

A STUDY ON EMPLOYEE MORALE AT SALCOMP TECHNOLOGIES INDIA PRIVATE LIMITED- SRIPERUMBUDUR

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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SCHOOL OF MANAGEMENT STUDIES

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

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

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY 2022



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **MARIYA PRAVINTHA.A 40410095** who carried out the project entitled “ **A STUDY ON EMPLOYEE MORALE AT SALCOMP TECHNOLOGIES INDIA PRIVATE LIMITED -SRIPERUMBUDUR**” under my supervision from September 2021 to October 2021.

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Submitted for Viva voice Examination held on _____

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DECLARATION

I **MARIYA PRAVINTHA .A (40410095)** hereby declare that the Project Report entitled “**A STUDY ON EMPLOYEE MORALE AT SALCOMP TECHNOLOGIES INDIA PRIVATE LIMITED - SRIPERUMBUDUR**” done by me under the guidance of **DR.K.SASIREKHKA** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

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MARIYA PRAVINTHA .A

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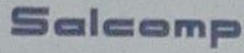
I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

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MARIYA PRAVINTHA.A



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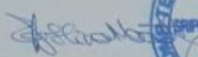
To Whom It May Concern

This is to certify that **Ms. Mariya Pravintha A (R.no 40410095)** pursuing 2nd Year MBA from **Sathyabama Institute of Science & Technology, Chennai** has successfully completed her **Project Work** in our organization during the period **17th January 2022 to 11th March 2022.**

During this period, her Performance and Conduct were good.

We wish all success for her Bright Future.

For Salcomp Technology India Pvt. Ltd.,



Dakshinamoorthy G
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TABLE OF CONTENTS

CHAPTER NO	TITLE	PAGE
		NO
	ABSTRACT	7
	LIST OF TABLES	8
	LIST OF CHARTS	9
1	INTRODUCTION	10
	1.1 Introduction	10
	1.2 Industry profile	15
	1.3 Company profile	16
	1.4 Problem of the Study	17
	1.5 vision and value	19
	1.6 Objectives of the study	19
	1.7 Need for the study	20
	1.8 Scope of the study	20
2	REVIEW OF LITERATURE	21 – 26
3	RESEARCH METHODOLOGY	
	3.1 Methodology	27
	3.2 Primary objective	27
	3.3 Secondary objective	27
	3.4 Reason design	27
	3.5 Descriptive reason design	27
	3.6 Structure of questionnaire	28
	3.7 Sample technique	28
	3.8 Convenience sample method	28
	3.9 period of study	28
4	DATA ANALYSIS AND INTERPREATION	
	4.1 Percentage Analysis	29 - 49
	4.2. CHI SQUARE	50
	4.3 . ANOVA	52
5	FINDINGS, SUGGESTION & CONCLUSION	
	5.1 Findings	55
	5.2 Suggestion	56
	5.3 Limitations	56
	5.4 Conclusion	57
	REFERENCE	59
	ANNEXURE-1 (QUESTIONNAIRE)	61
	ANNEXURE - 2 (ARTICAL)	67

ABSTRACT

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. Faith in self and faith in their organization are both important factors in positive employee morale. A feeling, emotions, sentiments, attitudes and motives all these combine and lead to a particular type of behavior on the part of the individual or his group and this is what is referred to as employee morale. Employee morale is one of the predictors of organizational efficiency and effectiveness. the present study an attempt has been made to study the employee morale at Salcomp Technologies India Private limited. The origins of the function arose in organizations that introduced 'welfare management' practices and also in those that adopted the principles of 'scientific management'. To understand about the employee morale and suggest effective measures to increase morale of the employees. doing this study we come to know the employees performance and motivation in the organization. Employee's relationship & strength will be found through morale.

LIST OF TABLE

TABLE NO	PARTICULAR	PAGE NO
4.1.1	AGE wise classification of reponse	29
4.1.2	Qualification wise response	30
4.1.3	Marital status of response	31
4.1.4	Gender wise classification of response	32
4.1.5	Number of years service in this Company	32
4.1.6	Job Requirments and Expectations are clear in this company	34
4.1.7	How Much They Feel Valued at your Company	35
4.1.8	They Agree the organization is responding the views and opinion of the employee	36
4.1.9	Employees receive enough opportunity to intract with other formal level	37
4.1.10	Company providing regular basis to attain your career goals	38
4.1.11	Based on their job satisfaction statement	39
4.1.12	The opportunity to employees to do the best everyday	40
4.1.13	The employees to refer the job at this company to their friends	41
4.1.14	The Compensation matches with responsibility	42
4.1.15	workplace stress affecting outside life	43
4.1.16	How the employees perceive morale in the company	44
4.1.17	Employees based on their communication with their colleagues	45
4.1.18	superior motivation and encouragement	46
4.1.19	The employees to take part in the organization	47
4.1.20	Employees based on their extracurricular activities	48
4.1.21	The factors that contribute to employee morale in the organization	49

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4.1.17	Employees based on their communication with their colleagues	45
4.1.18	superior motivation and encouragement	46
4.1.19	The employees to take part in the organizatioin	47
4.1.20	Employees based on their extracurricular activities	48
4.1.21	The factors that contribute to employee morale in the organization	49

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Human resources are a term used to describe the individuals who make up the workforce of an organization. Human Resources refer to a function within an organization charged with the overall responsibility for implementing strategies and policies relating to the management of individuals. The origins of the function arose in organizations that introduced 'welfare management' practices and also in those that adopted the principles of 'scientific management'. From these terms emerged a largely administrative management activity, coordinating a range of worker related processes and becoming known, in time, as the personnel function', reflecting the adoption of a more quantitative as well as strategic approach to workforce management, demanded by corporate management to gain a competitive advantage, utilizing limited skilled and highly skilled workers. HR managers are responsible to organize people, reporting relationships, keep a line with company's procedure and policies, vision, mission, organization metrics and factors that can carry company towards glories are optimized. Human Resources may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas. Maintaining awareness of and compliance with local, state and federal labour laws, Recruitment, selection, and on boarding (resourcing), Employee record-keeping and confidentiality, Organizational design and development, Business transformation and change management, Performance, conduct and behaviour management, Industrial and employee relations, Human resources (workforce) analysis and workforce personnel data management, Compensation and employee benefit management, Training and development (learning management), Employee motivation and morale-building (employee retention and loyalty).

1.2 EMPLOYEE MORALE

Human resource is the most important as Every Company. It is the sum of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, and employees. It may be noted here that human resources should be utilized to the maximum possible extent in order to achieve individual and company goals. The attitudes, feelings and emotions of employees play a vital role in determine their performance and behavior. These in turn determine the success and growth of the organization. It is for this reason that personnel experts as well as line managers now keen attention to the issues of motivation and morale in industry. Morale is a very widely used term. It generally refers to esprit de corps, a feeling of enthusiasm, zeal, confidence in individuals or groups that they will be able to cope with the tasks assigned to them. A person's enthusiasm for his job reflects his attitude of mind to work, environment and to his employer, and his willingness to strive for the goals set for him by the Company in which he is employed. Morale is a synthesis of superiors, his, Company his fellow-employees, and his pay and so on. Feelings, emotions, sentiments, attitudes, and motives-all these combine and lead to a behavior on the part of an individual or his group; and this is what is referred to as employee morale. It represents the attitudes of individuals and groups in an Company towards their work environment and towards voluntary cooperation to the full extent of their capabilities for the fulfillment of Company goals. Company success for it reflects the attitudes and sentiments and individual or group has toward the Company objectives. These feelings and sentiments largely affect the productivity and satisfaction of individuals. When people are enthusiastic in their work environment we generally label them to be having "high morale". Morale is an individual's zest for working or the lack of it. A person with high morale will have confidence in himself, in others, and in his future. An individual with a high morale feels his work is worth doing well and that he is doing good job. It also helps him take minor irritation in stride, and to work under pressure without blowing up.

Morale is an ambiguous concept that sometimes considered to be a component of satisfaction. Morale is defined as, “a composite of feelings, attitudes, and sentiments that contribute to general feelings of satisfaction. In this connection morale is understood as one’s attitude towards accomplishing his work rather than emotions he displays during work. It is a state of mind and spirit, affecting willingness to work, which in turn affects and individual objectives.” According to Robert M. Guano morale is the extent to which an individual needs are satisfied and the extent to which the individual, person perceives that satisfaction is stemming from his total job satisfaction.

1.3 FEATURES OF MORALE

Morale is a state of mind. It reflects mental health. It is the aggregate of attitudes, feelings, emotions, sentiments, etc. Morale is of two types.

- Individual morale- which means a person’s attitudes towards life
- Group morale- which implies the collective attitudes of a group of people.

- ❖ Morale is a relative term. It may be high or low.
- ❖ Morale influences human behavior and performance.
- ❖ Morale is a psychological feeling.
- ❖ Morale is intangible. It cannot be increased directly.
- ❖ Morale is a contagious phenomenon. Individuals transmit their attitudes to each other.

1.4 Ways to Improve Employee Morale

The balance or enhancement in morale can be accomplished through numerous ways. Companies can improve morale through concentrating on employee appreciation, employee involvement, management concern and accountability and working environment. Good moral is prompted by Optimism, Encouragement, affirmation, interest, motivation, planning, caring, concern, teamwork, Respect, recognition, trust and fairness. Some important ways to improve morale among workers in an organization are mentioned below:

- 1. Company Transparency:** Employees are quite smart to feel any trouble they face in workplace. Transparency in an organization is very important whether it is good news such a recent success, troubling news such as an upcoming merger or bad news such as personnel layoffs.
- 2. Feedback:** Employers need to give positive feedback to employees. This should be regarded narrowly. A positively oriented meeting to analyses a current success what has they done right is also important and contributes to morale in the organization. Feedback should be implemented regularly and constantly.
- 3. Milestone parties:** It is important to have a record of significant milestones achieved. It is important to dwell on success as well as on failure
- 4. Take time off to think about organizational surroundings:** Company must organize workshops to train employees. Let employees' express feelings, opinions and thoughts.
- 5. Hire solution over problem-oriented employees:** Problem oriented employees is just that, problem oriented. These employees taint Company with almost negative energies.
- 6. Make horizontal movement possible:** It is recommended to permit employees to move horizontally in organization. It is very significant to explain employees that there are other ways open to them.
- 7. Adjust decision taking strategy to the organization:** It is suggested to discuss with employees and listen whenever possible but not always.
- 8. Create organization fidelity:** High organizational and management credibility are highly important as employees can be reassured and can trust management.
- 9. Working environment:** Working environment must be improved as much as possible. From office design to office supplies. Theoretical studies have revealed that improving morale can enhance employee satisfaction and thus improving profitability.

APPROACHES TO MORALE

Morale is generally referred to as "willingness to work". Job satisfaction and dissatisfaction create the problem of low morale among the employees. Good

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

- ❖ Classical Approach
- ❖ Psychological Approach
- ❖ Social Approach

CLASSICAL APPROACH

Robert M. Guion defined morale as the extent to which individual needs are satisfied and the extent to which an individual perceives that satisfaction stemming from total job satisfaction. According to this approach, the satisfaction of basic needs is the symbols of morale. If the basic needs of the employees are satisfied their morale will be high.

PSYCHOLOGICAL APPROACH

In the words of Judicious and Slender, “morale is a state of mind and emotions affecting willingness to work which in turn affects individual and organizational objectives”. According to this approach, morale is a psychological concept i.e., a state of mind. Emotions are affecting the willingness to work which in turn affect individual and organizational objectives. Accordingly, the attitudes and willingness to work is morale. Morale is mental condition or attitude of individuals and groups which determine their willingness to cooperate.

SOCIAL APPROACH

Morale is a social phenomenon which enables the men to live in a society or group in pursuit of a common goal. According to Black man ship, 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;

- A stimulation of the feeling of togetherness
- An identification of group interest and that of the interest of the enterprise,

fellow employees and the requirement of the job

- The creation of an atmosphere in the organization conducive to the achievement of the enterprise. Morale is an indicator of the attitude of employees towards their jobs, superiors and the organization's environment.

1.2.1 INDUSTRY PROFILE

Electronic publishing is increasingly popular in works of fiction. Electronic publishers are able to respond quickly to changing market demand, because the companies do not have to order printed books and have them delivered. E-publishing is also making a wider range of books available, including books that customers would not find in standard book retailers, due to insufficient demand for a traditional "print run". E-publication is enabling new authors to release books that would be unlikely to be profitable for traditional publishers. While the term "electronic publishing" is primarily used in the 2010s to refer to online and web-based publishers, the term has a history of being used to describe the development of new forms of production, distribution, and user interaction in regard to computer-based production of text and other interactive media. The first digitization projects were transferring physical content into digital content. Electronic publishing is aiming to integrate the whole process of editing and publishing (production, layout, publication) in the digital world. Alain Mille, in the book *Pratiques de édition numérique* (edited by Michael E. Sinatra and Marcello Vitali-Rosati), says that the beginnings of Internet and the web are the very core of electronic publishing, since they pretty much determined the biggest changes in the production and diffusion patterns. Internet has a direct effect on the publishing questions, letting creators and users go further in the traditional process (writer-editor-publishing house). The traditional publishing, and especially the creation part, were first revolutionized appearing in the 1980s, and by the text databases created for the encyclopaedias and directories. At the same time the multimedia was developing quickly, combining book, audio visual and computerscience characteristics. CDs and DVDs appear, permitting the visualization of these dictionaries and encyclopaedias on computers. The arrival and democratization of Internet is slowly giving small publishing houses the opportunity to publish their books directly online. Some websites, like

Amazon, let their users buy e-Books; Internet users can also find many educative platforms (free or not), encyclopaedic websites like Wikipedia, and even digital magazines platforms. The e-Book then becomes more and more accessible through many different supports, like the e-reader and even smart phones. The digital book had, and still has, an important impact on publishing houses and their economical models; it is still a moving domain, and they yet have to master the new ways of publishing in a digital era.

1.3.1 COMPANY PROFILE

Salcomp India Private Limited is a Non-govt company, incorporated on 28 Mar, 2006. It's a private unlisted company and is classified as 'company limited by shares'. Salcomp Technologies India Private Limited is an unlisted private company incorporated on 19 December, 2019. It is classified as a private limited company and is located in Kancheepuram, Tamil Nadu. It's authorized share capital is INR 10.15 Cr and the total paid-up capital is INR 10.01 Cr. The current status of Salcomp Technologies India Private Limited is - Active. The last reported AGM (Annual General Meeting) of Salcomp Technologies India Private Limited, per our records, was held on 30 November, 2021. Also, as per our records, its last balance sheet was prepared for the period ending on 31 March, 2021. Salcomp Technologies India Private Limited has two directors - Sasikumar Mohan Gendham and Ananganarayandas. The Corporate Identification Number (CIN) of Salcomp Technologies India Private Limited is U32309TN2019PTC133300. The registered office of Salcomp Technologies India Private Limited is at Nokia Telecom SEZ, SIPCOT Industrial Park, Phase III, Sriperumbudur, Kancheepuram, Tamil Nadu. Power supplies for mobile and other electronic devices, being a market leader in smart phone chargers. IoT sensors based on Wirepas Mesh wireless connectivity technology, which enables scalable, reliable, and cost efficient IoT solution Precision structural parts and modules, 5G RF parts, magnetic materials. The cumulative production volume of 4 billion chargers makes Salcomp a pioneer in its industry. The current annual capacity of our production plants is approximately 520 million pieces. Salcomp's headquarters are in Salo (Finland), and the production plants in Shenzhen and Guigang (China), in

Manaus (Brazil) and in Chennai and Noida (India). In addition to these locations, we have offices in the USA, Brazil, Taiwan, South Korea and Hong Kong. During fiscal year 2019 Salcomp's revenue was 601 million and the company has approximately 12,000 employees.

1.3.2 HISTORY

- 1973 Salcomp is established in Salo, Finland
- 1973 Salcomp's plant in Uusikaupunki, Finland is founded
- 1975 Salcomp's Kemijärvi plant is founded
- 1982 Manufacturing of power supplies begins
- 1983 Acquired by Nokia
- 1988 The world's first switch mode quick charger for mobile phones
- 1995 A strategic decision to focus on mobile phone charger
- 1998 Contract manufacturing begins in China
- 1999 Spin-off from Nokia and expansion of customer base to all major mobile phone manufacturers
- 2001 New local office set-up in Sao Paulo, Brazil
- 2002 A production plant in China
- 2004 Manufacturing in Finland ends
- 2005 Production plant in Brazil
- 2007 Production plant in India
- 2009 New local office set up in Taipei, Taiwan
- 2013 New local office set up in Tokyo, Japan

1.3.3 GROWTH

- ❖ Increase order share in CMT business by focusing on fast chargers in China and smart phones in India.
- ❖ Expand offering to key customers, for example wireless charging and battery packs.
- ❖ Expand profitably into smart home segments
- ❖ Operational Efficiency
- ❖ Ramp up Guigang successfully
- ❖ Drive India local manufacturing to full potential

- ❖ Continuous profitability improvement in Brazil
- ❖ Improve material cost competitiveness
- ❖ Improve demand supply chain performance

1.3.4 PRODUCTS

Salcomp is the world leading charger and has provided close to 4 billion units of mobile phone chargers for our customers in the past 3 decades, with power range from 2W to 100W. Salcomp's future growth plans are focused on following categories.

- Power
- Carbon Fiber Products
- Plastic
- 5G RF Devices
- Magnet
- adapter
- charger
- inverter
- vehicle smart key
- IoT products

1.3.5 Values Of Company

Customer satisfaction

Customer satisfaction is the base for our operations. We aim to meet our customers' current and future needs and take their expectations into consideration at every turn. We strive to continuously improve customer satisfaction. All members of personnel, shareholders, investors, authorities and other interest groups are also our customers and we treat them accordingly

Respect and responsibility

We respect human rights and general ethical principles. We appreciate our customers, colleagues and other co-operation partners. We accept diversity and treat everyone fairly under all circumstances. We take

responsibility for our products and operations, as well as the environment.

Continuous learning

We develop our operations, personal skills and working methods on a continuous basis. We have an open attitude towards new ideas, working methods and feedback and encourage an innovative, bold approach. We recognize the need for change and development and react to them quickly. We accept also failures and try to learn from them.

Achievement

We are committed to our common vision and goals. We realize that the continuity of our business is based on profitability and it is our responsibility to contribute to it. We aim to increase the value of the company through profitable and successful operations and business practices.

1.3.6 Mission

We power the smart world by providing the most innovative and highest quality power supplies and related solutions.

1.3.7 Vision

We become the No 1 in global adapter and charger manufacturer and the leading supplier of Telecom solutions.

1.4 OBJECTIVES OF THE STUDY:

Primary Objectives

To study about employee morale at Salcomp Technologies India Private Limited.

Secondary Objectives

- To determine various factors that leads to employee morale in the organization.
- To identify the level of satisfaction of employee towards the organization.

- To know the level of involvement of the employees working in the firm.
- To suggest various methods to increase the morale of the employee.

1.5 NEED FOR THE STUDY

This topic of study will support the organization to know the strength and opportunity to develop the employee's morale and to know the happy employees and their productive work. High morale will bring motivation in a team work and employees' high degree of employee's interest in their job and organization. Morale will motivate among the employees for better performance and job satisfaction. By doing this study we come to know the employees performance and motivation in the organization. Employee's relationship & strength will be found through morale. Morale will pull together to achieve group goal. It is a concept that describes the level of favorable or unfavorable attitude of employees collectively to all aspects of their work the job, the company, their tasks, working conditions, fellow workers, Superiors.

1.6 SCOPE FOR THE STUDY

Morale is an important part of organizational climate. It is a vital ingredient of organization success because it reflects the attitudes and sentiments of organizational members towards the organization, its objectives and policies. These attitudes and sentiments largely affect productivity and satisfaction of individuals. Morale is the total satisfaction and person from his job, his work group, his boss, his organization and his environment.

CHAPTER 2

REVIEW OF LITERATURE

The literature reviews of the present study The Employee Morale In Salcomp Technologies India Private Limited .

- ❖ Denise H. Todd (2001), studies show that most employees do not leave because of 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 isn't 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 (along with the day-to-day stuff), then both the employee and the employer benefit.
- ❖ Elizabeth Anne Rosemond, (2002) in her study titled “Employee preferences for workplace characteristics” has analyzed 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.
- ❖ Anthea Zacharatos, (2002) in his study titled “An organization and employee- level investigation of the relationship between high performance work systems and workplace safety” has investigated the relationship between high performance work systems and occupational

safety and it was revealed that to the extent organizations adopted high performance work systems comprising ten human resource practices namely the use of selective hiring and transformation leadership, the provision of job quality, employment security.

- ❖ Muthu Velayutham, (2003) in his study “A Study on Employee Morale in Madurai Kamaraj University”, 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
- ❖ Jeyavelu (2003) in his paper stated that organizations increasingly resort to becoming effective and innovative, to reducing costs and improve quality of products and services to tackle competition. This paper extends concept evaluation of empowerment defined as enhanced feeling of self-efficiency to organizational interventions, leader behavior and reattribution training. The paper looks into the relationship between empowerment and performance.
- ❖ Punia (2004) in his work attempted to address the specific contemporary challenges of employee's retention and empowerment in Soundararaja Mills Ltd., Dindigul—A Study”, designed to throw light on the various aspects of employee's opinion on the job. The findings showed that morale is influenced by sex, age, qualification, marital status, employment status, size of the family, income and membership in trade unions but morale is not influenced by skill level and experience. 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 worklist.

- ❖ Nagarajan.K (2005) in his study on “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.
- ❖ R. Yuzuk (2007) in his study found that the employees who have the highest morale tended to be the most experienced labor grades.
- ❖ K.Sangeetha, (2008) says that a company's profit booms when it has loyal and trustful employees and leadership of integrity to succeed in today's competitive business scenario of diverse workforce. The 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 or eroded. In a nutshell, it is a prerequisite for a management that it constantly practices trust management and prioritizes trustworthiness in order to gain competitive advantage and profits through workforce performance excellence.
- ❖ Djati and Adiwijaya (2010)²⁵ conducted a study to find out the relationship between employee morale and organizational commitment towards Organizational Citizenship Behavior (OCB) and OCB towards service quality performances. Data was collected from 133 respondents taken from administrative staff of 5 private universities in Surabaya – Indonesia. The researchers concluded that there was positive and significant relationship between employee morale and organizational commitment towards OCB and OCB towards service quality performance of employees.

- ❖ Spangenberg (2010)²⁶ conducted a study to know the level of morale at public and private sector banks and the differences in the perceptions of employees (managers and staff level) regarding the organizational culture and to find out the relation between organizational culture and employees morale. 120 questionnaires were distributed to employees of 3 public sector and 2 private sector banks and 91 usable questionnaires were collected. The researcher concluded that morale in employees of private sector banks is higher than public sector in all five indices of employee's morale and there were significant differences for all eight values of organizational culture in both types of banks. The findings also shown that organizational culture had positive impact on the employee's morale.
- ❖ Saymazia (2011) It is a Cross sectional survey. The topic is “effect of organizational team building efforts on employee morale and employee retention.” Cause and effect method is used in which sufficient type of causal research has been conducted as in this study the effects of organizational team building efforts are studied.
- ❖ Ushatiwari.(2014) the employees morale and its impact on employees efficiency at. Jaypee Cement Plant Rewa, appears Good. The average mean score and percentage score has been computed at 3.60(65%). The most important factor contributing employees morale are: relationship with the fellow workers ,team spirit in direct work environment ,working condition of work place ,leaves and holidays provided, management and employees are allowed to talk freely.
- ❖ Tepillahvasantham (2014) High morale leads to success and low morale brings to defeat. In an organization if the employees possess high morale then their attitude to stay in the organization will increase otherwise the vice versa. The play of morale is not less important for an Industrial undertaking employee morale.

- ❖ Fadilahbantieahmad (2014) This thesis was conducted to determine the relationship between morale of employees and project performance in the construction industry. Based on a study conducted by the American Management Association study reported that among firms applying job cuts in the 1990s, 69 percent reported a decline in employee morale (help me to find out the alternative way to conduct the research usingwith secondary data)
- ❖ Mrs.N.Umadevi (2016) “The analysis of organizational commitment shows that teachers of self-financing colleges have got higher level of commitment than that of Government and aided colleges. The lowest commitment is found among the Government college teachers with the mean value 150.77 . But there is no significant difference found among the three groups of teachers in their organizational commitment. The Structural Equation Modelling (SEM) shows that 30% of Organizational Commitment is determined by morale.
- ❖ Carolyn ashe (2016) This study examined whether the level of employee morale has a direct relationship to productivity and profit. Several studies indicated that low morale causes low productivity but have not indicated decreased profit as a result.
- ❖ Kandhakumar.P (2016) This conceptual article attempts to describe the factors influencing employees moral and various researchers’ contribution towards morale factors in work place. This article finds scope to undergo further research and also aims to understand the relationship between morale, employee satisfaction and employee performance. (how to differentiate the employee morale and satisfaction.
- ❖ Vikaschaddha (2016) he impact of restructuring is often measured by the financial performance of the organizations but it is not measured by assessing its effect on the section which is most effected by

implementation of any restructuring strategy that is human resources of that organization. This paper is an attempt by the author to analyse the impact of the restructuring strategies on morale of employees of the organization by measuring the change in factors that affect employee morale, pre and post restructuring.(its help me to find out the impact when the MNC corporation changes its organization structure

- ❖ Jehanzeb R. Cheem (2017) In this study we looked at the link between staff-centred organizational factors and organizational performance, within the special context of high schools across nationally representative samples from 64 countries and economies. Our empirical results indicate large cross-country variations in the effect of factors such as staff participation, morale and shortage, on school performance. Implications are discussed.
- ❖ Shamih (2017) His study aims to examine the effect of low morale and motivation on employees' productivity and competitiveness. Low productivity and loss of competitiveness are outcomes of low morale and low motivation and may sometimes lead to further undesired symptoms such as absenteeism and sabotage.
- ❖ Hillary(2017) "how employee relations as an impact on the morale of employees and what are the factors that enable the employees to develop trust and faith on the organization and its employers in the organization.
- ❖ SUGANYA DEVI.P(2018) research she finds the management should treated all equally ,and should maintain the goals and responsibilities to all ,management should appreciates the extra talents.
- ❖ Saranyaanand (2018) More and more companies are shifting their focus towards building a satisfied and content set of employees by empowering them and developing them with the types of HR Policies they are implementing.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Methodology

3.2 Research Design

The Research design used in this is descriptive research design.

Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. The main characteristic of this method is that the researcher has no control of variables; he can report only what has happened or what is happening.

3.3 Sources of Data

Primary Data Collection

Primary data sources include information collected and processed directly by the researcher, such as observations, surveys, interviews, and focus groups.

Secondary Data Collection

Secondary data sources include information retrieved through pre-existing sources: research articles, Internet or library searches, etc. Pre-existing data may also include records and data already within the program: publications and training materials, financial records, student/client data, performance reviews of staff, etc.

3.4 POPULATION

The population comprises of 300 employees of Salcomp Technologies India Private Limited.

3.5 SAMPLE SIZE

150 samples are selected for the study from the above population.

3.6 SAMPLING TECHNIQUE

In this study, Simple Random Sampling was used for selecting the samples from the population.

3.7 PERIOD OF STUDY

The period of study is Three months from December 2021 to March 2022.

3.8 STRUCTURE OF QUESTIONNAIRE

The structure of questionnaire used in the study is open ended questionnaire.

3.9 ANALYTICAL TOOLS

The following are the statistical tools used in the study.

1. Chi square
2. Correlation
3. Regression

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

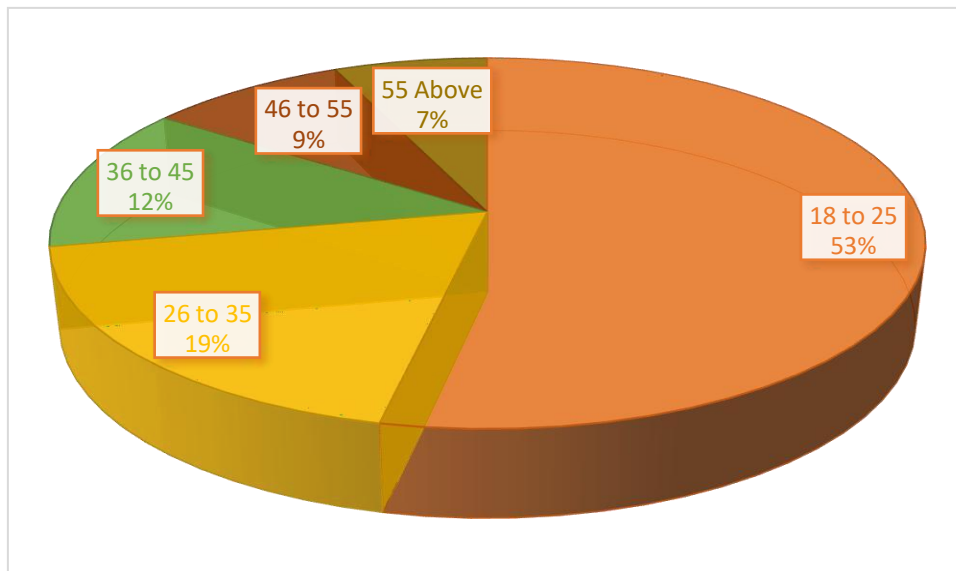
4.1 Percentage Analysis

TABLE 4.1 :AGE WISE CLASSIFICATION OF RESPONSE

PARTICULAR	NO OF RESPONSE	PERCENTAGE
18 to 25	80	53.3%
26 to 35	28	15.7%
36 to 45	19	12.7%
46 to 55	13	8.7%
55 Above	10	6.7%
TOTAL	150	100

SOURCE : Primary Data

CHART 4.1: AGE WISE RESPONSE



INTERPRETATION:

From the above table ,it is observed that 53.3% of the respondents are in the 18 to 25 years, and in the age 26 to 35 were in 18.7% .then 12.7% contain the age of 36 to 45 and in the age 46 to 55 were in 8.7% then 6.7% contain the age of the 55 Above .

INFERENCE:

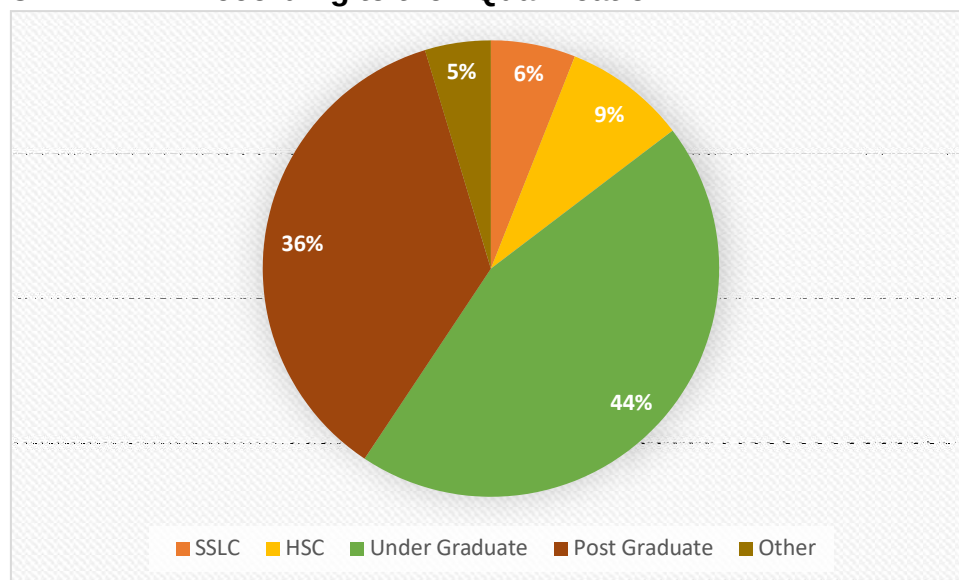
The Majority of the respondents are between 18 to 25 years.

TABLE 4.2 Respondents according to their Qualification :

PARTICULAR	NO OF RESPONSE	PERCENTAGE
SSLC	9	6%
HSC	13	8.7%
Under Graduate	67	44.7%
Post Graduate	54	36%
Other	7	4.7%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.2: According to their Qualification



INTERPRETATION:

In the above graph it is observed that 6% of response from SSLC and 8.7% are HSC and 44.7% are under graduates and 36% are post graduates. Other group contain 5% of response.

INFERENCE:

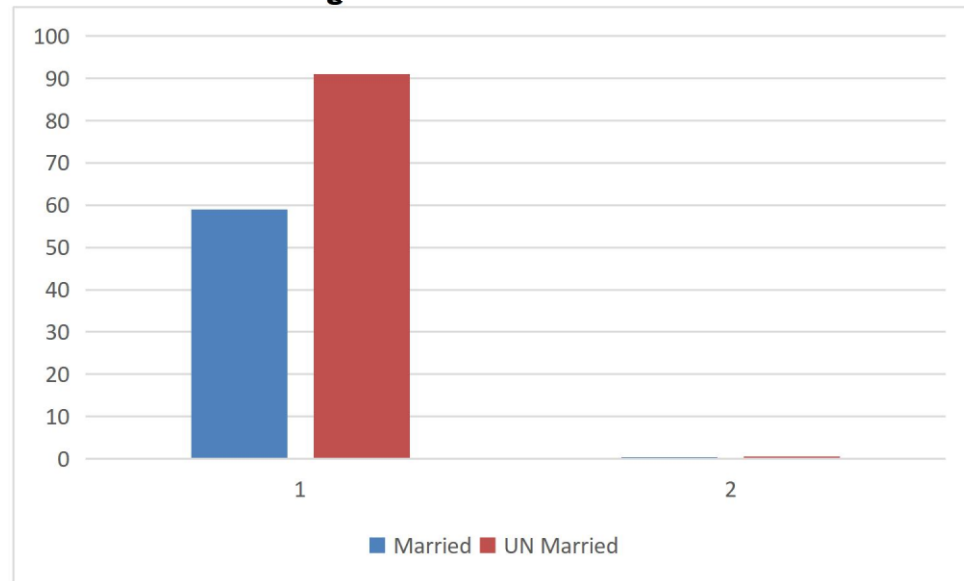
Majority of the Respondents has been completed the Under Graduate Degree.

TABLE 4.3 Respondents according to their Marital States

PARTICULAR	NO OF RESPONSE	PERCETAGE
Married	59	39.3%
UN Married	91	60.7%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.3 According to their Marital States



INTERPRETATION:

From the above table shown that the marital status wise classification of the 60.7% of UN Married and 39.3% of Married.

INFERENCE:

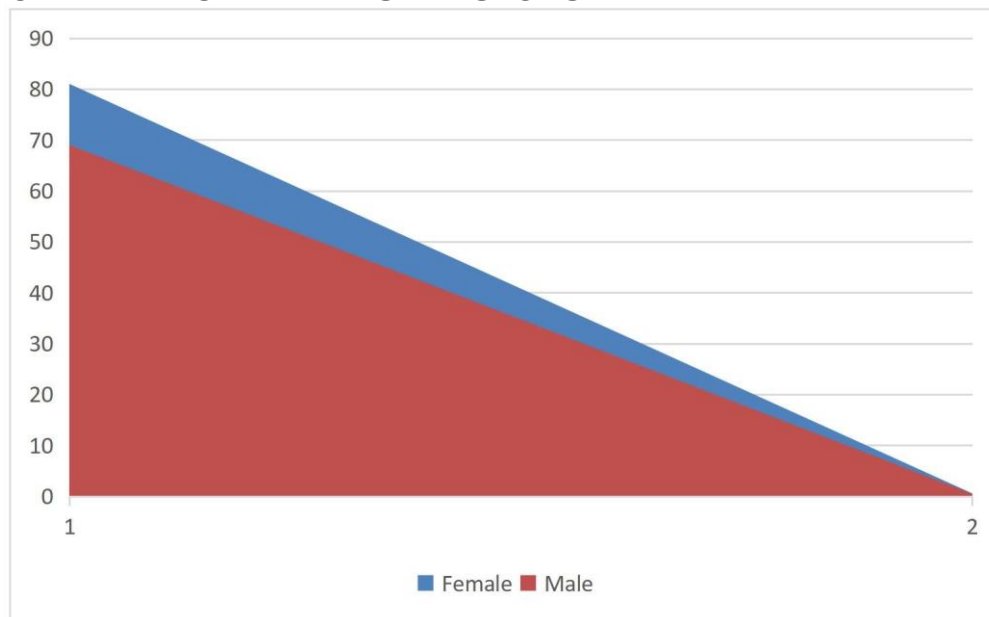
The majority of response in (60.7%) of UN Married

TABLE 4.4 :GENDER WISE CLASSIFICATION OF RESPONSE

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Female	81	54%
Male	69	46%
TOTAL	150	100

SOURCE : Primary Data

CHART 4.4: GENDER WISE RESPONSE



INTERPRETATION

From the above table shows that the Gender of the response 69% of Male remaining 81% Female response .

INFERENCE:

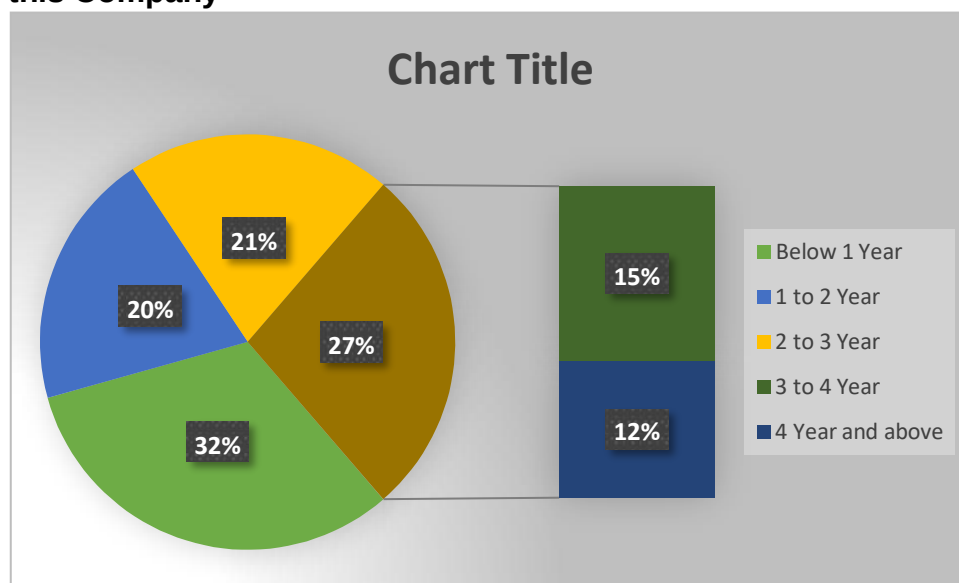
The majority of response in chart wise classified (81%) in Gender respondent in Female.

TABLE 4.5 Distribution Of Respondents According To Number of years service in this Company :

PARTICULAR	NO OF RESPONSE	PERCETAGE
Below 1 Year	48	32%
1 to 2 Year	30	20%
2 to 3 Year	31	20%
3 to 4 Year	23	15.3%
4 Year and above	18	12%
TOTAL	150	100

SOURCE: Primary Data

Chart 4.5 Respondents According To Their Number of years service in this Company



INTERPRETATION

From the above table ,it is observed that 32%of the respondents According To Number of years service in this Company are in the Below 1 years in 32%, and in the 1 to 2 Year were in 20%.then 20.7% contain of the 2 to 3 and 3 to 4 Year in the 15.3% and 4 Year and above 12%.

INFERENCE:

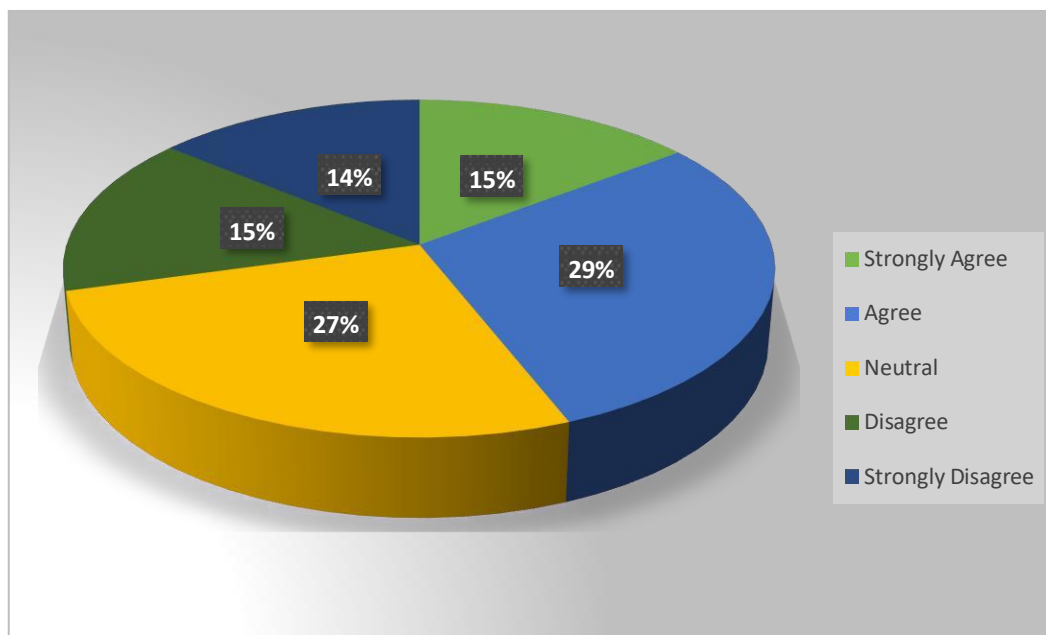
Majority of the respondents are years service in this Company Below 1 years.

TABLE 4.6 Distribution Of Respondents According To Job Requirments and Expectations are clear in this Company:

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Strongly Agree	22	14.7%
Agree	44	29.3%
Neutral	40	26.7
Disagree	23	15.3%
Strongly Disagree	21	14%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.6: According to their Job Requirments and Expectations are clear in this Company:



INTERPRETATION:

From the above graph it is found that 14.7% of respondents who are strongly Agree , and 29.3% respondents agree to Job Requirments and Expectations are clear in this Company.26.7% of the response feel neutral and 15.3% of the response disagree .also 14% of respondents strongly disagree.

INFERENCE:

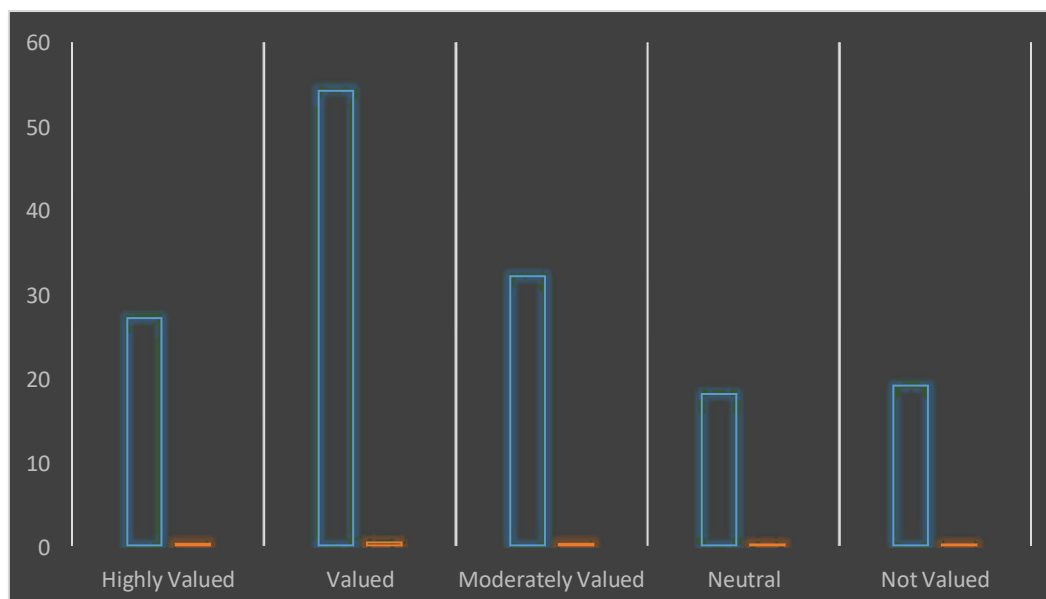
The Majority of people they response in Agree (29.3%) that to Job Requirments and Expectations are clear in this Company.

TABLE 4.7 Respondents according to that How Much They Feel Valued at your Company:

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Highly Valued	27	18%
Valued	54	36%
Moderately Valued	32	21.3%
Neutral	18	12%
Not Valued	19	12.7%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.7 According to that How Much They Feel Valued at your Company



INTERPRETATION:

From the above graph it is observed that 18% of response Highly Valued, and 36% of response the Valued ,and 21.3% of response in moderately valued and, 12% of response in Neutral and ,12.7% of response in Not Valued.

INFERENCE:

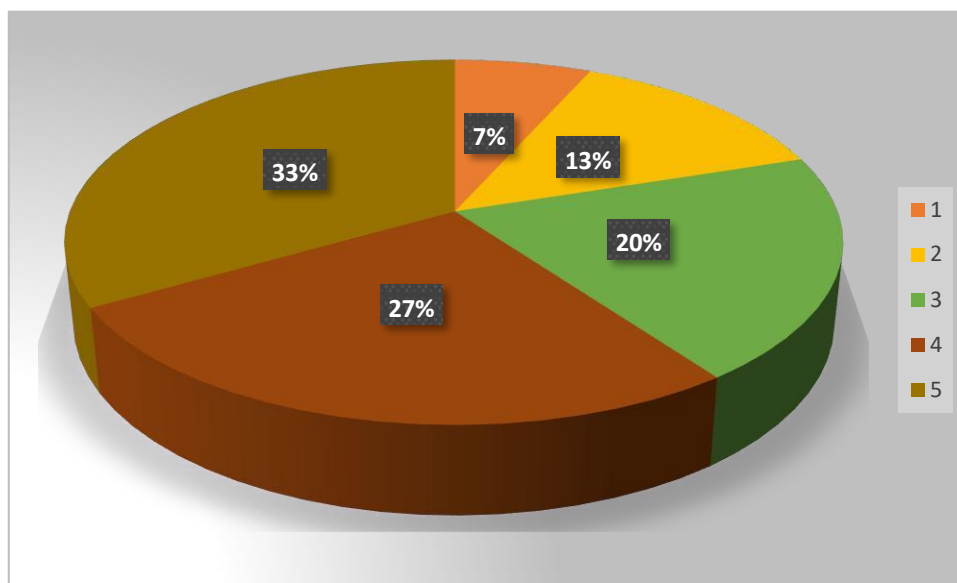
Majority of the respondents feel that they are Valued (36%) at Company.

TABLE 4.8 : Distribution of Respondents according to they Agree the organization is responding the views and opinion of the employee

PARTICULAR	NO OF RESPONSE	PERCENTAGE
1	18	12%
2	24	16%
3	60	40%
4	35	23.3%
5	13	8.7%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.8 According to they Agree the organization is responding the views and opinion of the employee



INTERPRETATION:

From the above graph it is observed that 12% of people agree the 1, and 2nd type of people in 16% and 40% of people agree the organization is responding the views of the employee, 4th type of people agree with 23.3% and then, 5th type of people agree the responding the employee in the 8.75..

INFERENCE:

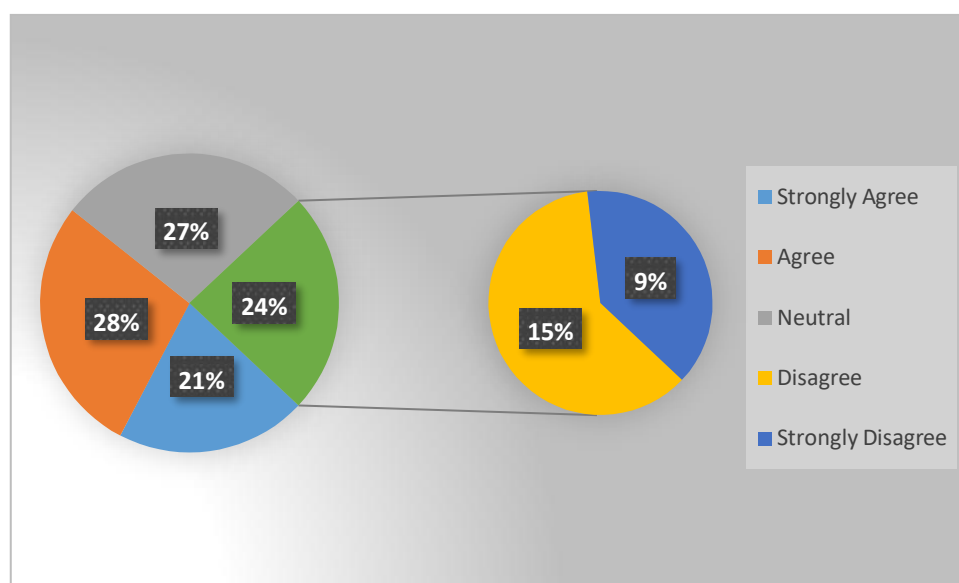
Majority of the respondents feel that they agree the views the opinion of the employee (40%) at Company.

TABLE 4.9 Respondents according to Employees receive enough opportunity to interact with other formal level

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Strongly Agree	31	20.7%
Agree	42	28%
Neutral	41	27.3%
Disagree	22	14.7%
Strongly Disagree	14	9.3%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.9 According to they Employees receive enough opportunity to interact with other formal level



INTERPRETATION:

From the above graph it is observed that 20.7% of Strongly Agree to they receive enough Opportunity to interacted and 28.% of employees agree with this and 27.3% of the neutral of the level,14.7% of employees Disagree to the opportunity with employees on a formal level and 9.3% of the employees strongly disagree .

INFERENCE:

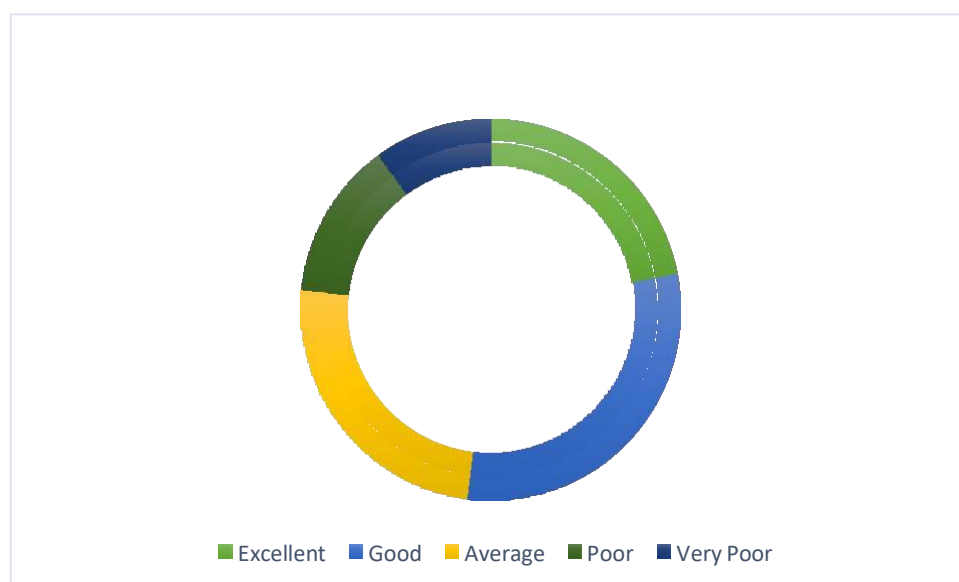
Majority of the respondents they receive enough opportunity to interact with other employees Agree (42%) .

TABLE 4.10 : Distribution of Respondents according to that organization providing regular basis to attain your career goals.

PARTICULA	NO OF RESPONSE	PERCENTAGE
Excellent	33	22%
Good	45	30%
Average	37	24.7%
Poor	20	13.3%
Very Poor	15	10%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.10 According to that organization providing regular basis to attain your career goals.



INTERPRETATION:

From the above graph it is observed that 22% of respondents Excellent that organization proving opportunities on regular basis to attain career goals while 30% good to the respective statement. 24.7% falls under average and 13.3% of respondents poor. Only 1% of total respondents very poor.

INFERENCE:

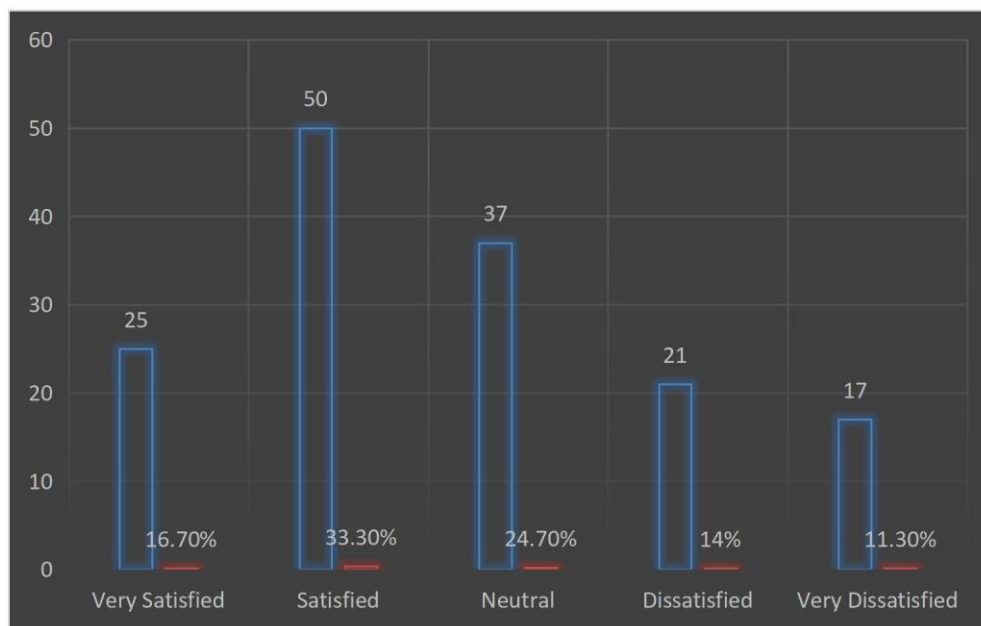
Majority of the respondents Good (45%) that organization is providing them opportunities to attain their career goals.

TABLE 4.11 :Distribution of respondents based on their job satisfaction statement

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Very Satisfied	25	16.7%
Satisfied	50	33.3%
Neutral	37	24.7%
Dissatisfied	21	14%
Very Dissatisfied	17	11.3%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.11 According to that respondents based on their job satisfaction statement



INTERPRETATION:

From the above graph it is observed that 16.7% of the respondents Very satisfied to their job satisfaction statement and 33.3% of them satisfied. 24.7% of the respondents comes under neutral group and 14% of them dissatisfied to the statement. 11.3% of the total respondents very dissatisfied to the statement.

INFERENCE:

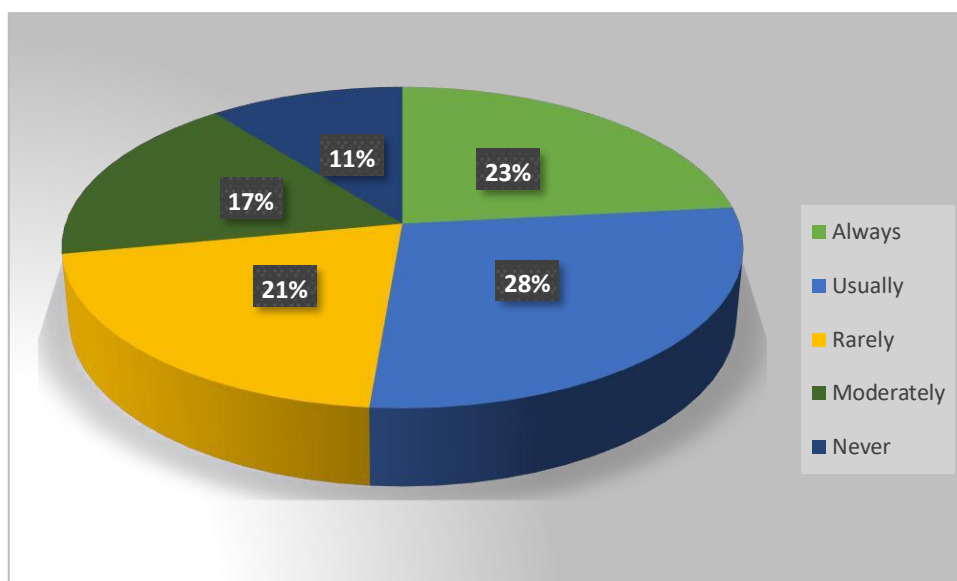
Majority of the respondents that they are satisfied (33.3%)with their job.

TABLE 4.12 Distribution of respondents based on the opportunity to employees to do the best everyday

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Always	35	23.3%
Usually	42	28%
Rarely	31	20.7%
Moderately	26	17.3%
Never	16	10.7%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.12 According to that respondents based on the opportunity to employees to do the best everyday



INTERPRETATION:

From the above graph it is observed that 23.3% of respondents feel that they are always given opportunity to do their best and 28% of them feel opportunity is provided usually for them. Rare opportunity is given to 20.7% of respondents while 1517.3% of them feel they are given moderate opportunity with 10.7% of them feel they aren't given opportunity to do the best.

INFERENCE:

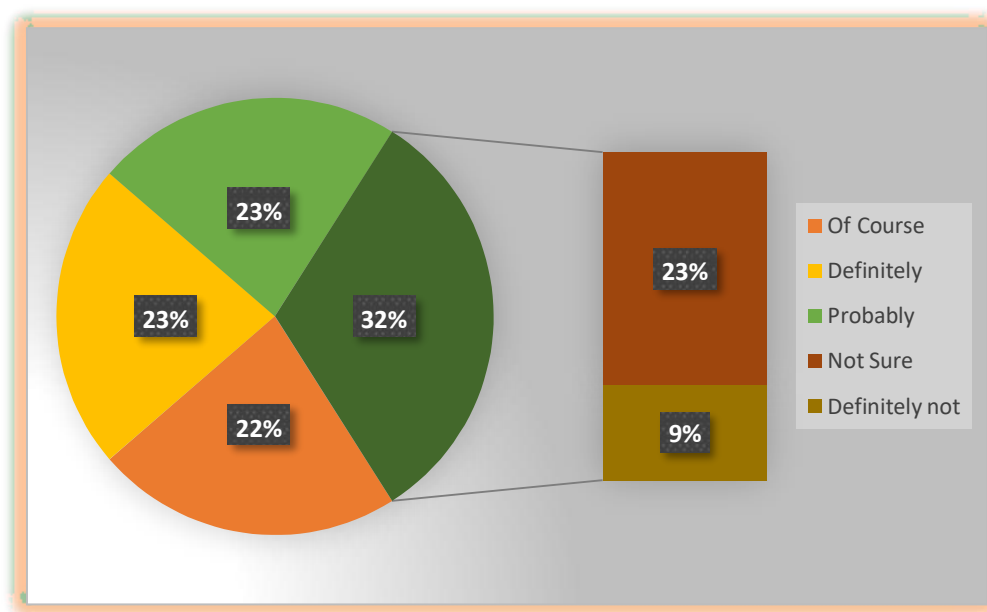
Majority of respondents say that they usually 28% get opportunities to do best everyday.

TABLE 4.13 Distribution of respondents based on the willingness of the employees to refer the job at this company to their friends

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Of Course	34	22.7%
Definitely	34	22.7%
Probably	34	22.7%
Not Sure	34	22.7%
Definitely not	14	9.3%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.13 According to respondents based on the willingness of the employees to refer the job at this company to their friends



INTERPRETATION:

From this graph it is interpreted that 22.7% and the respondents will sure and definitely,of course,probably, 9.3% of the respondents chose they will definitely not refer their job at this company to their friends.

INFERENCE:

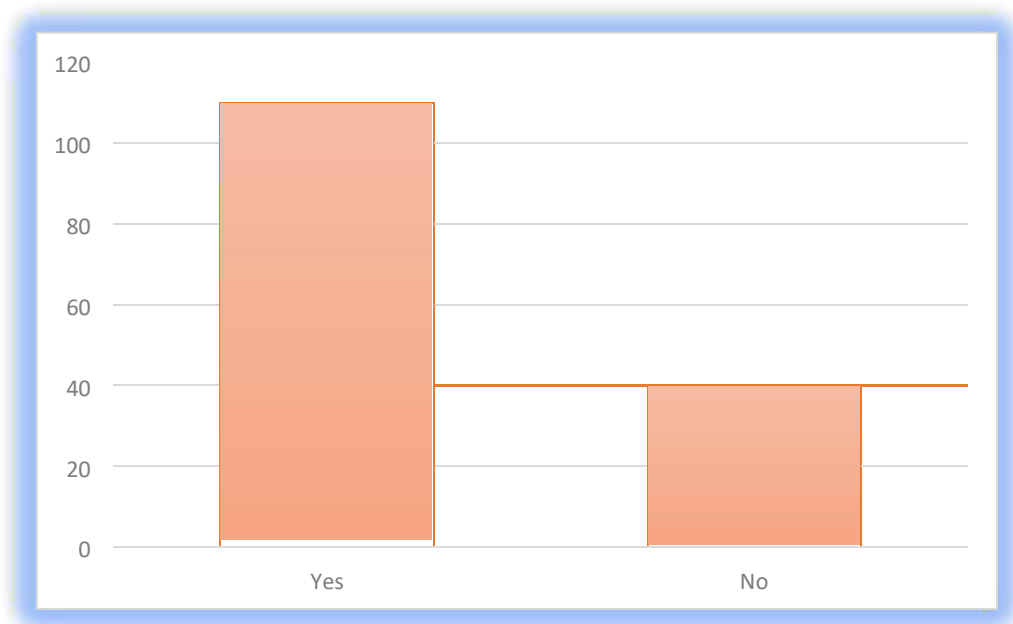
Majority of the respondents say that they will probably refer their friends to this company.

TABLE 4.14 Distribution of respondents based on the Compensation matches with responsibility

PARTICULAR	NO OF RESPONSE	PERCENTAAGE
Yes	110	73.3%
No	40	26.7
TOTAL	150	100

SOURCE: Primary Data

CHART 4.14 According to respondents based on the Compensation matches with responsibility



INTERPRETATION:

From this graph it is interpreted that 73.3% of yes to the compensation matches with responsibility and not matches with responsibility 26.7%.

INFERENCE:

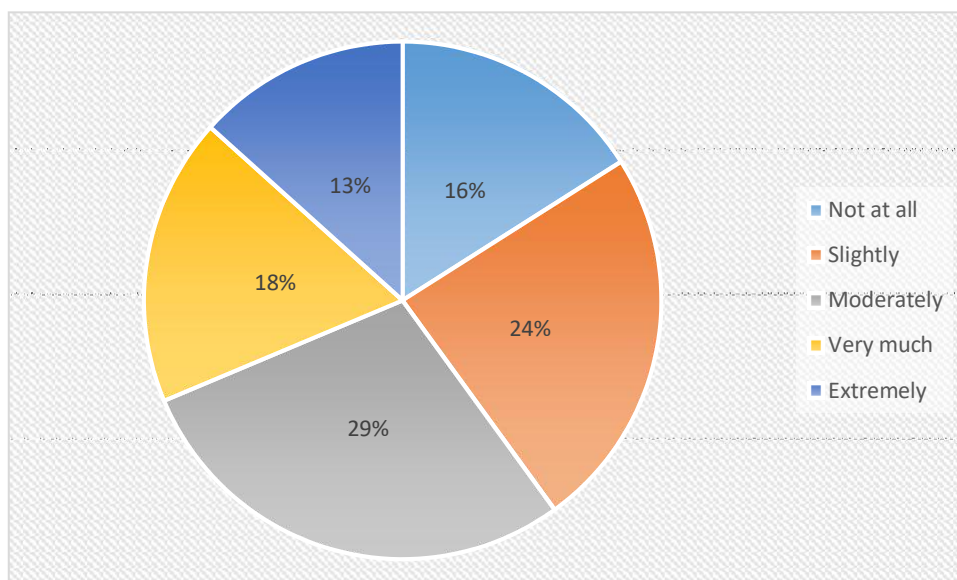
Majority of the respondents say that they will say yes to compensation with matches responsibility

TABLE 4.15 Distribution of respondents based on the workplace stress affecting outside life.

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Not at all	24	16%
Slightly	36	24%
Moderately	43	28.7%
Very much	27	18%
Extremely	20	13.3%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.15 According to respondents based on the workplace stress affecting outside life



INTERPRETATION:

From the above graph it is observed that 16% of the respondents feel workplace stress does not at all affect their outside life while 24% of them feel it slightly affects. Respondents thinking workplace stress moderately affects their outside life are grouped to 28.7% and 18% feel they are affected very much. 13.3% of them feel they are extremely affected.

INFERENCE:

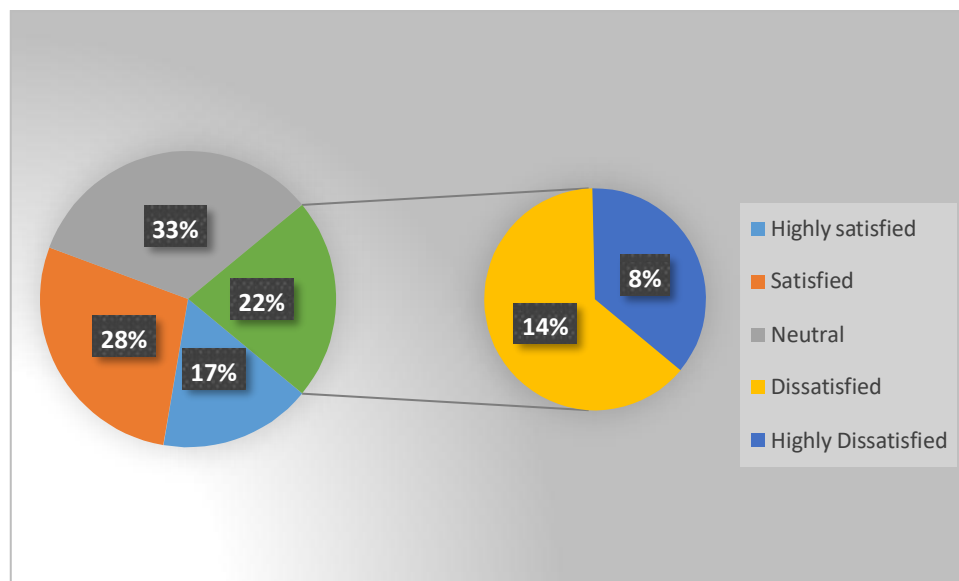
Majority of the respondents feel that moderately their work life balance is affected.

TABLE 4.16 Distribution of respondents based on how the employees perceive morale in the company

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Highly satisfied	25	16.7%
Satisfied	42	28%
Neutral	50	33.3%
Dissatisfied	21	14%
Highly Dissatisfied	12	8%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.16 According to respondents based on the employees perceive morale in the company



INTERPRETATION:

From the above graph it is observed that 16.7% of the respondents perceive highly satisfied morale in the company and 28% are satisfied. 33.3% of the respondents feel they perceive neutral morale in the company. 14% of them feel they're dissatisfied and 8% highly dissatisfied.

INFERENCE:

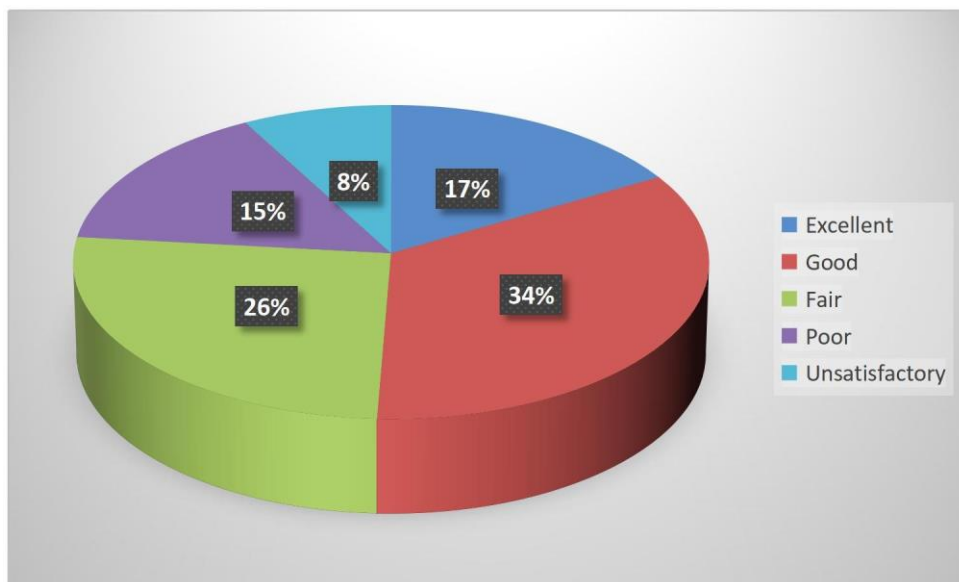
Majority of the respondents are Neutral about the morale in the company.

TABLE 4.17 Distribution of employees based on their communication with their colleagues

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Excellent	25	16.7%
Good	51	34%
Fair	39	26%
Poor	23	15.3%
Unsatisfactory	12	8%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.17 According to respondents based on their communication with their colleagues



INTERPRETATION:

from the above table it is shown that, 16.7% of employees have excellent communication with their colleagues, 34% of employees have good communication with their colleagues, 26% of employees have fair communication with their colleagues and 15.3% of employees agree that they have poor and unsatisfactory communication level with their colleagues in 8%.

INFERENCE:

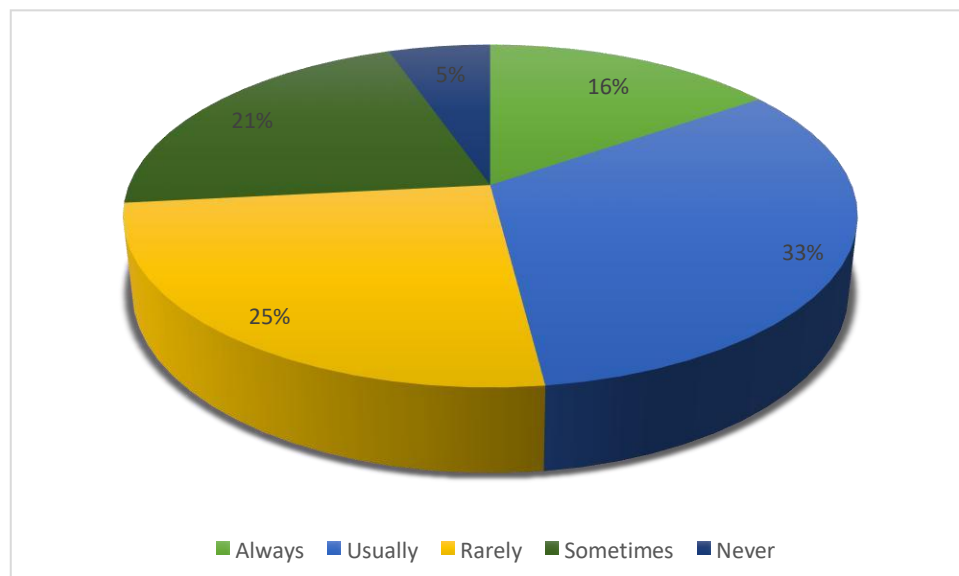
Majority of the employees feel that they have good communication with their colleagues

TABLE 4.18 Distribution of employees based on superior motivation and encouragement

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Always	23	15.3%
Usually	49	32.7%
Rarely	38	25.3
Sometimes	32	21.3%
Never	8	5.3%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.18 According to respondents based on superior motivation and encouragement



INTERPRETATION:

from the above table it is shown that, 15.3% of employees feel that their superior always encourages and motivates them, 32.7% of employees feel that the supervisor usually motivates them, 25.3% of employees feel that their supervisor rarely motivates them and 21.3% of the employees feel that the supervisor sometimes motivates them. 5.3% of the employees feel that the supervisor sometimes motivates them.

INFERENCE:

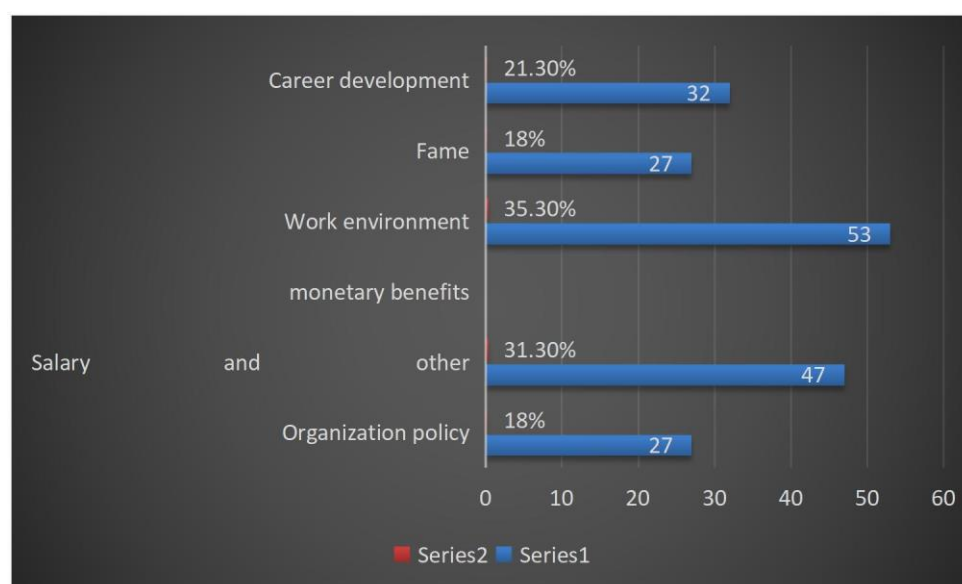
Majority of the respondents say that their boss usually motivate and encourage them.

TABLE 4.19 Distribution of employees based on the factors influencing the employees to take part in the organization

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Organization policy	27	18%
Salary and other monetary benefits	47	31.3%
Work environment	53	35.3%
Fame	27	18%
Career development	32	21.3%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.19 According to respondents based on the factors influencing the employees to take part in the organization



INTERPRETATION:

from the above table it is shown that, 20% of employees are influenced by the organization policy, 8% of employees are influenced by the salary and other monetary benefits, 48% of employees are influenced by the work environment, 4% of employees are influenced by fame and 18% of the employees are influenced by the career development.

INFERENCE:

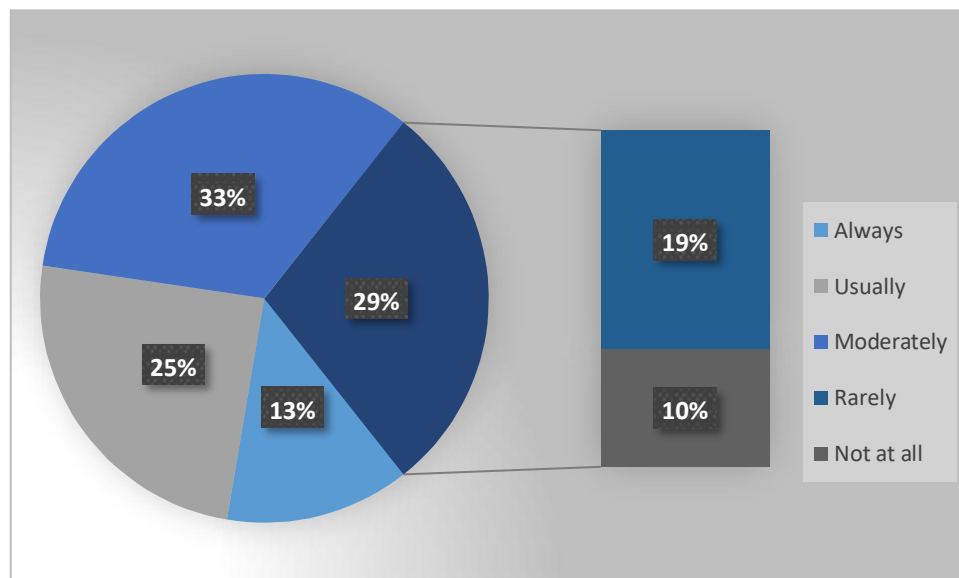
Majority of the respondents feel that work environment is the factor influence them to take part in the organization.

TABLE 4.20 Distribution of employees based on their extracurricular activities

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Always	20	13.3%
Usually	37	24.7%
Moderately	50	33.3
Rarely	28	18.7%
Not at all	15	10%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.20 According to respondents based on their extracurricular activities



INTERPRETATION:

from the above table it is shown that, 21% of employees always participate in the extracurricular program, 51% of employees usually participate, 2% of employees rarely participate, 6% of employees never participate and 3% of employees not at all participate in the extracurricular activities of the company.

INFERENCE:

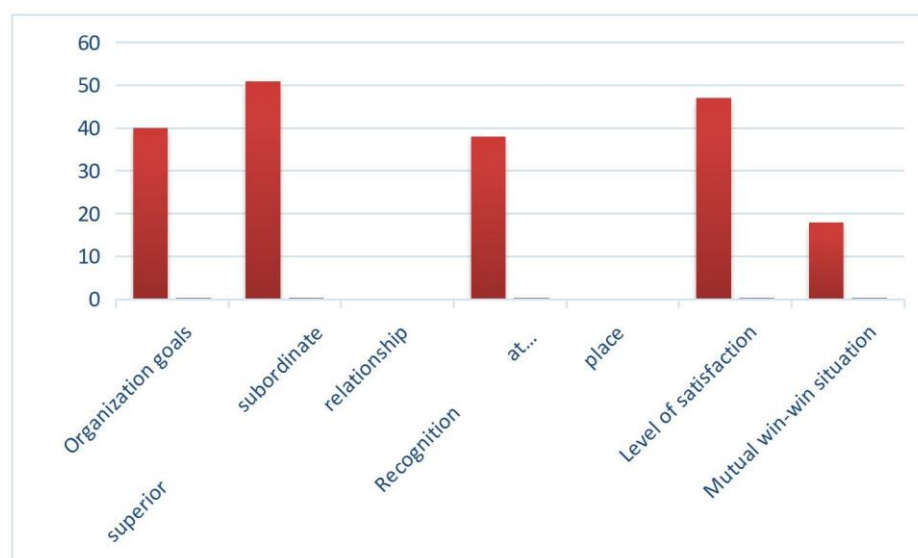
Majority of the respondents say that they usually take part in the extracurricular activities of the organization.

TABLE 4.21 Distribution of respondents based on the factors that contribute to employee morale in the organization

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Organization goals	40	26.7%
superior subordinate relationship	51	34%
Recognition at work place	38	25.3%
Level of satisfaction	47	31.3%
Mutual win-win situation	18	12%
TOTAL	150	100

SOURCE: Primary Data

CHART 4.21 According to respondents based on the factors that contribute to employee morale in the organization



INTERPRETATION:

From the above graph it is observed that 26.7% of the respondents feel that organization policies contribute to employee morale in the organization while 34% of them opt superior subordinate relationship. 25.3% of them feel s recognition at workplace is a factor that contribute to employee morale and 31.3% go with level of satisfaction. Rest of the 12% of respondents chose mutual win-win situation.

INFERENCE:

Majority of the respondents feel that superior- subordinate relationship is the factor that contributes to morale in the organization.

CHI SQUARE TEST

4.2.1 CHI SQUARE TEST-1

The Chi-Square test is the widely used non-parametric statistical test that describes the magnitude of discrepancy between the observed data and the data expected to be obtained with a specific hypothesis.

HYPOTHESIS:

1. **Null Hypothesis H0:** There is no significant relationship between the gender of the employee and the factors contributing to employee morale.
2. **Alternate Hypothesis H1:** There is a significant relationship between the gender of the employee and the factors contributing to employee morale.

Gender Indicate your level of agreement with each of the following statement:
[Salary]

Case Processing Summary						
	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender_ * Salary_	110	99.1%	1	0.9%	111	100.0%

Gender_ * Salary_ Crosstabulation

			Salary_					
			Highly satisfied	Highly dissatisfi ed	Neutr al	Satisfi ed	Dissatisf ied	Total
Gender_	Male	Count	15	18	9	2	3	47
		Expecte d Count	15.0	18.4	8.1	2.1	3.4	47.0
	Fema le	Count	20	25	10	3	5	63
		Expecte d Count	20.0	24.6	10.9	2.9	4.6	63.0
Total		Count	35	43	19	5	8	110
		Expecte d Count	35.0	43.0	19.0	5.0	8.0	110.0

Chi-Square Test

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.285 ^a	4	.991
Likelihood Ratio	.285	4	.991
Linear-by-Linear Association	.014	1	.907
N of Valid Cases	110		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 2.14.

INFERENCE

Since p value (0.907) is greater than 0.05 .We accept the and reject the Chi-square Test the cases with valid data in the specified range(s) for all variables in the each table. Hence there is no significant different between Gender Indicate your level of agreement with each of the following statement Salary.

Anova

4.2.2 ANOVA TEST-2

The Anova test is the widely used non-parametric statistical test that describes the magnitude of discrepancy between the observed data and the data expected to be obtained with a specific hypothesis.

HYPOTHESIS:

1. **Null Hypothesis H0:** There is no significant relationship between the gender of the employee and the factors contributing to employee morale.
2. **Alternate Hypothesis H1:** There is a significant relationship between the gender of the employee and the factors contributing to employee morale.

Age	job requirements and expectations are clear in this organization
-----	--

One way

ANOVA

Age

			Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)		47.878	4	11.969	12.444	.000
	Linear Term	Unweighted	27.532	1	27.532	28.624	.000
		Weighted	31.229	1	31.229	32.467	.000
		Deviation	16.649	3	5.550	5.770	.001
Within Groups			100.995	105	.962		
Total			148.873	109			

Post Hoc Tests

Dependent Variable: Age

Tukey HSD

(I) job_requirements_	(J) job_requirements_	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Strongly agree	Agree	-.033	.296	1.000	-.85	.79
	Neutral	-.183	.308	.976	-1.04	.67
	Disagree	-1.897*	.372	.000	-2.93	-.87
	Strongly disagree	-1.367*	.400	.008	-2.48	-.26
Agree	Strongly agree	.033	.296	1.000	-.79	.85
	Neutral	-.150	.233	.967	-.80	.50
	Disagree	-1.865*	.312	.000	-2.73	-1.00
	Strongly disagree	-1.334*	.346	.002	-2.29	-.37
Neutral	Strongly agree	.183	.308	.976	-.67	1.04
	Agree	.150	.233	.967	-.50	.80
	Disagree	-1.715*	.324	.000	-2.61	-.82
	Strongly disagree	-1.184*	.357	.011	-2.17	-.19
Disagree	Strongly agree	1.897*	.372	.000	.87	2.93
	Agree	1.865*	.312	.000	1.00	2.73
	Neutral	1.715*	.324	.000	.82	2.61
	Strongly disagree	.531	.413	.700	-.61	1.68
Strongly disagree	Strongly agree	1.367*	.400	.008	.26	2.48
	Agree	1.334*	.346	.002	.37	2.29
	Neutral	1.184*	.357	.011	.19	2.17
	Disagree	-.531	.413	.700	-1.68	.61

*. The mean difference is significant at the 0.05 level.

Homogeneous Subsets

Age

Tukey HSD^{a,b}

job_requirements_and_expectations__	N	Subset for alpha = 0.05	
		1	2
Strongly agree	15	1.33	
Agree	41	1.37	
Neutral	31	1.52	
Strongly disagree	10		2.70
Disagree	13		3.23
Sig.		.983	.525

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 16.653.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

INFERENCE

Since p value (0.525) is greater than 0.05 .We accept the and reject the Chi-square Test the cases with valid data in the specified range(s) for all variables in the each table. Hence there is no significant different between Age job requirements and expectations are clear in this Company.

CHAPTER 5

FINDINGS,SUGGESTIONS,CONCLUSION

5.1 FINDINGS

- Majority 53.3% of respondents are in the age between 18-25 years.
- Majority 44.7% of respondents have completed their Under Graduation.
- Majority 60.7% of respondents are in the unmarried.
- Majority 54% of respondents are female employees
- Majority 32% of respondents have below 1 year years experience with the organization.
- Majority 29.3% of respondents has agreed that employees requirements and expectations are clear in the organization.
- Majority 36% of respondents feel that they are highly valued in the organization.
- Majority 40% of respondents neutral that the organization is responding to their views.
- Majority 28% of respondents agree that they get opportunities to get interact with other employees.
- Majority 30% of respondents good the organization is providing opportunities on regular basis to attain career goals.
- Majority 33.3% of respondents s agree that they are satisfied with their job.
- Majority 34% of respondents feel that superior subordinate relationship is the factor that contributes employee morale in the organization.
- Majority 28% of respondents feel that they usually get opportunity to do best every day.
- Majority 78% of respondents say that they probably refer their friends to do job at this company.
- Majority 73.3% of respondents are yes to the statement regarding their compensation matches with their responsibilities.
- Majority 28.7% of respondents moderately agree that the workplace stress is affecting their outside life.
- Majority 33.3% respondents are satisfied about the morale in the company.

- Majority 32.7% of respondents are satisfied with their immediate supervisor.
- Majority 34% of respondents characterize the good communication with their colleagues.

5.2 SUGGESTIONS.

Employees are the central point in the victory of every organization. If the employees work together and carve up a good relationship with employers, they can attain their tasks much quicker. Managing employee relationship is imperative and precious to the organizational success and achieving spirited benefit. It is required to have a steady relationship between employees and employers that leads to productivity, motivation, and better performance.

Based on the findings in the research, the recommendations are as follows.

The management could have the policy of enough pay and other benefits.

The employees feel that based on the experience and qualification they expect promotions and increments in order to increase the commitment level as well as their morale, it is found that employees with higher work experience has high morale when compared to the employees with less experience.

The management should ensure receipt of the performance and feedback by the employees.

The management should strongly consider their employee goals and values, carena bout their opinion and well being and provide available support when needed.

5.3 LIMITATIONS OF THE STUDY

No study is complete, however good it may be, and every study has some limitations.

Some of the limitations which I may face in this study are as follows:

- The study will be restricted to the employee morale of Salcomp Technologies India only. .

- Since the simple random sampling technique will be adopted in the study, hence, it may not be the representative of the universe.
- The respondents (some) may provide biased information/views due to their personal issues in an organization

5.4 CONCLUSION

Employee morale has become one of the factors, which need to be concentrated more by the organization. It is left with the organization to take appropriate steps to increase the level of morale among the employees. Today the organization's primary role is to make the employees know more about its policies and goals, so that it may increase the loyalty and responsibility of their members, for any organization to sustain in their competitive market. It is necessary to continuously improve the quality of people by increasing their commitment towards work as well as to the organization. This study identified the employee morale and in SALCOMP TECHNOLOGIES INDIA PRIVATE LIMITED- SRIPERUMBUDUR It is possible to conclude that employee morale is a very significant factor contributing to the positive organizational outcomes. It may increase productivity, effectiveness of work and motivation of employees, while low morale leads to the opposite outcomes.

At the same time it is necessary to maintain high level of employee morale through leadership, development, empowerment, supervision and involvement. Radical organizational changes often lead to reduced morale caused by increased job insecurity, increased stress, decreased trust and job redesign. Since organizational morale has strong correlation with job performances it is very important to reinforce it by applying the right human resources policies. Organizations in all the sectors apply HR practices which would make the employees perform their jobs very well. This can be attributed to organizations awareness on the importance of the HR practices in IT sector and their important role in improving employees' performance. The research revealed that there exists open and transparent communication in the organizations, effective communication systems and that there is regular feedback from managers that helps to improve work. Open and clear lines of

communication is adopted by managers in both sectors which allows interaction among employees and this happens in various ways that consists of face-to-face, meetings, telephone, e-mails and others. Open and clear communication helps employees stay positive, productive and strengthen relationships and trust. Managers should take the opinion of employees into account and let them participate in decision making which made employees trust their managers and to be proud of the organization they work for. So they feel comfortable and do their best in their jobs. Sharing goals and values with employees is important because managers make sure all employees are aware of these goals and values in order to direct their efforts towards the attainment of them which can positively impact on employees' performance and organizational outcomes. Managers in both organizations follow up employees when they start believing that strict supervision makes them feel the importance of their work which has significant relationships with performance outcomes and commitment to work. Managers use varied methods of reward and punishment as required by situation and conditions. Rewards and punishment methods where it motivates the employees to perform their tasks well and accomplish their tasks better in their work. The long established employer — employee relationship moving towards a change and modifications will continue till they take concrete shape. It is the realization and desire of both employer and employees to maintain the spirit of the system. The personnel management practices and employment policy should be provided sound base for harmonious industrial relation.

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ANNEXURE-1

QUESTIONNAIRE

1. Name of the respondent:

2. Age Group

A. Below 20 years

B. 21-30years

C. 31-40years

D. 41-50years

E. Above50years

3. Educational Qualification

A. Diploma

B. Under Graduate

C. Post Graduate

D. Others

4. Number of years service in this organization:

A. Below 1 year

B. 1 to 2 years

C. 2 to3 years

D.3 to 4 years

E. 4 years and above

5. Gender

A. Female

B. B. Male

6. My job requirements and expectations are clear in this organization

A. Strongly agree

B. Agree

C. Neutral

D. Disagree

E. Strongly disagree

7. How much do you feel valued at your organization

- A. Highly valued
- B. valued
- C. Moderately valued
- D. Neutral
- E. Not valued

8. Do you agree the organization is responding the views and opinion of the employee?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

9. I receive enough opportunity to interact with other employees on a formal level.

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly disagree

10. Do you agree that organization providing opportunities on regular basis to attain your career goals?

- A. Strongly agree
- B. Agree
- C. Neutral
- D. Disagree
- E. strongly disagree

11. The Following Statements Based On Your Experience Working At The Company :

		Strongly agree	Agree	Neutral	Disagree	strongly disagree
I understand the mission and goals of the company						
I see a clear link between my work and the mission and goals						
I am inspired by the team to do my best work						
I have a good understanding of the informal processes						

12. How satisfied you are with your job

- A. Highly satisfied
- B. Satisfied
- C. Neutral
- D. Dissatisfied
- E. Highly Dissatisfied

13 According to you which of these factors contribute to employee morale in your organization

- A. Organization policies
- B. superior- subordinate relationship
- C. Recognition at work place
- D. Level of satisfaction
- E. Mutual win-win situation

14 At work, do you have the opportunity to do what you do best every day?

- A. Always
- B. Usually
- C. Rarely
- D. Moderately
- E. Never

15 Would you refer a friend to apply for a job at this company?

- A. Of course
- B. Definitely
- C. Probably
- D. Not sure
- E. Definitely not

16 Your compensation matches with your responsibilities

- A. Yes
- B. No

17 How is your workplace stress affecting your life outside work

- A. Not at all
- B. slightly
- C. Moderately
- D. very much
- E. extremely

18 How do you perceive morale in your company

- A. Highly satisfied
- B. satisfied
- C. Neutral
- D. Dissatisfied
- E. Highly dissatisfied

19 Indicate your level of agreement with each of the following statement:

	Very satisfied	satisfied	Neutral	Dissatisfied	Highly dissatisfied
Salary					
benefits					
Frequency and amount of bonus					
Security and administration					

20 How would you characterize your communication with your colleagues

- A. Excellent
- B. Good
- C. Fair
- D. Poor
- E. Unsatisfactory

21 Overall how satisfied are you with your position at this company?

- A. Highly satisfied
- B. satisfied
- C. Neutral.
- D. Dissatisfied
- E. Highly dissatisfied.

22 How often your supervisor encourages and motivates your development?

- A. Always
- B. Usually
- C. Rarely
- D. sometimes
- E. Never

23 Do you take part in your company's extracurricular program

- A. Always
- B. Usually
- C. Moderately
- D. Rarely
- E. Not at all

24 Which of the following influence you to engage in this organization?

- A. Organization policy
- B. Salary and other monetary benefits
- C. Work environment
- D. Fame
- E. Career development.

25 Give Your Suggestion:

ANNEXURE 2 -Article

A STUDY ON EMPLOYEE MORALE AT

SALCOMP TECHNOLOGIES INDIA PRIVATE LIMITED SRIPERUMBUDUR

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ABSTRACT

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. Faith in self and faith in their organization are both important factors in positive employee morale. A feeling, emotions, sentiments, attitudes and motives all these combine and lead to a particular type of behavior on the part of the individual or his group and this is what is referred to as employee morale.Employee morale is one of the predictors of organizational efficiency and effectiveness.the present study an attempt has been made to study the employee morale at Salcomp Technologies India Private limited.. To understand about the employee morale and suggest effective measures to increase morale of the employees. doing this study we come to know the employees performance and motivation in the organization. Employee's relationship & strength will be found through morale.

INTRODUCTION

Human Resources refer to a function within an organization charged with the overall responsibility for implementing strategies and policies relating to the management of individuals. The origins of the function arose in organizations that introduced 'welfare management' practices and also in those that adopted the principles of 'scientific management'. From these terms emerged a largely administrative management activity, coordinating a range of worker related processes and becoming known, in time, as the personnel function', reflecting the adoption of a more quantitative as well as strategic approach to workforce management, demanded by corporate management to gain a competitive advantage, utilizing limited skilled and highly skilled workers. HR managers are responsible to organize people, reporting relationships, keep a line with company's procedure and policies.

REVIEW OF LITERATURE

- ❖ Denise H. Todd (2001), studies show that most employees do not leave because of 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 isn't 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 (along with the day-to-day stuff), then both the employee and the employer benefit.
- ❖ Elizabeth Anne Rosemond, (2002) in her study titled "Employee preferences for workplace characteristics" has analyzed 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.
- ❖ Anthea Zacharatos, (2002) in his study titled "An organization and employee- level investigation of the relationship between high performance work systems and workplace safety" has investigated the relationship between high performance work systems and occupational safety and it was revealed that to the extent organizations adopted high performance work systems comprising ten human resource practices namely the use of selective hiring and transformation leadership, the provision of job quality, employment security.
- ❖ Muthu Velayutham, (2003) in his study "A Study on Employee Morale in Madurai Kamaraj University", 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
- ❖ Jeyavelu (2003) in his paper stated that organizations increasingly resort to becoming

- effective and innovative, to reducing costs and improve quality of products and services to tackle competition. This paper extends concept evaluation of empowerment defined as enhanced feeling of self-efficiency to organizational interventions, leader behavior and reattribution training. The paper looks into the relationship between empowerment and performance.
- ❖ Nagarajan.K (2005) in his study on “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.
 - ❖ K.Sangeetha, (2008) says that a company’s profit booms when it has loyal and trustful employees and leadership of integrity to succeed in today’s competitive business scenario of diverse workforce. The study suggested that employers take the initiative to establish and preserve trust among their employees, this is even more crucial in
 - ❖ Punia (2004) in his work attempted to address the specific contemporary challenges of employee’s retention and empowerment in Soundararaja Mills Ltd., Dindigul–A Study”, designed to throw light on the various aspects of employee’s opinion on the job. The findings showed that morale is influenced by sex, age, qualification, marital organizations where the trust is injured or eroded. In a nutshell, it is a prerequisite for a management that it constantly practices trust management and prioritizes trustworthiness in order to gain competitive advantage and profits through workforce performance excellence.
 - ❖ Djati and Adiwijaya (2010)²⁵ conducted a study to find out the relationship between employee morale and organizational commitment towards Organizational Citizenship Behavior (OCB) and OCB towards service quality performances. Data was collected from 133 respondents taken from administrative staff of 5 private universities in Surabaya – Indonesia. The researchers concluded that there was positive and significant relationship between employee morale and organizational commitment towards OCB and OCB towards service quality performance of employees.

Objectives of The Study.

Primary Objectives

To study about employee morale at Salcomp Technologies India Private Limited.

Secondary Objectives

- To determine various factors that leads to employee morale in the organization.
- To identify the level of satisfaction of employee towards the organization.
- To know the level of involvement of the employees working in the firm.
- To suggest various methods to increase the morale of the employee.

3.METHODOLOGY:

Research Design.

The Research design used in this is descriptive research design.Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. The main characteristic of this method is that the researcher has no control of variables; he can report only what has happened or what is happening.

Primary Data Collection

Primary data sources include information collected and processed directly by the researcher, such as observations, surveys,interviews, and focus groups.

Secondary Data Collection

Secondary data sources include information retrieved through pre-existing sources: research articles, Internet or library searches, etc. Pre-existing data may also include records and data already within the program: publications

DATA ANALYSIS

TABLE 1.

Distribution of Respondents according to that organization providing regular basis to attain your career goals.

PARTICULA	NO OF RESPONSE	PERCENTAGE
Excellent	33	22%
Good	45	30%
Average	37	24.7%
Poor	20	13.3%
Very Poor	15	10%
TOTAL	150	100

FIG 1

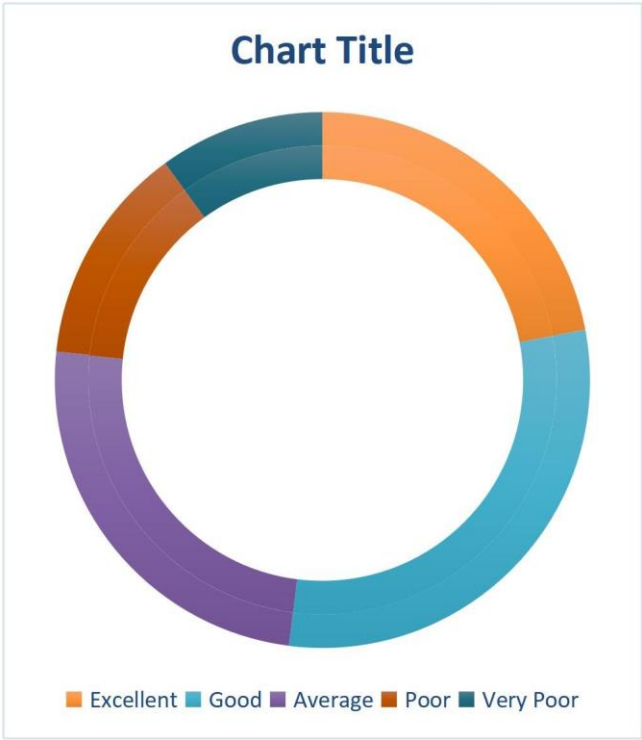


FIG 2

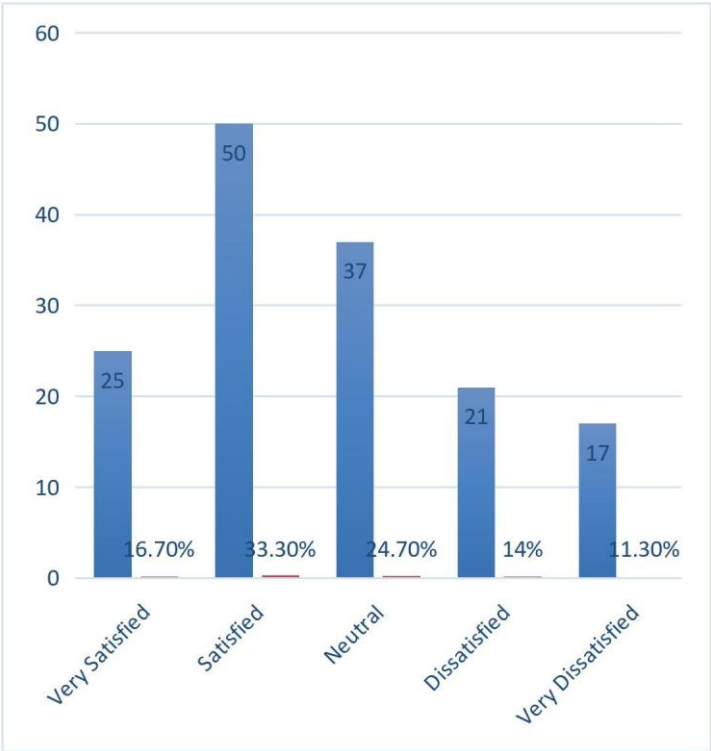


TABLE 2.
Distribution of respondents based on their job satisfaction statement

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Very Satisfied	25	16.7%
Satisfied	50	33.3%
Neutral	37	24.7%
Dissatisfied	21	14%
Very Dissatisfied	17	11.3%
TOTAL	150	100

TABLE 3.
Distribution of respondents based on the opportunity to employees to do the best everyday

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Always	35	23.3%
Usually	42	28%
Rarely	31	20.7%
Moderately	26	17.3
Never	16	10.75
TOTAL	150	100

FIG 3

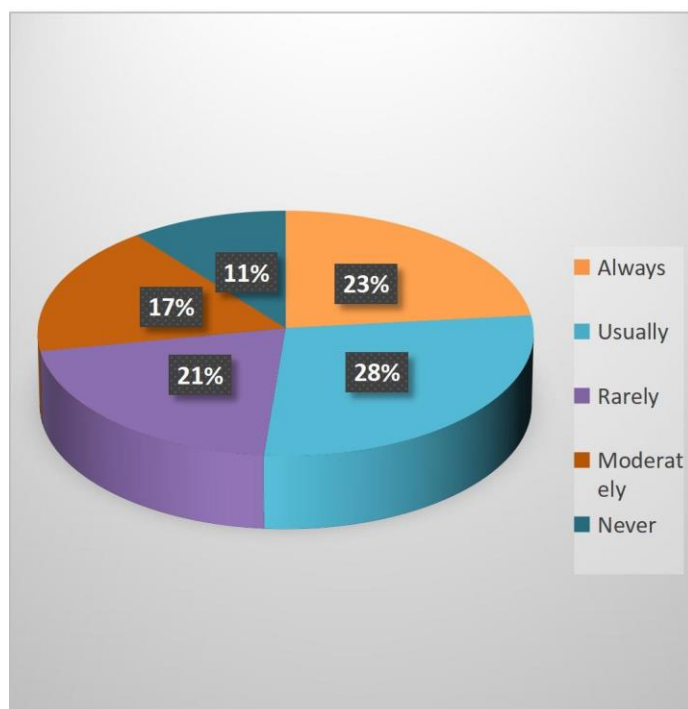


FIG 4

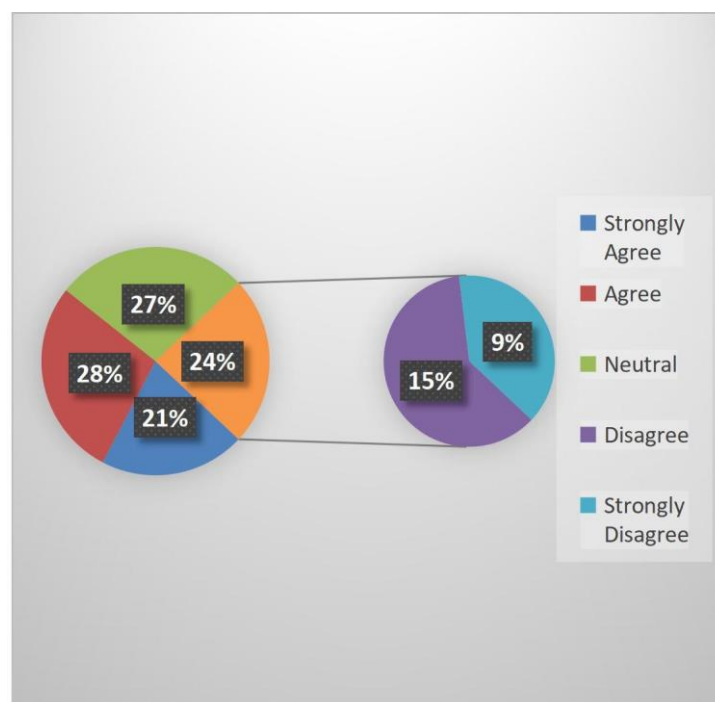


TABLE 4.

Distribution of respondents based on how the employees perceive morale in the company

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Highly satisfied	25	16.7%
Satisfied	42	28%
Neutral	50	33.3%
Dissatisfied	21	14%
Highly Dissatisfied	12	8%
TOTAL	150	100

TABLE 5.

Distribution of employees based on their extracurricular activities

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Always	20	13.3%
Usually	37	24.7%
Moderately	50	33.3
Rarely	28	18.7%
Not at all	15	10%
TOTAL	150	100

FIG 5

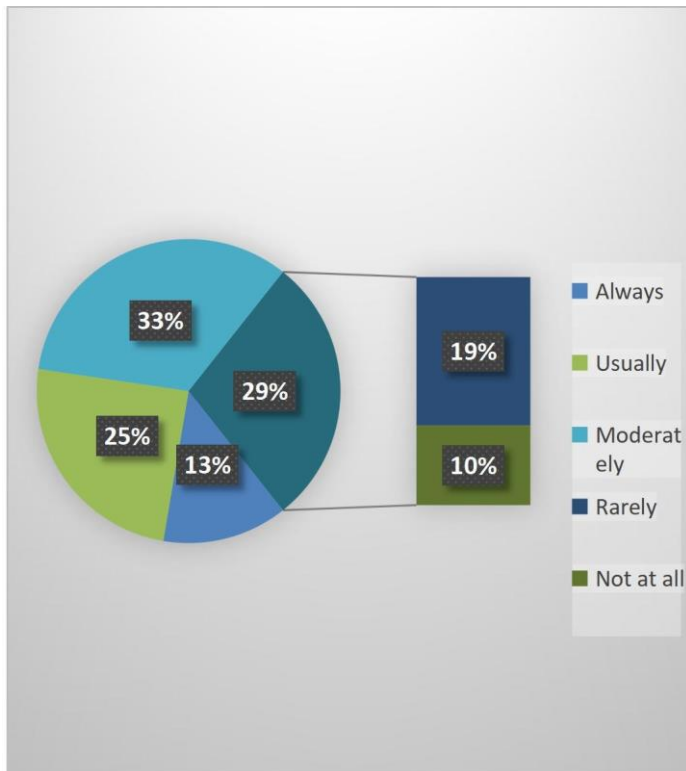


TABLE 6.
Distribution of respondents based on the factors that contribute to employee morale in the organization

PARTICULAR	NO OF RESPONSE	PERCENTAGE
Organization goals	40	26.7%
superior subordinate relationship	51	34%
Recognition at work place	38	25.3%
Level of satisfaction	47	31.3%
Mutual win-win situation	18	12%
TOTAL	150	100

FIG 6



OUTPUT:

CHI SQUARE TEST-1

The Chi-Square test is the widely used non-parametric statistical test that describes the magnitude of discrepancy between the observed data and the data expected to be obtained with a specific hypothesis.

HYPOTHESIS:

- Null Hypothesis H0:** There is no significant relationship between the gender of the employee and the factors contributing to employee morale.
- Alternate Hypothesis H1:** There is a significant relationship between the gender of the employee .

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Per cent	N	Per cent	N	Per cent
Gender_*	110	99.1 %	1	0.9 %	111	100.0 %
Salary_						

Gender_ * Salary_ Crosstabulation

			Salary_					Total
			Highly satisfied	Highly dissatisfied	Neutral	Satisfied	Dissatisfied	
Gender_	Male	Count	15	18	9	2	3	47
		Expected Count	15.0	18.4	8.1	2.1	3.4	47.0
	Female	Count	20	25	10	3	5	63
		Expected Count	20.0	24.6	10.9	2.9	4.6	63.0
Total		Count	35	43	19	5	8	110
		Expected Count	35.0	43.0	19.0	5.0	8.0	110.0

ANOVA TEST-2

The Anova test is the widely used non-parametric statistical test that describes the magnitude of discrepancy between the observed data and the data expected to be obtained with a specific hypothesis.

HYPOTHESIS:

1. **Null Hypothesis H0:** There is no significant relationship between the gender of the employee and the factors contributing to employee morale.
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Total	148.8	109			
	73				

Homogeneous Subsets

Age

Tukey HSD^{a,b}

		Subset for alpha =	
		0.05	
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Strongly agree	15	1.33	
Agree	41	1.37	
Neutral	31	1.52	
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Disagree	13		3.23
Sig.		.983	.525

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 16.653.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Findings

- Majority 33.3% of respondents s agree that they are satisfied with their job.
- Majority 34% of respondents feel that superior subordinate relationship is the factor that contributes employee morale in the organization.
- Majority 28% of respondents feel that they usually get opportunity to do best every day.
- Majority 78% of respondents say that they probably refer their friends to do job at this company.

- Majority 73.3% of respondents are yes to the statement regarding their compensation matches with their responsibilities.
- Majority 28.7% of respondents moderately agree that the workplace stress is affecting their outside life.
- Majority 33.3% respondents are satisfied about the morale in the company.

CONCLUSION

Employee morale has become one of the factors, which need to be concentrated more by the organization. It is left with the organization to take appropriate steps to increase the level of morale among the employees. Today the organization's primary role is to make the employees know more about its policies and goals, so that it may increase the loyalty and responsibility of their members, for any organization to sustain in their competitive market. It is necessary to continuously improve the quality of people by increasing their commitment towards work as well as to the organization. This study identified the employee morale and in SALCOMP TECHNOLOGIES INDIA PRIVATE LIMITED- SRIPERUMBUDUR It is possible to conclude that employee morale is a very significant factor contributing to the positive organizational outcomes. It may increase productivity, effectiveness of work and motivation of employees, while low morale leads to the opposite outcomes.

the all the sectors apply HR practices which would make the employees perform their jobs very well. This can be attributed to organizations awareness on the importance of the HR practices in IT sector and their important role in improving employees' performance.

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