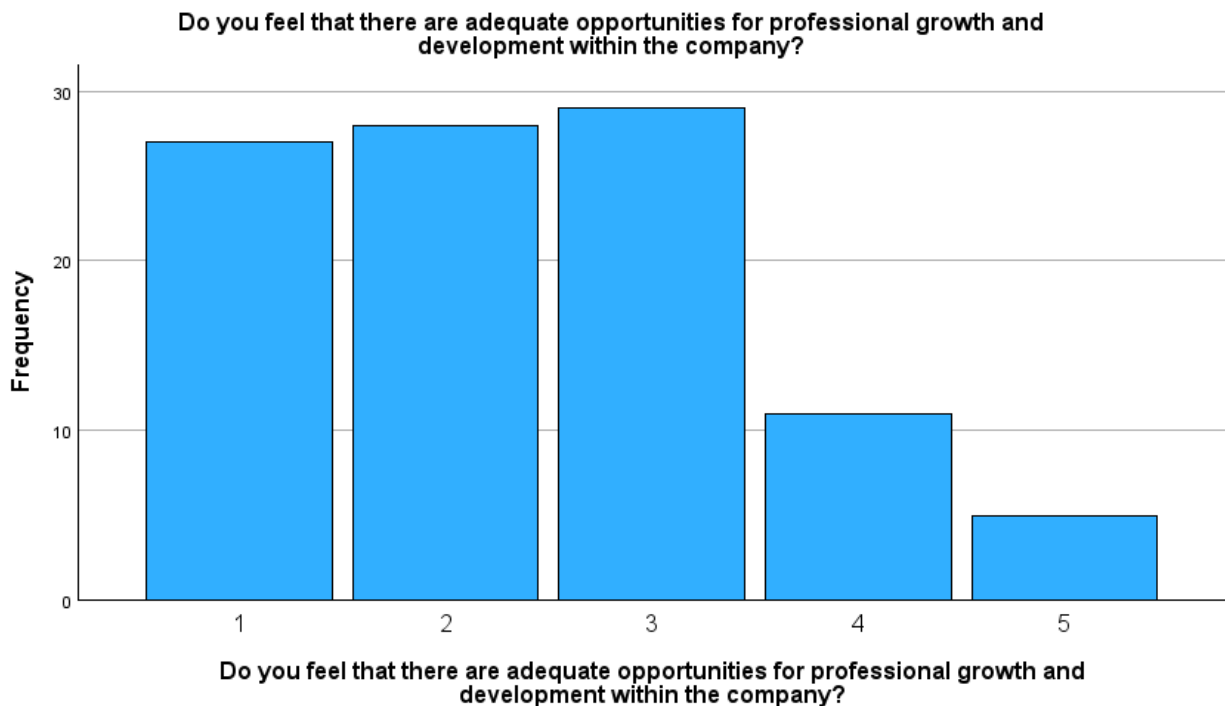
From the above table it is interpreted that the number of respondents were 27% is Always, 50% is Sometimes, 17% is Rarely, 6% is Never

INFERENCE:

Majority 50% of the respondents sometimes that that your organization has a strong culture of collaboration and teamwork.

4.1.22 Table indicating the opportunities for professional growth and development within the company:

Do you feel that there are adequate opportunities for professional growth and development within the company					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	27	27.0	27.0	27.0
	Agree	28	28.0	28.0	55.0
	Neutral	29	29.0	29.0	84.0
	Disagree	11	11.0	11.0	95.0
	Strongly Disagree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

**INTERPRETATION:**

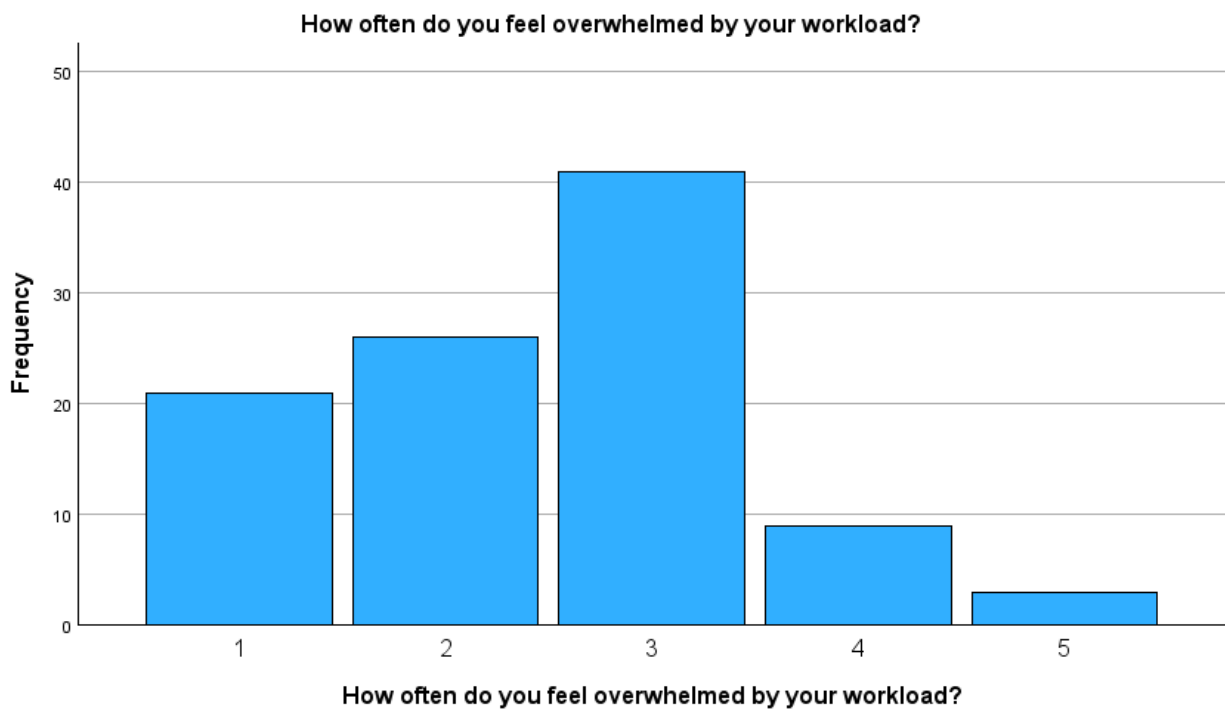
From the above table it is interpreted that the number of respondents were 5% is Strongly disagree, 11% is disagree, 40% is Neutral, 19% is agree, 28% is strongly agree.

INFERENCE:

Majority 40% of the respondents Neutral that they feel that there are adequate opportunities for professional growth and development within the company.

4.1.23 Table indicating the you feel overwhelmed by your workload:

How often do you feel overwhelmed by your workload					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	21	21.0	21.0	21.0
	Often	26	26.0	26.0	47.0
	Sometimes	41	41.0	41.0	88.0
	Rarely	9	9.0	9.0	97.0
	Never	3	3.0	3.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

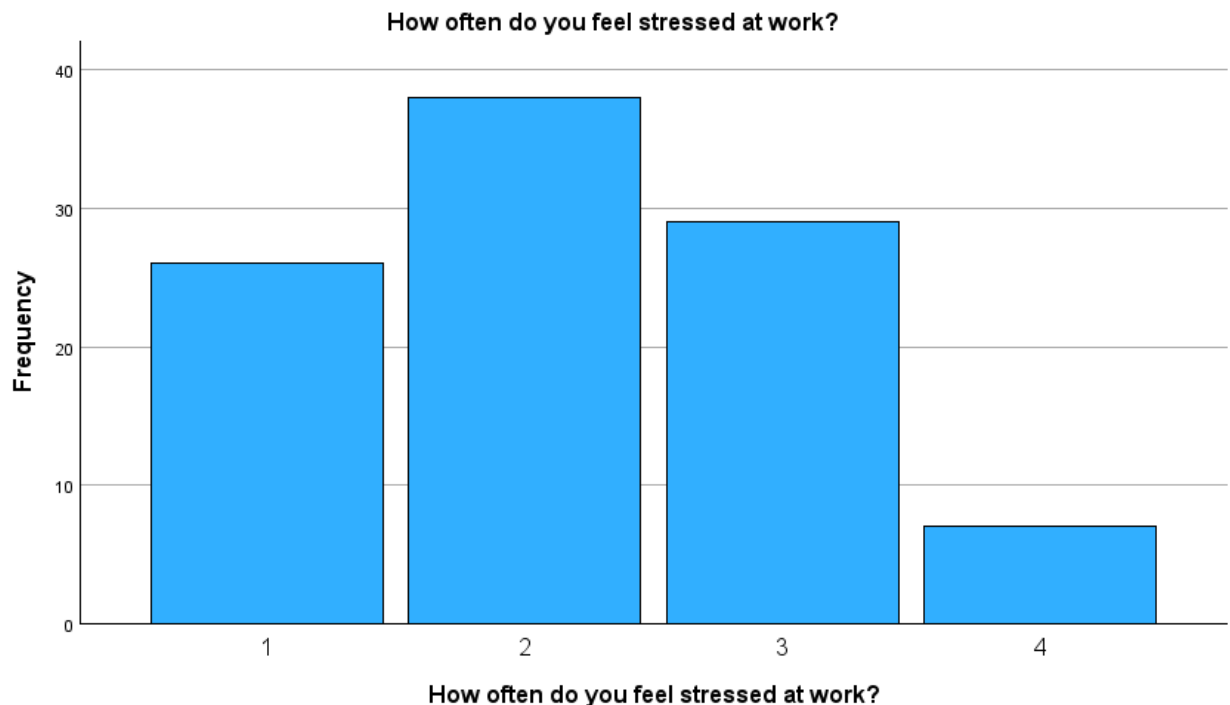
From the above table it is interpreted that the number of respondents were 21% is always, 26% is often, 41% is sometimes, 9% is rarely, 3% is never

INFERENCE:

Majority 41% of the respondents sometimes feel overwhelmed by your workload.

4.1.24 Table indicating How often do you feel stressed at work:

How often do you feel stressed at work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	26	26.0	26.0	26.0
	Occasionally	38	38.0	38.0	64.0
	Frequently	29	29.0	29.0	93.0
	Very Frequently	7	7.0	7.0	100.0
	Total	100	100.0	100.0	



INTERPRETATION:

From the above table it is interpreted that the number of respondents were 26% is rarely, 38% is occasionally, 29% is frequently, 7% is very frequently.

INFERENCE:

Majority 38% of the respondents occasionally that they feel stressed work.

ANVOVA:

HYPOTHESIS – 1

H0: There is no significant difference between feel stressed at work and workload is manageable.

H1 : There is a significant difference between feel stressed at work and workload is manageable.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
How often do you feel stressed at work?	Between Groups	5.069	3	1.690	2.162	.098
	Within Groups	75.041	96	.782		
	Total	80.110	99			
Do you feel that your workload is manageable?	Between Groups	3.162	3	1.054	.783	.506
	Within Groups	129.278	96	1.347		
	Total	132.440	99			

INTERPRETATION

The p value is 0.098 which is greater than the significance value (0.05) hence null hypothesis (H0) is accepted. And H1 is rejected

INFERENCE

Therefore, there is a no significant difference between the age and career opportunities

HYPOTHESIS – 2

H0: There is no significant difference between age and job satisfaction in organization.

H1: There is a significant difference between age and job satisfaction in organization.

Correlations

Correlations

		Age	Our job is satisfying in our organization
Age	Pearson Correlation	1	.160
	Sig. (2-tailed)		.112
	N	100	100
Our job is satisfying in our organization	Pearson Correlation	.160	1
	Sig. (2-tailed)	.112	
	N	100	100

Interpretation:

The p value is 0.160 which is greater than the significance value (0.05) hence null hypothesis (H0) is accepted. Therefore, there is a significant difference between the role and job satisfaction.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS

- Majority 54% of the respondents are male.
- Majority 59 % of the respondents belong to the unmarried peoples.
- Majority 57% of the respondents age group of below 25 category.
- Majority 58.7 % of the respondents belongs to UG educational qualification.
- Majority 42 % of the respondents from student.
- Majority 44% of the respondents from the Less Than 10000.
- Majority 53% of the respondents belongs 1 To 2 Year.
- Majority 61 % of the respondents said Nuclear Family.
- Majority 60 % of the respondents said Rural area.
- Majority 37% of the respondent's neutral that Shows high morale is reflected the work quantity of our employees.
- majority 36% of the respondents Neutral Table showing employee turnover is low.
- Majority 39% of the respondents Neutral Table showing Our workforce is always behaving in ways that help our organizational performance.
- Majority 40% of the respondents said agreed job gives us feelings of accomplishment and pride.
- Majority 37% of the respondents agree Job is satisfied in our Organization.
- Majority 55.3% of the respondents agree that employees are mutually helpful.
- Majority 47% of the respondents agree Sometimes Work Is Valued and Appreciated by Your Manager and colleagues.
- Majority 37% of the respondents agreed manager provides you with sufficient opportunities for professional growth and development.
- Majority 35% of the respondents agreed they receive feedback on your performance from your manager.
- Majority 52% of the respondents sometimes that Do you feel that your workload is manageable.
- Majority 35% of the respondents somewhat well that along with your colleagues.
- Majority 50% of the respondents sometimes that that your organization has a strong culture of collaboration and teamwork.
- Majority 40% of the respondents Neutral that they feel that there are adequate opportunities for professional growth and development within the company.
- Majority 41% of the respondents sometimes feel overwhelmed by your workload.
- Majority 38% of the respondents occasionally that they feel stressed work.

5.2 SUGGESTIONS:

1. **Different Cultures at Work:** Explore how people from diverse cultures feel at work and find ways to make everyone feel included.
2. **Working from Home:** Check how working from home for a long time affects how happy people are at work, thinking about feeling alone, problems talking with others, and how technology helps.
3. **Getting Feedback to Feel Better:** See if asking people questions or talking to them can help us understand and improve how happy they are at work.
4. **Changes at Work:** Look at how big changes at work, like when things are very different, can make people feel and find good ways to make it easier.
5. **Bosses Who Understand Feelings:** Find out how bosses who understand and share feelings, like being kind and talking well, can make people happier at work.
6. **Programs for Feeling Good:** Check if programs at work, like ones that help with feeling good mentally and having a good balance between work and life, really help people feel better about their jobs.
7. **New Technology at Work:** Understand how using new things at work, like new tools or computers, can make people happy or unhappy, and see how we can help them learn and use these things.
8. **Different Ages, Different Feelings:** Learn how people from different ages feel about work and find ways to make them happy based on what they like and need

5.3. CONCLUSION:

It is hoped that this type of study and the suggestions contained therein will be useful for improving the level of morale. If the study could be useful to the policy makers and the management of business process outsourcing industries for making such an attempt, the researcher shall feel that he is amply rewarded.

This study aimed to analyze the effect of employees' morale on business process outsourcing organizational performance. The study has identified that morale of the employees in business process outsourcing industries was in moderate level. All morale determinants were correlated with employees' morale. The study findings show that communication, compensation, participation in management, teamwork, welfare facilities, and supervisory support are positively influencing the employees' morale and training is negatively influencing however organization policy, advancement opportunities, clarity of goal, and working conditions are not significant with the employees' morale. From this study finding, this study concluded that employees' morale positively affects the organizational performance.

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ANNEXURE – QUESTIONNAIRE
A STUDY ON EXPLORING FACTORS
INFLUENCING EMPLOYEE MORALE IN THE
WORKPLACE

QUESTIONNAIRE:

1. Name

2. Gender:

a) Male

b) Female

3. Marital status:

a) Married

b) Unmarried

4. Age:

a) Below 25

b) Between 25-35

c) Between 35-45

d) Above 45

5. Educational qualification:

a) Matriculation

b) Pre-University

c) Graduation

d) Post Graduation

6. Occupation:

a) Professional

b) Businessmen

c) Govt. service

d) Student

7. Monthly income:

a) Less than 10000

b) 10000-15000

c) 15000-20000

d) Above 20000

8. Experience:

a) 1 to 2 years

b) 2 to 4 years

c) 4 to 6 years

d) 6 to 8 years

e) More than 8 years.

9. Family type:

a) Nuclear family

b) Joint family

10. Area of living:

a) Rural

b) Urban

11. In your organization high morale is reflected in the work quantity of your employees

a) Strongly agree

b) Agree

c) Neutral

d) Disagree

e) Strongly disagree

12. In your organization employee turnover is low.

a) Strongly agree

b) Agree

c) Neutral

d) Disagree

e) Strongly disagree

13. Your workforce is always behaving in ways that help our organizational performance

a) Strongly agree

b) Agree

c) Neutral

d) Disagree

e) Strongly disagree

14. Your job gives us feelings of accomplishment and pride

a) Strongly agree

b) Agree

c) Neutral

d) Disagree

e) Strongly disagree

15. Your job gives us feelings of accomplishment and pride

a) Strongly agree

b) Agree

c) Neutral

d) Disagree

e) Strongly disagree

16. Our job is satisfying in your organization

a) Very satisfied

b) Somewhat satisfied

c) Neutral

d) Somewhat dissatisfied

e) Very dissatisfied

17. How motivated do you feel at work?

a) Very motivated

b) Somewhat motivated

c) Neutral

d) Somewhat demotivated

e) Very demotivated

18. Do you feel your work is valued and appreciated by your manager and colleagues?

a) Always

b) Sometimes

c) Rarely

d) Never

19. Do you feel that your manager provides you with sufficient opportunities for professional growth and development?

a) Always

b) Sometimes

c) Rarely

d) Never

20. How often do you receive feedback on your performance from your manager?

a) Very often

b) Somewhat often

c) Rarely

d) Never

21. Do you feel that your workload is manageable?

a) Yes

b) No

c) Sometimes

d) Rarely

e) Never

22. How well do you get along with your colleagues?

a) Very well

b) Somewhat well

c) Neutral

d) Somewhat poorly

e) Very poorly

23. Do you feel that your organization has a strong culture of collaboration and teamwork?

a) Always

b) Sometimes

c) Rarely

d) Never

24. How do you rate the overall morale of your organization?

a) Very high

b) Somewhat high

c) Neutral

d) Somewhat low

e) Very low

25. Do you feel that there are adequate opportunities for professional growth and development within the company?

a) Strongly agree

b) Agree

c) Neutral

d) Disagree

e) Strongly disagree

26. How often do you feel overwhelmed by your workload?

a) Rarely

b) Occasionally

c) Frequently

d) Very frequently

27. How often do you feel stressed at work?

a) Rarely

b) Occasionally

c) Frequently

d) Very frequently