

AN ANALYTICAL STUDY OF EMPLOYEE MORALE - MANUFACTURE INDUSTRY

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

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Register No. 39410026



SCHOOL OF BUSINESS ADMINISTRATION

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**

April - 2021



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SCHOOL OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of R.ARUN KUMAR 39410026 who have done the project work entitled "**An Analytical Study of Employee Morale - Manufacture Industry**" under my supervision from December 2020 to February 2021.

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Submitted for Viva voce Examination held on _____.

Internal Examiner

External Examiner

DECLARATION

I **R.ARUN KUMAR 39410026** hereby declare that the Project Report entitled “**An Analytical Study of Employee Morale - Manufacture Industry**” done by me under the guidance of Mr. M.JOHN PAUL is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE: CHENNAI

R.ARUN KUMAR

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ABSTRACT

In the pandemic period, employee morale has become important part of employees for job satisfaction. An employee that is satisfied and motivated at workplace usually tend to have a higher morale. On the contrary, employees who are not happy in their workplace, who constantly complain and crib about the various attributes in an organisation, like employee policies, workplace culture, facilities at work etc. tend to have a low employee morale. The study is about the employee's motivation and satisfaction towards the job. Where the employee morale is increased through the welfare programme. A sample size of 150 employees working in manufacturing sector are taken for this study in Coimbatore. In this study, analysis tools used to study about the employee's factors in morale and job satisfaction.

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CHAPTER - 1

INTRODUCTION

1.1 INTRODUCTION

Employee morale is defined as the attitude, Satisfaction and overall outlook of employees during their association with an organization or a business. An employee that is satisfied and motivated at workplace usually tend to have a higher morale than their counterparts.

Employee engagement and employee satisfaction play an important role for employees to be happy in their workplace.

Employee morale is the relationship that a particular employee or a group of employees have with their work and the organization they work for. High employee morale means that employees are happy, and this is reflective in the kind of work they produce. On the other hand, low employee morale results in less productivity and pessimism among employees.

It is important for every organization to continually keep employee morale high. Employee Morale refers to an attitude of satisfaction with a desire to continue and strive for attaining the objectives of a factory.

Morale is purely emotional and it is an attitude of an employee towards his job, his superior and his organization. It is not static thing, but it changes depending on working conditions, superiors, fellow workers pay and so on.

When a particular employee has a favourable attitude towards his work, he is said to have high morale. In the organization context, we usually talk of group morale as each person has an influence over the other's morale.

1.2 INDUSTRY PROFILE

1.2.1 Manufacture Industry:

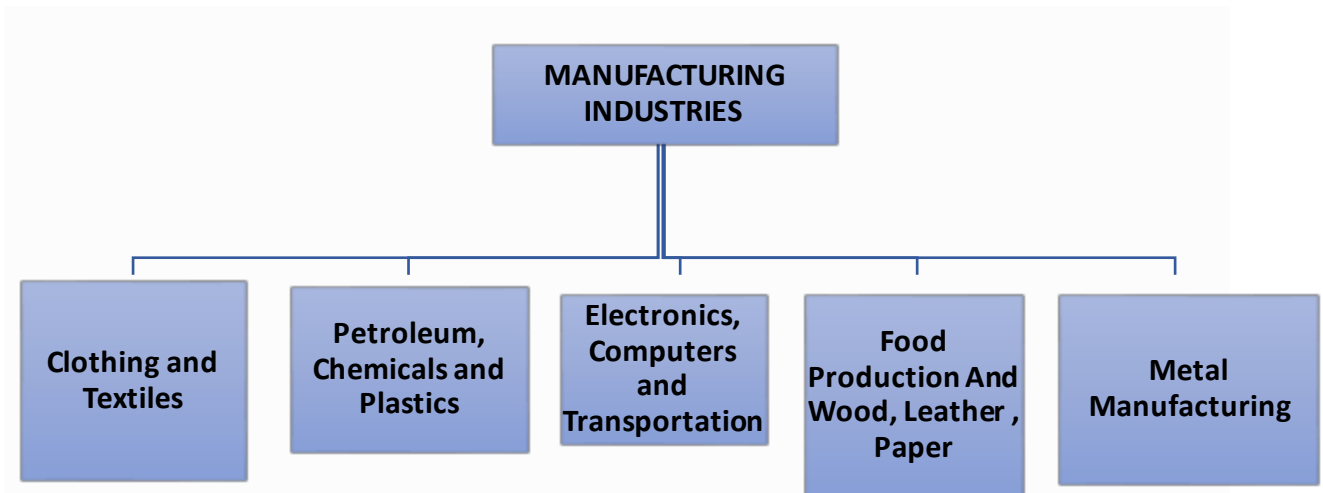
Manufacturing industries are those that engage in the transformation of goods, materials or substances into new products. The transformational process can be physical, chemical or mechanical.

Manufacturers often have plants, mills or factories that produce goods for public consumption. Machines and equipment are typically used in the process of manufacturing. Although, in some cases, goods can be manufactured by hand. An example of this would be baked goods, handcrafted jewellery, other handicrafts and art.

There are several massive manufacturing industries in the United States including food, beverage, tobacco, textiles, apparel, leather, paper, oil and coal, plastics and rubbers, metal, machinery, computers and electronics, transportation, furniture and others. More than 12 million Americans are employed across manufacturing industries.

Further, many millions more are employed indirectly by the manufacturing industries. Manufacturing is vital to the U.S. economy, making up a large percentage of the country's gross domestic product (GDP).

1.2.2 Manufacture industry Classification:



1.2.3 clothing and textiles:

Companies that process raw wool, cotton and flax to make cloth are categorized under the clothing and textiles sector. This also applies to using wool and cloth to make clothes, outerwear, upholstery fabrics and bedding.

The output of seamstresses and tailors belong to the clothing and textile sector. Synthetics such as polyester fall under chemical manufacturing. The material, not the product, is at the centre of defining this sector.

1.2.4 Petroleum chemicals and plastics:

The process of turning chemicals, coal and crude oil into usable products, along with the making of soaps, resins, paints and pesticides and medicines belong to this sector of manufacturing. But rubber manufacturing is considered a part of plastic work.

This sector of industry also includes the use of crude oil to make certain plastics, as well as gasoline and other chemicals.

1.2.5 Electronics, Computers and Transportation

Though these fields are closely related, they are usually treated as different sectors of manufacturing. Most of the products in this manufacturing sector use electric power, and all require a power source. Within this sector, you'll find all appliances and microprocessors, semi-conductors, chips and all audio-visual equipment.

The transportation sector is self-defining, as it contains all automobiles, trains and planes that do not fall under other sectors, such as metalwork or chemical manufacturing.

1.2.6 Food Production and Wood, Leather, Paper:

Food production as the inclusion of agriculture into manufacturing in modern society shows how agriculture has changed over the years, imitating more of a food production factory than an organic-style farm of just a century ago. As the simplest of all manufacturing industries, it includes all forms of food production – from the farm to the dinner table – including such work as canning and purifying.

Wood production includes all forms of manufacturing floors or housing, as well as sawing and laminating. Under leather industries, you'll find all tanning and curing, but the creation of leather clothes falls belongs to clothing and textiles. The paper production process is typified by the cleansing of raw wood pulp into paper products of various kinds.

1.2.7 Metal Manufacturing:

Along with oil and chemical manufacturing, metals belong to heavy industry, while the remaining sectors are generally considered as light industry or consumer-oriented industry. The production of metals includes all forms of iron, aluminium and steel manufacturing, as well as forging, engraving, coating and stamping.

1.3 STATEMENT OF THE PROBLEM

The purpose of this research project is to identify stress factors within the employee ranks, review selected concepts of leadership and associated elements, and make recommendations to alleviate the impact of stress factors in the workforce.

Research problem is done in employee working by manufacture industry at Coimbatore region.

1.4 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.

morale is fundamentally the result of good human relations; its promotion is the primary responsibility of the management. It should be remembered, however, that the work of morale promotion is a new development in Manufacture industry. measuring morale with employee survey many industries with employee (which includes job satisfaction, opinions of their management and many other aspects of the workplace culture) and the performance of their organization. This study is helpful in reducing the stress level of employees and also finds out the methods to increase the employee morale

1.5 SCOPE AND SIGNIFICANCE OF STUDY

There are many researchers and scope of focuses the morale factors of employees, motivation of employees, employee satisfaction, analysis of morale on performance of employees and similarly there are researches on employee satisfaction and employee performance.

The researcher also observes the scope for studying the relationship between and impact of morale on satisfaction and employee performance.

This study was conducted what types of motivational/welfare programme to improve the employee morale.

1.6 OBJECTIVES OF THE STUDY

1.6.1 Primary Objective

To study the effectiveness of Employee morale among employees working in manufacture industry in Coimbatore.

1.6.2 Secondary Objective

- To identify the factor influencing employee morale.
- To analysis employee morale and work life balance.
- To develop suggestion for increasing employee morale.

1.7 LIMITATIONS OF THE STUDY

- The study is restricted to the employees of manufacture industry at Coimbatore region
- The data was collected through questionnaire.
- Some respondents did not give information because of their busy work schedule
- Due to covid restriction, some of the organisations did not allow to take survey questionnaire
- Lack of experience of Researcher.

CHAPTER - 2

REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE

Dr.Baehr and Mr. Renck (1958), conducted a study to find out the relationship between organizational culture and employees morale. Data was collected by surveying 54,000 employees of different industries and occupations over a period of three years. It was found that 76 items influence the workers on the job. These 76 items were classified and grouped into 14 variables and 14 variables were categorized into 5 primary factors of morale. The researcher found that healthy organisational culture had significant and positive impact on employee's

Mr.Kasal (1992), conducted a study for her Doctor of Philosophy to find out the relationship between organizational culture and employees morale. Organizational culture was measured by using 11 dimensions and employees morale by 5. Data was collected from 6 companies selected from 3 fields categorized on the basis of technology used by them. The researcher concluded that organizational culture had significant and positive impact on employee's morale.

Mr.Ostroff (1992), conducted a study to examine the relationship between employee's attitude and organizational performance. Data was collected from 364 schools. The researcher concluded that aggregated teacher attitudes such as job satisfaction and organizational commitment were related to school performance measured in the form of student academic achievement and teacher turnover rates. Results were strongest for teacher satisfaction, thus organizations with more satisfied employees tended to be more effective than organizations with dissatisfied employees.

Mr. Ward (1998), submitted an applied research project identifying stress factor within the employees of Wrightsville Beach Fire Department, North Carolina and made recommendations to alleviate the impact of stress factors on employee's

morale. All the 78 employees of the department were taken for study and data was collected in questionnaire. The researcher concluded that the leadership problem, lack of trust, integrity, empowerment etc. reduced the employee's morale. He recommended effective communications, periodic evaluation of the balance between management and leadership, continuing leadership training, periodic mission statement review, sincerity, trust and full commitment in work and leadership etc. will alleviate the impact of stress factors on employee's morale.

Mr. V.Devarajan, B.A., a student of P.S.G. College of Arts& Science, Coimbatore, Who did his M.A, in social work in the year 1973, made a "Study on Employees" Morales and job satisfaction in the Cambodia Mills" and has suggested workers participation in Management, Production incentive bonus to improve employee morale and his job satisfaction.

Mr. M.Ramakrishnan, a student of Madras School of Social work, who did his post graduation in Social Work in the year 1980, made "Study on morale in the metal Bon India Limited" Madras and has suggested that improved facilities and working conditions will improve the morale of employees. Mr. S.Prabakar, a study of G.R.D College of science, Coimbatore who did his M.A., in social work in the year 1991, made a "Study on employees morale in the Cambodia Mills", has suggested that good working conditions welfare facilities, enhance good morale in the opinion of majority of the respondents inspect of a few negative opinion relating to poor worker's participation in the management, promotion and transfer policies.

Mr.Herzberg (1965), found that is 54% of the studies morale was related to high productivity which is 35%, morale and productivity did not reveal relationship. In 11% of the studies, high morale was associated with low productivity. Evidence supports the view that level of satisfaction was directly related to performance on the job.

Mrs.Susi &Mrs. Jawaharrani (2011), examined some of the literature Employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in

their organizations to increase their employees' productivity and retain them. Work-life balance is key driver of employees' satisfaction.

Mr.Ram & Mr.Gantasala (2011), investigated the antecedents and consequences of employee engagement in Jordanian Industry.

Mr.Bhatla (2011), focused on the need for such employees and how their presence can improve the progress and work efficiency of the organization as a whole. Also focused on the challenges faced by the HR managers to improve employee engagement for an organization's survival.

Mrs.Shashi (2011), reinforced the importance of employee communication on the success of a business. She revealed that an organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization's competitive position.

Mr.Bijaya KumarSundaray (2011), focused on various factors which lead to employee engagement and what should company do to make the employees engaged. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability.

Ushatiwari (2014), "A STUDY ON EMPLOYEE MORALE AND ITS IMPACT ON EMPLOYEE EFFICIENCY AT JAYPEE CEMENT PLANT REWA (M.P.)". Study shows 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 employee's 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.

Suganya devi.P (2018), "A STUDY ON EMPLOYEE MORALE WITH SPECIAL REFERENCE TO BUTTERFLY GANDHIMATHI APPLIANCE PVT LTD".IN her research she finds the management should treated all equally ,and should

maintain the goals and responsibilities to all, management should appreciate the extra talents.

Shamih (2017), "THE EFFECT OF LOW MORALE AND MOTIVATION ON EMPLOYEES' PRODUCTIVITY & COMPETITIVENESS IN JORDANIAN INDUSTRIAL COMPANIES". 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.

N.Hillary (2017), "THE EFFECT OF EMPLOYEE RELATION ON EMPLOYEE MORALE AT ST. JOHN'S MEDICAL HOSPITAL, BENGALURU". This paper studies 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 organisation.

Mrs.N.Umadevi (2016), "A STUDY ON IMPACT OF MORALE ON ORGANISATIONAL COMMITMENT, THROUGH STRUCTURAL EQUATION MODELLING (SEM)". The analysis of organisational 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 (Kruskal –Wallis One way ANOVA Test). But there is no significant difference found among the three groups of teachers in their organisational commitment. The Structural Equation Modelling (SEM) shows that 30% of Organisational Commitment is determined by morale.

Vikaschaddha (2016), "CORPORATE RESTRUCTURING AND ITS EFFECT ON EMPLOYEE MORALE AND PERFORMANCE", the impact of restructuring is often measured by the financial performance of the organisations 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 organisation. This paper is an attempt by the author to analyse the impact of the restructuring strategies on morale of employees of the organisation by measuring the change in factors that affect employee morale, pre and post restructuring.

Tepillahvasantham (2014), "EMPLOYEE MORALE AND EMPLOYEE RETENTION", 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.

Fadilahbantiahmad (2014), "A STUDY ON THE RELATIONSHIP BETWEEN MORALE OF EMPLOYEES AND PROJECT PERFORMANCE IN THE CONSTRUCTION INDUSTRY IN KEDAH", 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.

Saranyaanand (2018), "THE EFFECT OF HUMAN RESOURCE POLICIES ON EMPLOYEE MORALE IN DR. REDDY'S, HYDERABAD", 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. HR Policies, the codified definitions established by companies to support every department and its employees, include several components (to know about the how HR policies develop employee morale"

Carolyn ashe (2016), "CORRELATION OF MORALE, PRODUCTIVITY AND PROFIT IN ORGANIZATIONS", 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), "CONCEPTUAL FRAME WORKS ON EMPLOYEE MORALE AND SATISFACTION IN WORK PLACE", 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.

Jehanzeb R. Cheem (2017), "EFFECTS OF STAFF PARTICIPATION, MORALE, AND SHORTAGE ON ORGANISATIONAL PERFORMANCE: AN INTERNATIONAL SURVEY", In this study we looked at the link between staff-centred organisational factors and organisational 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.

Saymazia (2011), "EFFECTS OF ORGANIZATIONAL TEAM BUILDING ON EMPLOYEES' MORALE & JOB RETENTION", 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.

Marisa Avallone Sharkey (2000), "A STUDY TO DETERMINE HOW CASUAL DRESS IN THE WORKPLACE AFFECTS EMPLOYEE MORALE AND PRODUCTIVITY", The purpose of this study was to provide managers and key decision makers insight into how casual dress work environments compare to traditional corporate cultures by assessing the impact of casual dress on employee morale and productivity, two vital influencers of the bottom line. Using a survey, based on a literature review, the author surveyed 148 human resources and performance management professionals serving in a human resources capacity in American companies. Responses were hand-coded and double-checked for accuracy.

CHAPTER - 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

In this study, Descriptive Research Design is used in research topic

3.2 POPULATION

In this project, study is about employee morale. Population of this study will be those employee morale in Coimbatore region.

3.3 SAMPLING DESIGN

The method of sampling adopted to conduct survey is Convenience Sampling Method. The area of research is concentrated on manufacturing Industry at Coimbatore Region.

3.4 SOURCES OF DATA

3.4.1 Primary Data

The primary data for this study is collected through questionnaire consisting of multiple choice questions.

3.4.2 Secondary Data

The secondary data is collected by referring by websites, journals, articles and research paper.

3.5 STRUCTURE OF QUESTIONNAIRE

Multiple choice questions and Likert's scale questions.

3.6 SAMPLE SIZE

Sample Size of 150 employees working in Manufacture Industry located at Coimbatore.

3.7 PERIOD OF STUDY

The period of study is carried out from December 2020 to February 2021 which is three months of study.

3.8 ANALYTICAL TOOLS

- Correlation.
- ANOVA.
- Independent T.test.

CHAPTER - 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Table 4.1.1: Showing Gender wise classification of respondents

Particulars	No. of Respondents	Percentage
Male	111	74.00%
Female	39	26.00%
Total	150	100.00%

Source: Primary Data

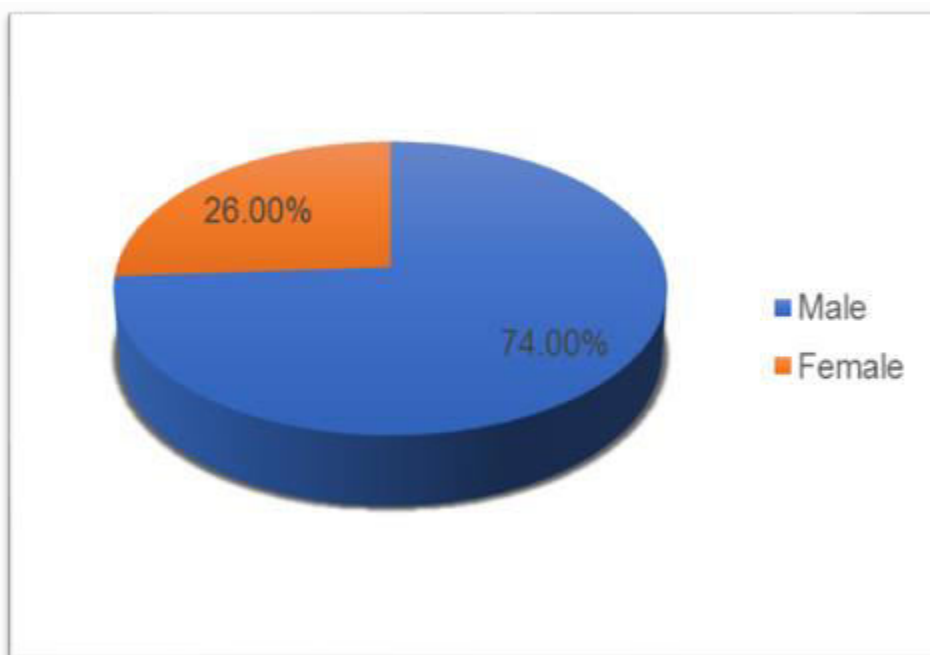


Chart 4.1.1: Showing Gender wise classification of respondents

Interpretation:

From the above table it is interpreted that 74.00% are Male respondents and 26.00% are Female respondents.

Table 4.1.2: Showing Age wise classification of respondents

Particulars	No. of Respondents	Percentage
Below 30 Years	130	86.67%
30-40 Years	11	7.33%
40-50 Years	6	4.00%
Above 50 Years	3	2.00%
Total	150	100.00%

Source: Primary Data

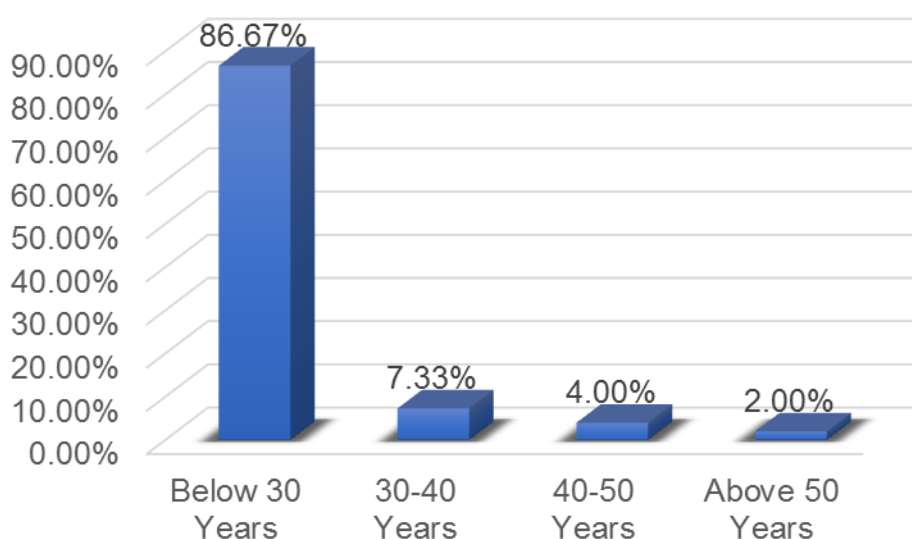


Chart 4.1.2: Showing Age wise classification of respondents

Interpretation:

From the above table it is interpreted that 86.67% are Below 30 Years respondents, 7.33% are between 30-40 Years respondents, 4.00% are between 40-50 Years respondents and 2.00% are Above 50 Years respondents.

Table 4.1.3: Showing Marital Status wise classification of respondents

Particulars	No. of Respondents	Percentage
Married	27	18.00%
Unmarried	123	82.00%
Total	150	100.00%

Source: Primary Data

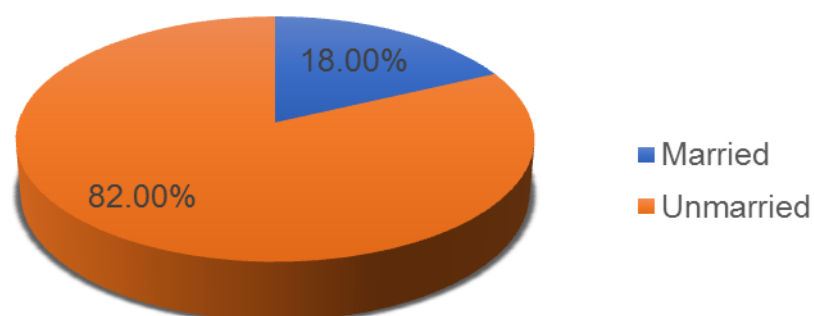


Chart 4.1.3: Showing Marital Status wise classification of respondents

Interpretation:

From the above table it is interpreted that 18.00% are Married respondents and 82.00% are Unmarried respondents.

Table 4.1.4: Showing Qualification wise classification of respondents

Particulars	No. of Respondents	Percentage
Under Graduate	81	54.00%
Post Graduate	63	42.00%
Other	6	4.00%
Total	150	100.00%

Source: Primary Data

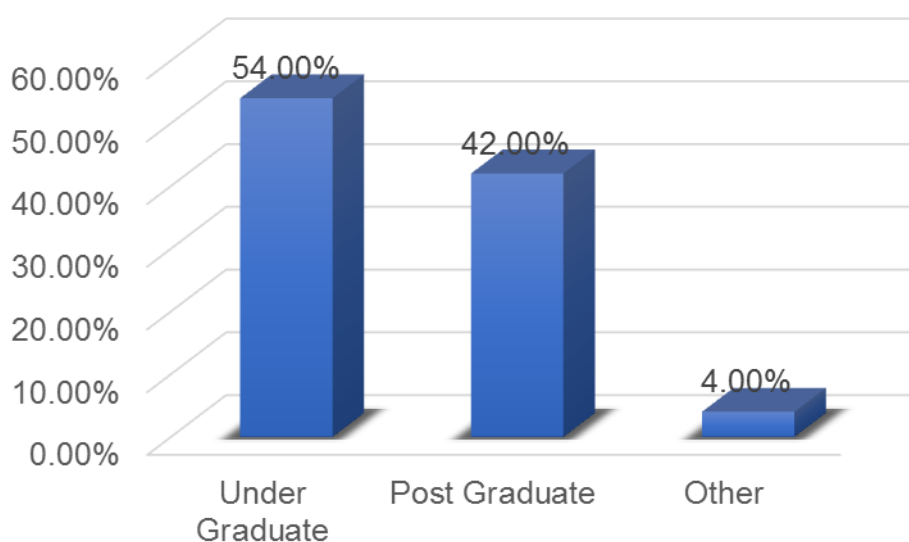


Chart 4.1.4: Showing Qualification wise classification of respondents

Interpretation:

From the above table it is interpreted that 54.00% are Under Graduate respondents, 42.00% are Post Graduate and 4.00% are other respondents.

Table 4.1.5: Showing How many Hours do you Work Per Day wise classification of respondents

Particulars	No. of Respondents	Percentage
Less than 7 Hours	55	36.67%
7-8 Hours	49	32.67%
8-9 Hours	25	16.67%
More than 9 Hours	21	14.00%
Total	150	100.00%

Source: Primary Data

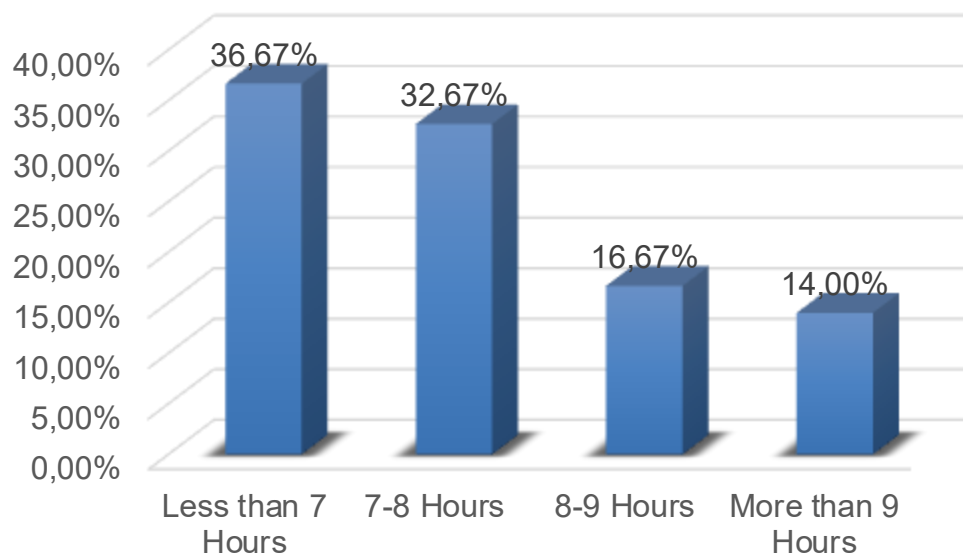


Chart 4.1.5: Showing How many Hours do you Work Per Day wise classification of respondents

Interpretation:

From the above table it is interpreted that 36.67% are Less than 7 Hours working respondents, 32.67% are 7-8 Hours working respondents, 16.67% are 8-9 Hours working respondents and 14.00% are More than 9 Hours working respondents.

Table 4.1.6: Showing Flexible Work Routine

Particulars	No. of Respondents	Percentage
Work from Office	52	34.67%
Work from Home	41	27.33%
Both	57	38.00%
Total	150	100.00%

Source: Primary Data

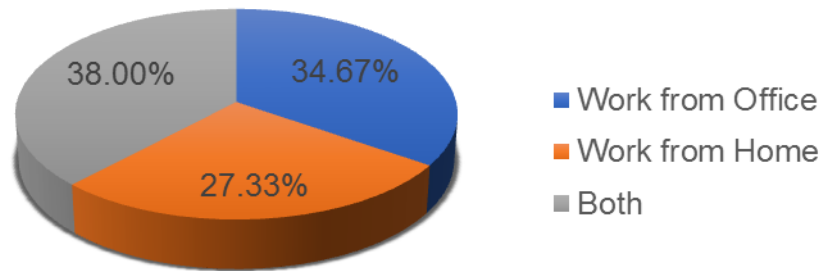


Chart 4.1.6: Showing Flexible Work Routine

Interpretation:

From the above table it is interpreted that 34.67% are Work from Office respondents, 27.33% are Work from Home respondents and 38.00% are Both respondents.

Table 4.1.7: Showing Work-Life Balance in organisation wise classification of respondents

Particulars	No. of Respondents	Percentage
Strongly Agree	52	34.67%
Agree	56	37.33%
Neither Agree or Disagree	22	14.67%
Disagree	1	0.67%
Strongly Disagree	19	12.67%
Total	150	100.00%

Source: Primary Data

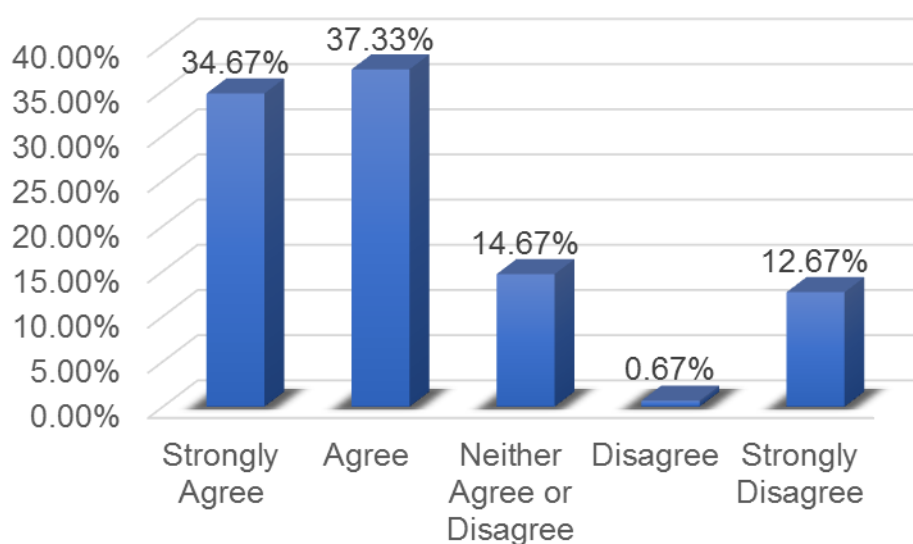


Chart 4.1.7: Showing Work-Life Balance organisation wise classification of respondents

Interpretation:

From the above table it is interpreted that 34.67% are Strongly Agree respondents, 37.33% are Agree respondents, 14.67% are Neither Agree or Disagree respondents, 0.67% are Disagree respondents and 12.67% are Strongly Disagree respondents.

Table 4.1.8: Showing factors most influencing Job Satisfaction wise classification of respondents

Particulars	No. of Respondents	Percentage
Promotion	52	34.67%
Motivation	35	23.33%
Job Security	30	20.00%
Personal Factors	22	14.67%
Other	11	7.33%
Total	150	100.00%

Source: Primary Data

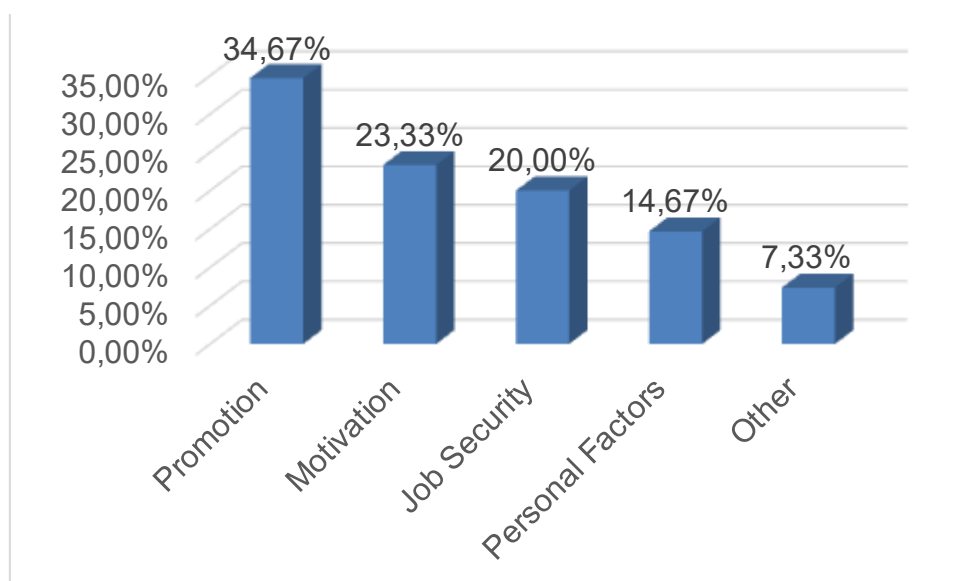


Chart 4.1.8: Showing factors most influencing Job Satisfaction wise classification of respondents

Interpretation:

From the above table it is interpreted that 34.67% are promotion respondents, 23.33% are motivation respondents, 20.00% are job security respondents, 14.67% are personal factor respondents, 7.33% are other respondents.

Table 4.1.9: Showing feel tired or depressed while working wise classification of respondents

Particulars	No. of Respondents	Percentage
Always	44	29.33%
Often	11	7.33%
Sometimes	22	14.67%
Occasionally	62	41.33%
Never	11	7.33%
Total	150	100.00%

Source: Primary Data

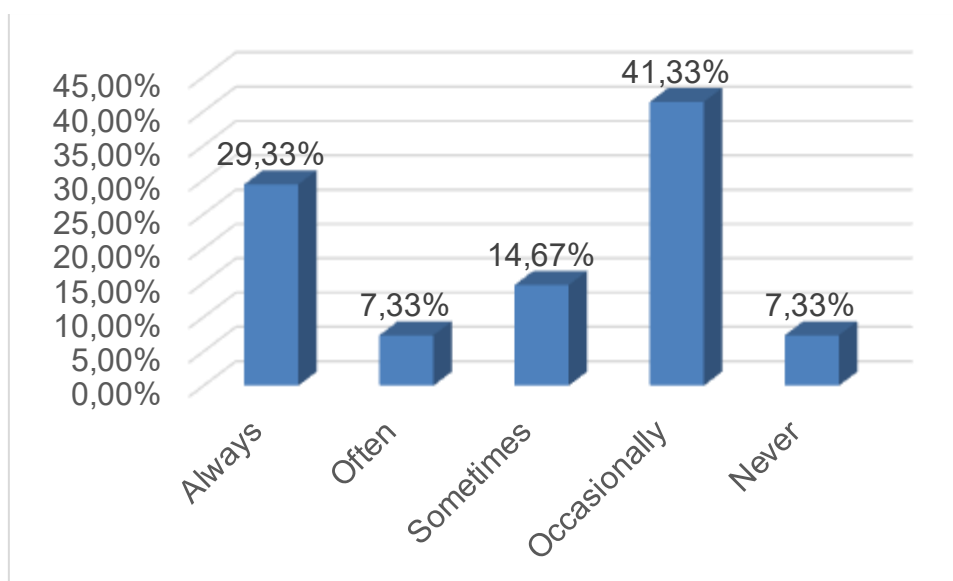


Chart 4.1.9: Showing feel tired or depressed while working wise classification of respondents

Interpretation:

From the above table it is interpreted that feel tired or depressed while working wise classification as 29.33% of respondents feeling tired or depressed always. 7.33% of respondents often feel tired or depressed while working. 14.67% of respondents feel sometimes tired or depressed while working .41.33% of respondents feeling tired or depressed occasionally. 7.33% never feel depressed or tired while working.

Table 4.1.10: Showing Work Interference with personal life wise classification of respondents

Particulars	No. of Respondents	Percentage
Strongly Agree	37	24.67%
Agree	51	34.00%
Neither Agree or Disagree	38	25.33%
Disagree	20	13.33%
Strongly Disagree	4	2.67%
Total	150	100.00%

Source: Primary Data

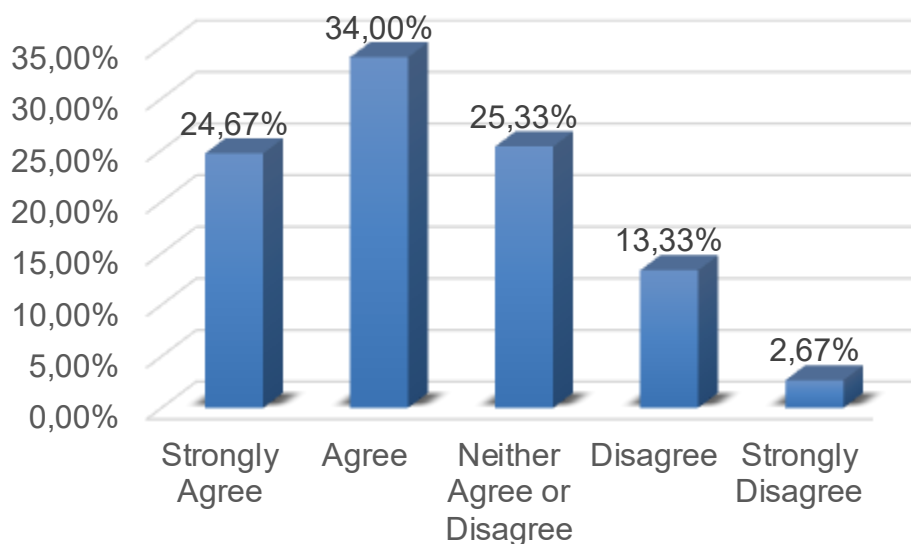


Chart 4.1.10: Showing Work Interference with personal life wise classification of respondents

Interpretation:

From the above table it is interpreted that 24.67% are Strongly Agree respondents, 34.00% are Agree respondents, 25.33% are Neither Agree or Disagree respondents, 13.33% are Disagree respondents and 2.67% are Strongly Disagree respondents.

Table 4.1.11: Showing career growth and development opportunities at this organization wise classification of respondents

Particulars	No. of Respondents	Percentage
Yes	94	62.67%
No	30	20.00%
Maybe	26	17.33%
Total	150	100.00%

Source: Primary Data

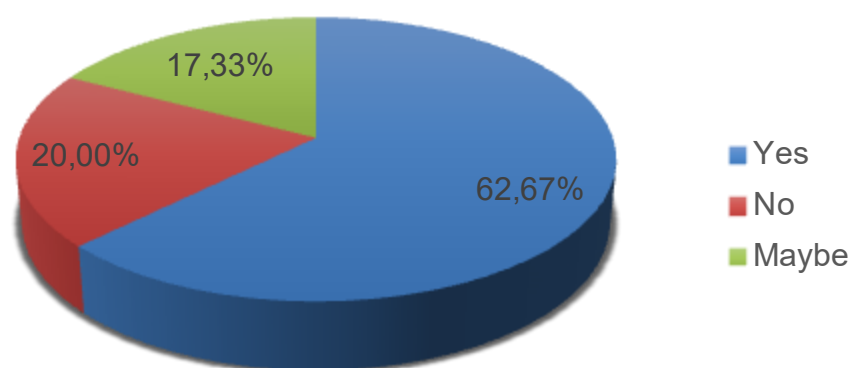


Chart 4.1.11: Showing career growth and development opportunities at this organization wise classification of respondents

Interpretation:

From the above table it is interpreted that career growth and development opportunities at this organization 62.67% of yes respondents. 20.00% of respondent as No. 17.33% of respondents as may be.

Table 4.1.12: Showing their trust senior leaders to lead the organization wise classification of respondents

Particulars	No. of Respondents	Percentage
Yes	87	58.00%
No	36	24.00%
Maybe	27	18.00%
Total	150	100.00%

Source: Primary Data

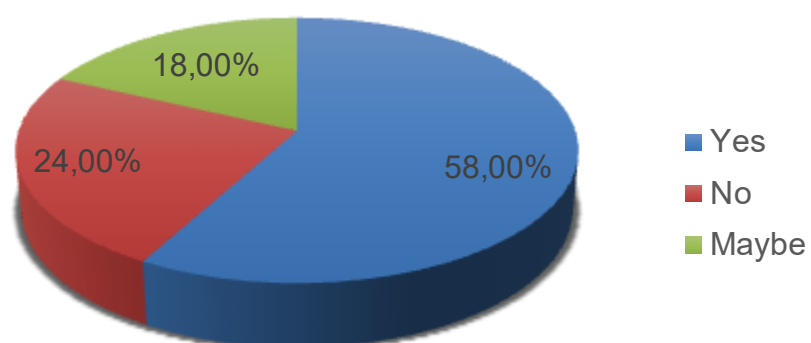


Chart 4.1.12: Showing their trust senior leaders to lead the organization wise classification of respondents

Interpretation:

From the above table it is interpreted that 58.00% are Yes respondents, 24.00% are No respondents and 18.00% are Maybe respondents.

Table 4.1.13: Showing manager responsive to your suggestions wise classification of respondents

Particulars	No. of Respondents	Percentage
Strongly Agree	10	6.67%
Agree	37	24.67%
Neither Agree or Disagree	35	23.33%
Disagree	27	18.00%
Strongly Disagree	41	27.33%
Total	150	100.00%

Source: Primary Data

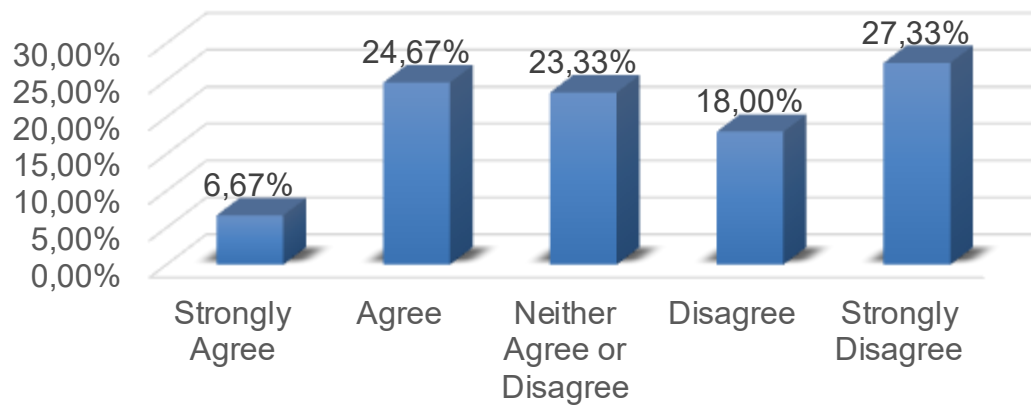


Chart 4.1.13: Showing manager responsive to your suggestions wise classification of respondents

Interpretation:

From the above table it is interpreted that 6.67% are Strongly Agree respondents, 24.67% are Agree respondents, 23.33% are Neither Agree or Disagree respondents, 18.00% are Disagree respondents and 27.33% are Strongly Disagree respondents.

Table 4.1.14: Showing feel respected in your company wise classification of respondents

Particulars	No. of Respondents	Percentage
Yes	107	71.33%
No	21	14.00%
Maybe	22	14.67%
Total	150	100.00%

Source: Primary Data

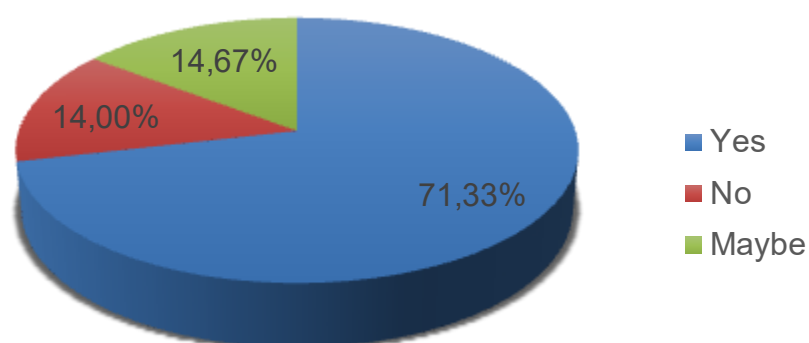


Chart 4.1.14: Showing feel respected in your company wise classification of respondents

Interpretation:

From the above table it is interpreted that 71.33% are Yes respondents, 14.00% are No respondents and 14.67.% are Maybe respondents.

Table 4.1.15: Showing feel secure at manufacture industry wise classification of respondents

Particulars	No. of Respondents	Percentage
Yes	73	48.67%
No	44	29.33%
Maybe	33	22.00%
Total	150	100.00%

Source: Primary Data

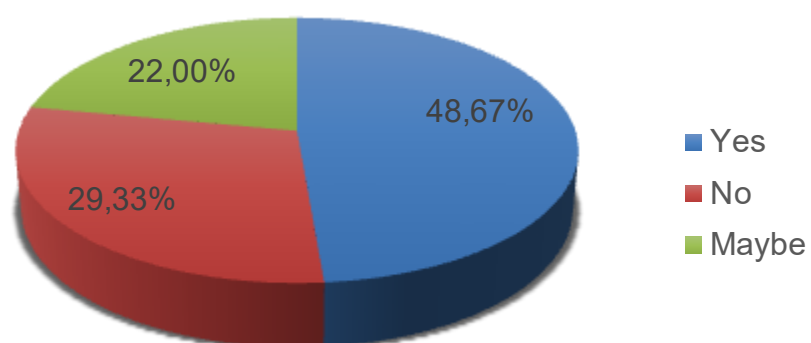


Chart 4.1.15: Showing feel secure at manufacture industry wise classification of respondents

Interpretation:

From the above table it is interpreted that 48.67% are Yes respondents, 29.33% are No respondents and 22.00.% are Maybe respondents.

Table 4.1.16: Showing satisfied with the salary and other compensations wise classification of respondents

Particulars	No. of Respondents	Percentage
Highly Satisfied	36	24.00%
Satisfied	58	38.67%
Neither Satisfied or Dissatisfied	34	22.67%
Dissatisfied	15	10.00%
Highly Dissatisfied	7	4.67%
Total	150	100.00%

Source: Primary Data

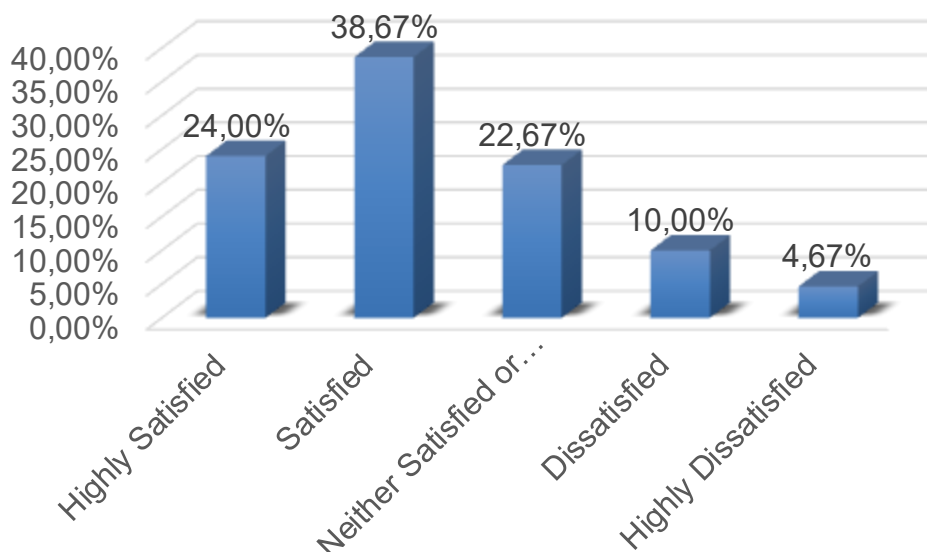


Chart 4.1.16: Showing satisfied with the salary and other compensations wise classification of respondents

Interpretation:

From the above table it is interpreted that 24.00% are Highly satisfied respondents, 38.67% are satisfied respondents, 22.67% are Neither Agree satisfied or dis satisfied respondents, 10.00% are Dissatisfied respondents and 4.67% are highly dissatisfied respondents.

Table 4.1.17: Showing able to manage your workload effectively wise classification of respondents

Particulars	No. of Respondents	Percentage
Yes	116	77.33%
No	34	22.67%
Total	150	100.00%

Source: Primary Data

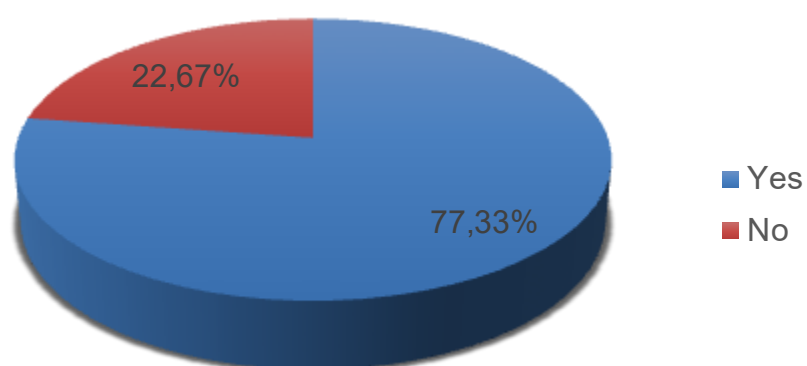


Chart 4.1.17: Showing able to manage your workload effectively wise classification of respondents

Interpretation:

From the above table it is interpreted that 77.33% are Yes respondents, 22.67% are No respondents.

Table 4.1.18: Showing mostly used to manage stress at workplace effectively wise classification of respondents

Particulars	No. of Respondents	Percentage
Health Program	41	27.33%
Extended Annual Leave	30	20.00%
Parenting or Family Support Program	25	16.67%
Organising a Picnic or Tour	20	13.33%
Exercise Facilities	12	8.00%
Other	22	14.67%
Total	150	100.00%

Source: Primary Data

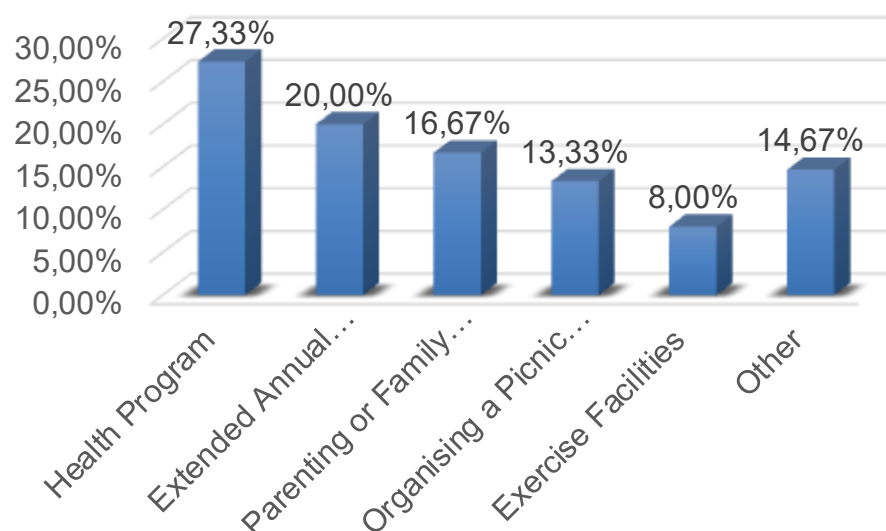


Chart 4.1.18: Showing mostly used to manage stress at workplace effectively wise classification of respondents

Interpretation:

From the above table it is interpreted that 27.33% are health program respondents, 20.00% are extended annual respondents, 16.67% are parenting or family respondent, 13.33% are organising a picnic respondent, 14.67% are other respondent.

Table 4.1.19: Showing employee consults with the team wise classification of respondents

Particulars	No. of Respondents	Percentage
Yes	93	62.00%
No	30	20.00%
Sometimes	27	18.00%
Total	150	100.00%

Source: Primary Data

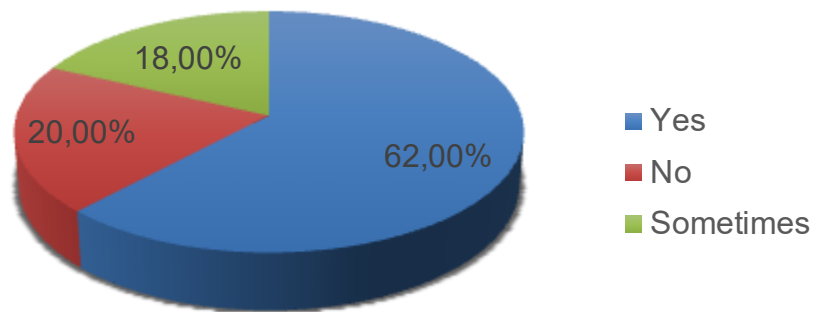


Chart 4.1.19: Showing employee consults with the team wise classification of respondents

Interpretation:

From the above table it is interpreted that 62.00% are Yes respondents, 20.00% are No respondents and 18.00.% are sometimes respondents.

Table 4.1.20: Showing satisfied position at this company wise classification of respondents

Particulars	No. of Respondents	Percentage
Highly Satisfied	44	29.33%
Satisfied	64	42.67%
Neither Satisfied or Dissatisfied	27	18.00%
Dissatisfied	9	6.00%
Highly Dissatisfied	6	4.00%
Total	150	100.00%

Source: Primary Data

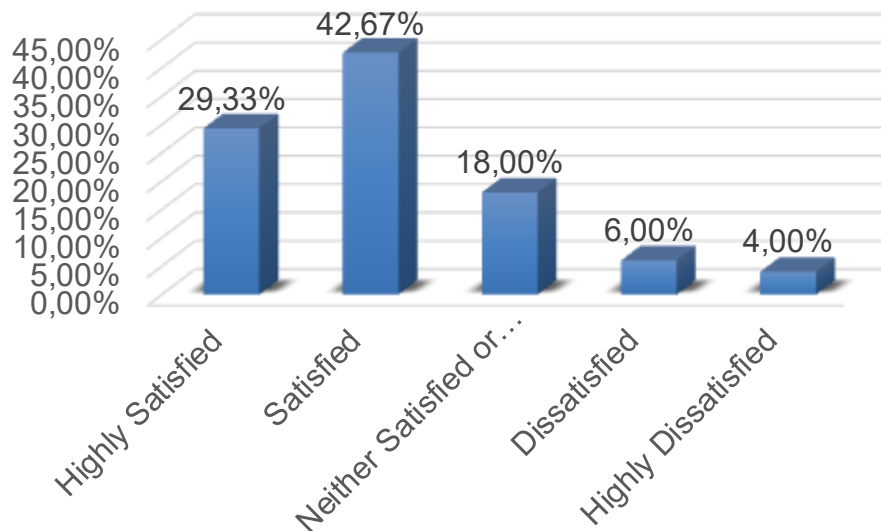


Chart 4.1.20: Showing satisfied position at this company wise classification of respondents

Interpretation:

From the above table it is interpreted that 29.33% are Highly satisfied respondents, 42.67% are satisfied respondents, 18.00% are Neither Agree satisfied or dis satisfied respondents, 6.00% are Dissatisfied respondents and 4.00% are highly dissatisfied respondents.

Table 4.1.21: Showing motivated for company succeed wise classification of respondents

Particulars	No. of Respondents	Percentage
Motivated	97	64.67%
Sometimes	22	14.67%
Not all	31	20.67%
Total	150	100.00%

Source: Primary Data

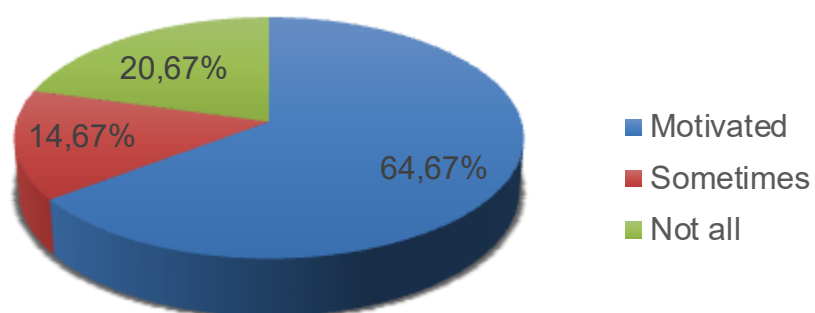


Chart 4.1.21: Showing motivated for company succeed wise classification of respondents

Interpretation:

From the above table it is interpreted that 64.67% are motivated respondents, 20.67% are not at all respondents, 14.67% are sometimes respondents.

Table 4.1.22: Showing secure feel in your current job wise classification of respondents

Particulars	No. of Respondents	Percentage
Good	78	52.00%
Moderately	62	41.33%
Not ok	10	6.67%
Total	150	100.00%

Source: Primary Data

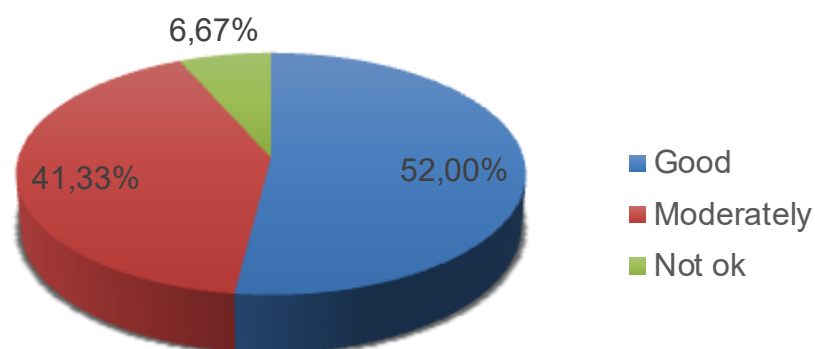


Chart 4.1.22: Showing secure feel in your current job wise classification of respondents

Interpretation:

From the above table it is interpreted that 52.00% are good respondents, 41.33% are Moderately respondents, 6.67% are not ok respondents.

Table 4.1.23: Showing satisfied with your current salary wise classification of respondents

Particulars	No. of Respondents	Percentage
Excellent	68	45.33%
Good	58	38.67%
Average	22	14.67%
Poor	2	1.33%
Total	150	100.00%

Source: Primary Data

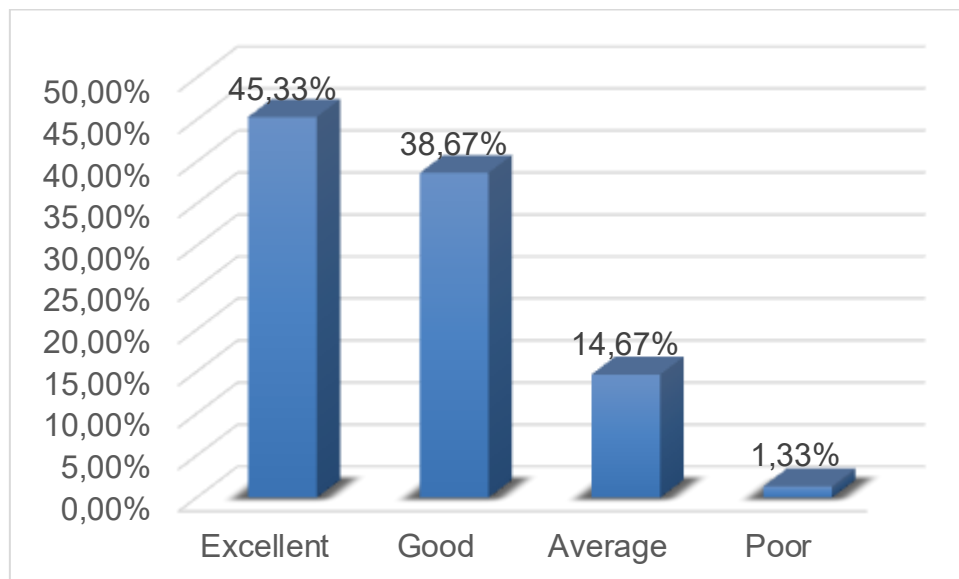


Chart 4.1.23: Showing satisfied with your current salary wise classification of respondents

Interpretation:

From the above table it is interpreted that 45.33% are Excellent respondents, 38.67% are Good respondents, 14.67% are Average respondents and 1.33% are Poor respondents.

Table 4.1.24: Showing feeling of promotion in the company wise classification of respondents

Particulars	No. of Respondents	Percentage
Good	57	38.00%
Average	75	50.00%
Poor	18	12.00%
Total	150	100.00%

Source: Primary Data

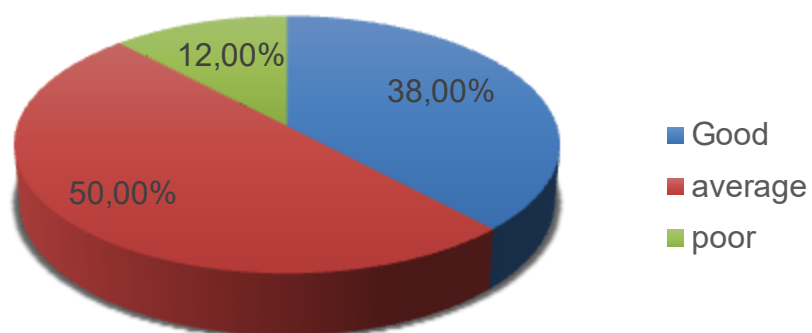


Chart 4.1.24: Showing feeling of promotion in the company wise classification of respondents

Interpretation:

From the above table it is interpreted that 38.00% are good respondents, 50.00% are Average respondents and 12.00% are poor respondents.

Table 4.1.25: Showing you Motive your morale with co employee wise classification of respondents

Particulars	No. of Respondents	Percentage
Happy	88	58.67%
Not Interested	29	19.33%
May be Sometime	33	22.00%
Total	150	100.00%

Source: Primary Data

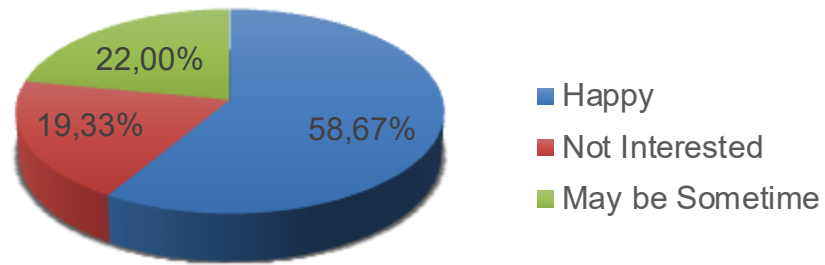


Chart 4.1.25: Showing you Motive your morale with co employee wise classification of respondents

Interpretation:

From the above table it is interpreted that 58.67% are happy respondents, 19.33% are not interested respondents, 22.00% are may be sometimes respondents.

Table 4.1.26: Showing manager give feedback on your work wise classification of respondents

Particulars	No. of Respondents	Percentage
Extremely Often	67	44.67%
Moderately Often	63	42.00%
Not at all	20	13.33%
Total	150	100.00%

Source: Primary Data

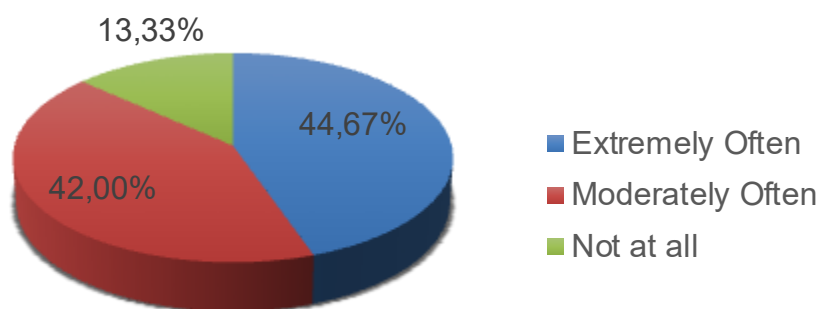


Chart 4.1.26: Showing manager give feedback on your work wise classification of respondents

Interpretation:

From the above table it is interpreted that 44.67% are Extremely often respondents, 42.00% are Moderately often respondents, and 13.33% are not at all respondents.

Table 4.1.27: Showing organization cares about you wise classification of respondents

Particulars	No. of Respondents	Percentage
Yes	92	61.33%
No	41	27.33%
Not at all	17	11.33%
Total	150	100.00%

Source: Primary Data

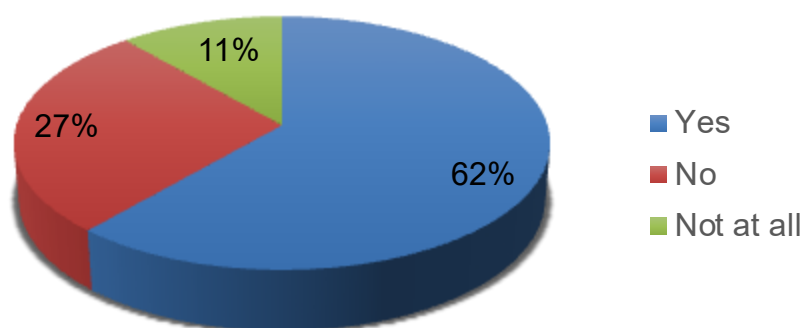


Chart 4.1.27: Showing organization cares about you wise classification of respondents

Interpretation:

From the above table it is interpreted that 62% of employee feel organization care us, 27% of employee didn't feel organization care us and 11% employee are saying not at all.

Table 4.1.28: Showing perceive the morale in the company wise classification of respondents

Particulars	No. of Respondents	Percentage
Highly satisfied	55	36.67%
Satisfied	21	14.00%
Neither Satisfied or Dissatisfied	55	36.67%
Dissatisfied	16	10.67%
Highly Dissatisfied	3	2.00%
Total	150	100.00%

Source: Primary Data

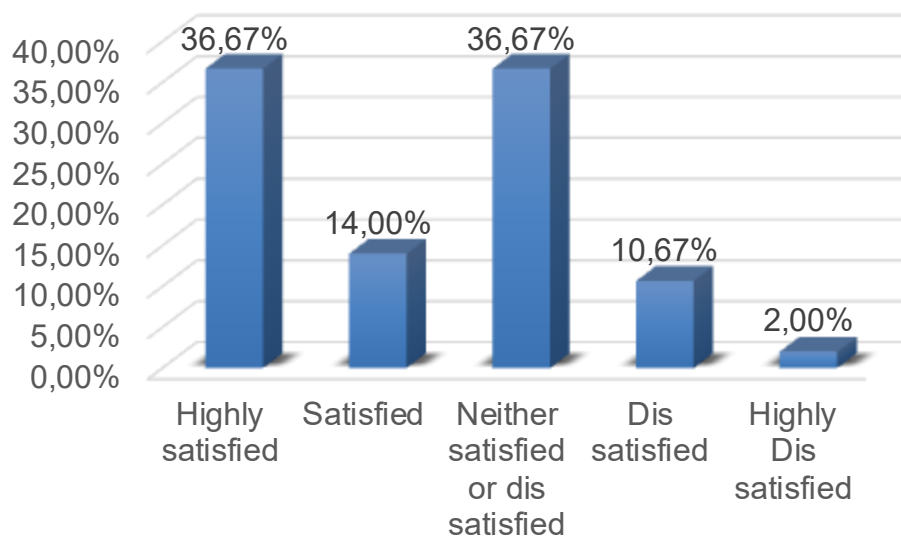


Chart 4.1.28: Showing perceive the morale in the company wise classification of respondents

Interpretation:

From the above table it is interpreted that 36.67% are Highly satisfied respondents, 14.00% are satisfied respondents, 36.67% are Neither Agree satisfied or dis satisfied respondents, 10.67% are Dissatisfied respondents and 2.00% are highly dissatisfied respondents.

Table 4.1.29: Showing Job satisfaction increase your Morale wise classification of respondents

Particulars	No. of Respondents	Percentage
Yes	84	56.00%
No	36	24.00%
Maybe	30	20.00%
Total	150	100.00%

Source: Primary Data

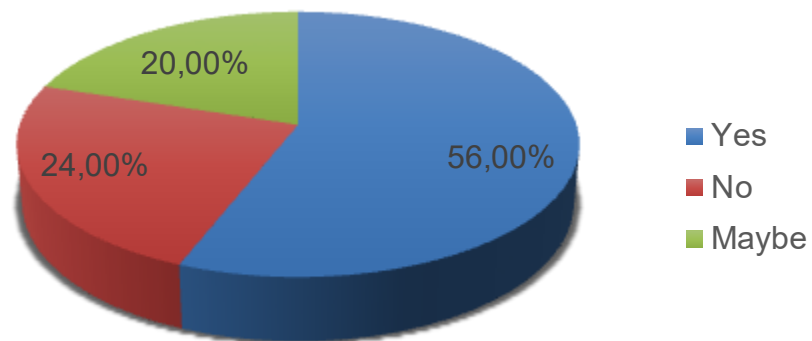


Chart 4.1.29: Showing Job satisfaction increase your Morale wise classification of respondents

Interpretation:

From the above table it is interpreted that 56.00% of employee feel Job satisfaction increase your Morale, and 24.00% of employee didn't feel job satisfaction increase your Morale and 20% employee are says May be

Table 4.1.30: Showing motivation and rewards make you to work better wise classification of respondents

Particulars	No. of Respondents	Percentage
Strongly Agree	62	41.33%
Agree	60	40.00%
Neither Agree or Disagree	8	5.33%
Disagree	18	12.00%
Strongly Disagree	2	1.33%
Total	150	100.00%

Source: Primary Data

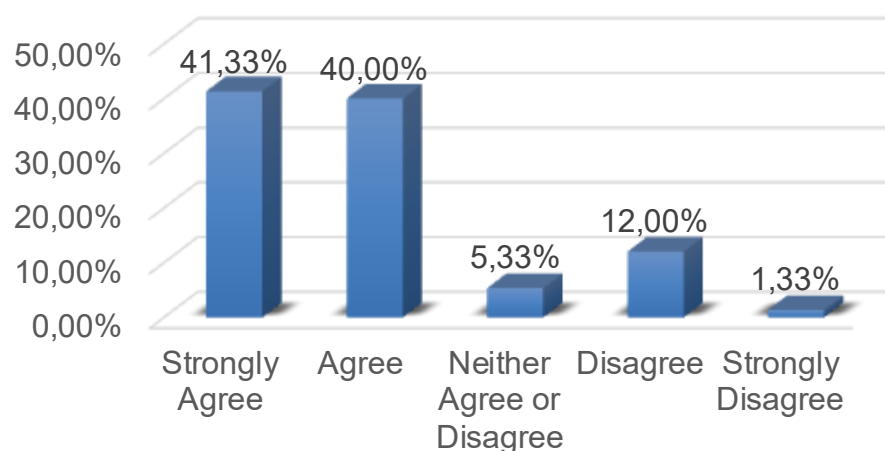


Chart 4.1.30: Showing motivation and rewards make you to work better wise classification of respondents

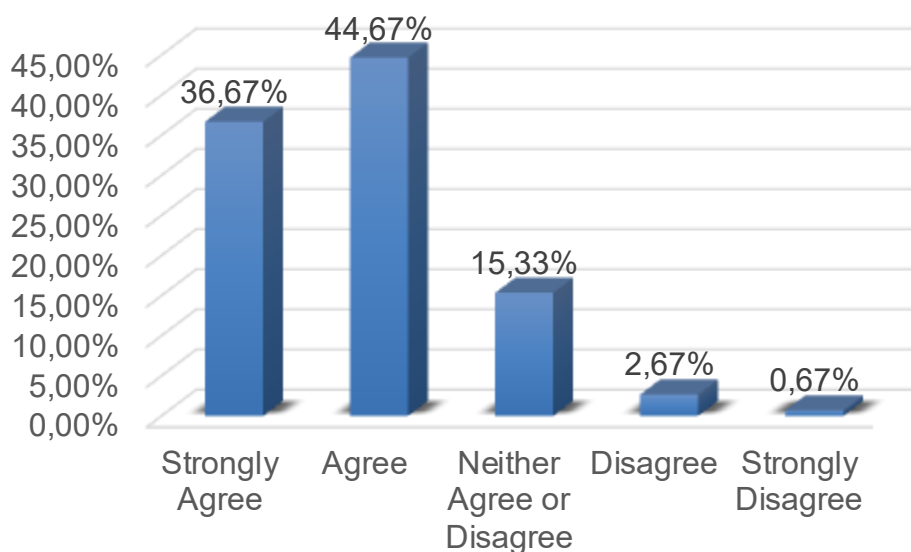
Interpretation:

From the above table it is interpreted that 41.33% are Strongly Agree respondents, 40.00% are Agree respondents, 5.33% are Neither Agree or Disagree respondents, 12.00% are Disagree respondents and 1.33% are Strongly Disagree respondents.

**Table 4.1.31: Showing Organisational culture increases your commitment
wise classification of respondents**

Particulars	No. of Respondents	Percentage
Strongly Agree	55	36.67%
Agree	67	44.67%
Neither Agree or Disagree	23	15.33%
Disagree	4	2.67%
Strongly Disagree	1	0.67%
Total	150	100.00%

Source: Primary Data



**Chart 4.1.31: Showing Organisational culture increases your commitment
wise classification of respondents**

Interpretation:

From the above table it is interpreted that 36.67% are Strongly Agree respondents, 44.67% are Agree respondents, 15.33% are Neither Agree or Disagree respondents, 2.67% are Disagree respondents and 0.67% are Strongly Disagree respondents.

Table 4.1.32: Showing Personal attributes increase your morale wise classification of respondents

Particulars	No. of Respondents	Percentage
Strongly Agree	55	36.67%
Agree	67	44.67%
Neither Agree or Disagree	23	15.33%
Disagree	4	2.67%
Strongly Disagree	1	0.67%
Total	150	100.00%

Source: Primary Data

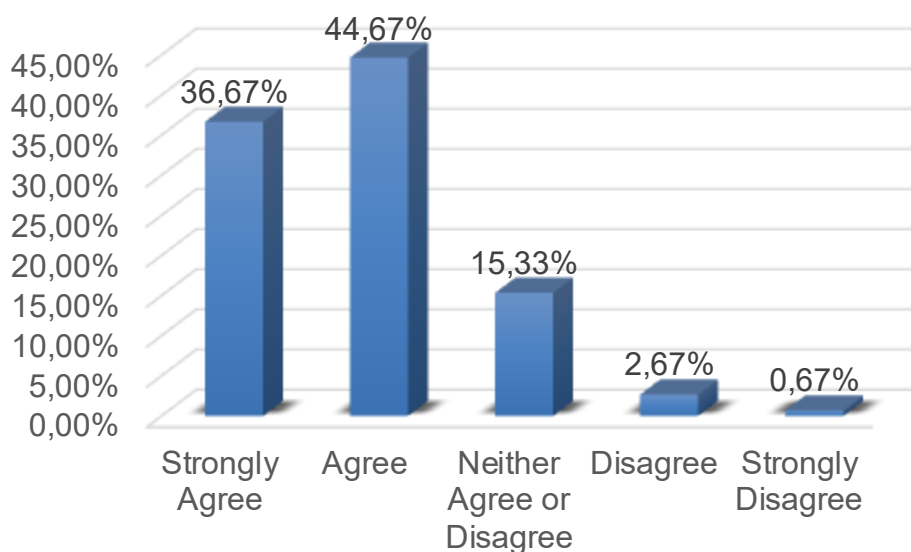


Chart 4.1.32: Showing Personal attributes increase your morale wise classification of respondents

Interpretation:

From the above table it is interpreted that 36.67% are Strongly Agree respondents, 44.67% are Agree respondents, 15.33% are Neither Agree or Disagree respondents, 2.67% are Disagree respondents and 0.67% are Strongly Disagree respondents.

4.2 CORRELATION

HYPOTHESIS:

H0 (Null Hypothesis): There is no significant difference between Gender and Secure do you feel in your Current Job.

H1 (Alternate Hypothesis): There is a significant difference between Gender and Secure do you feel in your Current Job.

Table 4.2.1: Showing Gender and Secure do you feel in your Current Job

Descriptive Statistics			
	Mean	Std. Deviation	N
Gender	1.74	.440	150
Secure do you feel in your Current Job	1.55	.619	150

Correlations			
		Gender	Secure do you feel in your Current Job
Gender	Pearson Correlation	1	.180 [*]
	Sig. (2-tailed)		0.027
	N	150	150
Secure do you feel in your Current Job	Pearson Correlation	.180 [*]	1
	Sig. (2-tailed)	0.027	
	N	150	150

*. Correlation is significant at the 0.05 level (2-tailed).

Inference:

The p-value is 0.027 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between Gender and Secure do you feel in your Current Job.

HYPOTHESIS:

H0 (Null Hypothesis): There is no significant difference between Gender and Manager give Feedback on your Work.

H1 (Alternate Hypothesis): There is a significant difference between Gender and Manager give Feedback on your Work.

Table 4.2.2: Showing Gender and Manager give Feedback on your Work

Descriptive Statistics			
	Mean	Std. Deviation	N
Gender	1.74	.440	150
Manager give Feedback on your Work	1.69	.696	150

Correlations			
		Gender	Manager give Feedback on your Work
Gender	Pearson Correlation	1	.192 [*]
	Sig. (2-tailed)		.018
	N	150	150
Manager give Feedback on your Work	Pearson Correlation	.192 [*]	1
	Sig. (2-tailed)	.018	
	N	150	150

*. Correlation is significant at the 0.05 level (2-tailed).

Inference:

The p-value is 0.018 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between Gender and Manager give Feedback on your Work.

4.3 ANOVA

HYPOTHESIS:

H0 (Null Hypothesis): There is no significant difference between Age and Personal Attributes increase Morale.

H1 (Alternate Hypothesis): There is a significant difference between Age and Personal Attributes increase Morale.

Table 4.3.1: Showing Age and Personal Attributes increase Morale

Descriptives								
Personal Attributes increase Morale								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
30-40 Years	11	3.73	.647	.195	3.29	4.16	2	4
40-50 Years	6	3.00	1.549	.632	1.37	4.63	1	4
Above 50 Years	3	3.33	1.155	.667	.46	6.20	2	4
Below 30 Years	130	2.40	1.412	.124	2.15	2.65	1	5
Total	150	2.54	1.412	.115	2.31	2.77	1	5

Tests of Homogeneity of Variances					
		Levene Statistic	df1	df2	Sig.
Personal Attributes increase Morale	Based on Mean	17.153	3	146	.000
	Based on Median	8.753	3	146	.000
	Based on Median and with adjusted df	8.753	3	89.180	.000
	Based on trimmed mean	17.822	3	146	.000

ANOVA					
Personal Attributes increase Morale					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	21.212	3	7.071	3.740	.013
Within Groups	276.048	146	1.891		
Total	297.260	149			

Inference:

The p-value is 0.013 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between Age and Personal Attributes increase Morale.

HYPOTHESIS:

H0 (Null Hypothesis): There is no significant difference between Age and Manager Responsive.

H1 (Alternate Hypothesis): There is a significant difference between Age and Manager Responsive.

Table 4.3.2: Showing Age and Manager Responsive

Descriptives								
Manager Responsive								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
30-40 Years	11	3.91	1.578	.476	2.85	4.97	1	5
40-50 Years	6	3.50	1.378	.563	2.05	4.95	2	5
Above 50 Years	3	4.33	1.155	.667	1.46	7.20	3	5
Below 30 Years	130	2.80	1.501	.132	2.54	3.06	1	5
Total	150	2.94	1.529	.125	2.69	3.19	1	5

Tests of Homogeneity of Variances					
		Levene Statistic	df1	df2	Sig.
Manager Responsive	Based on Mean	.388	3	146	.762
	Based on Median	.543	3	146	.654
	Based on Median and with adjusted df	.543	3	109.231	.654
	Based on trimmed mean	.370	3	146	.775

ANOVA					
Manager Responsive					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	20.584	3	6.861	3.055	.030
Within Groups	327.876	146	2.246		
Total	348.460	149			

Inference:

The p-value is 0.030 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between Age and Manager Responsive.

4.4 T-TEST

HYPOTHESIS:

H0 (Null Hypothesis): There is no significant difference between Gender and Satisfaction level with your Current Salary.

H1 (Alternate Hypothesis): There is a significant difference between Gender and Satisfaction level with your Current Salary.

Table 4.4.1: Showing Gender and Satisfaction level with your Current Salary

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction level with your Current Salary	Female	39	1.95	.686	.110
	Male	111	1.73	.750	.071

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Satisfaction level with your Current Salary	Equal variances assumed	6.935	.009	1.602	148	.111	.219	.137	-.051	.489
	Equal variances not assumed			1.672	72.200	.099	.219	.131	-.042	.480

Inference:

The p-value is 0.099 which is greater than the alpha value (0.05), hence null hypothesis (H0) is accepted. Therefore, there is no significant difference between Gender and Satisfaction level with your Current Salary.

CHAPTER - 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS OF THE STUDY

- It is found that 74.00% of the majority respondents are males.
- It is found that 86.67% of the majority respondents are below 30 years.
- It is found that 82.00% of the majority respondents are unmarried.
- It is found that 54.00% of the majority respondents have completed their Under graduate degree.
- It is found that 36.67% of the majority respondents are working Less than 7 Hours per day.
- It is found that 38.00% of the majority respondents are working in both flexible work routine.
- It is found that 37.33% of the majority respondents are agree Work-Life Balance available in Organization.
- It is found that 34.67% of the majority respondents of promotion is factors most influencing Job Satisfaction.
- It is found that 41.33% of the majority respondents said that they feel tired or depressed while working occasionally.
- It is found that 34.00% of the majority respondents are agree Work Interference with personal life.
- It is found that 62.67% of the majority respondents have told yes for career growth and development opportunities at this organization.
- It is found that 58.00% of the majority respondents have told yes for trust our senior leaders to lead the organization to future success.
- It is found that 27.33% of the majority respondents are Strongly Disagree for manager responsive to your ideas, requests, and suggestions.
- It is found that 71.33% of the majority respondents have told yes for feel respected in company.

- It is found that 48.67% of the majority respondents have told yes for feel secure at manufacture industry.
- It is found that 38.67% of the majority respondents are satisfied with the salary and other compensations.
- It is found that 77.33% of the majority respondents have told yes for manage your workload effectively.
- It is found that 27.33% of the majority respondents are Health Program is mostly used to manage stress at workplace.
- It is found that 62.00% of the majority respondents have told yes for employee consults with the team before making a decision.
- It is found that 42.67% of the majority respondents are satisfied with your position at this company.
- It is found that 64.67% of the majority respondents are motivated for company succeed.
- It is found that 52.00% of the majority respondents are Good secure feel in current job.
- It is found that 45.33% of the majority respondents are Excellent satisfied with current salary.
- It is found that 50.00% of the majority respondents are average is feeling of promotion in the company.
- It is found that 58.67% of the majority respondents are Happy for Motive your morale with co employee.
- It is found that 44.67% of the majority respondents are Extremely Often as manager give feedback on your work.
- It is found that 61.33% of the majority respondents have told yes for organization cares about.
- It is found that 36.67% of the majority respondents of Highly satisfied and neither agree or disagree that perceive the morale in the company.
- It is found that 56.00% of the majority respondents have told yes for Job satisfaction increase your Morale.

- It is found that 41.33% of the majority respondents strongly agree that motivation and rewards make you to work better.
- It is found that 44.67% of the majority respondents are agree with Organizational culture makes increases your commitment towards job.
- It is found that 44.67% of the majority respondents are agree with Personal attributes increase your morale.
- The p-value is 0.027 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between Gender and Secure do you feel in your Current Job.
- The p-value is 0.018 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between Gender and Manager give Feedback on your Work.
- The p-value is 0.013 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between Age and Personal Attributes increase Morale.
- The p-value is 0.030 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between Age and Manager Responsive.
- The p-value is 0.099 which is greater than the alpha value (0.05), hence null hypothesis (H0) is accepted. Therefore, there is no significant difference between Gender and Satisfaction level with your Current Salary.

5.2 SUGGESTIONS

- communicate with employees in every situation even employee didn't perform.
- Hear employee feedbacks to get innovative ideas and get engaged with employee
- Motivate management by employee in making business decisions.
- Create an effective incentive program to employee, to develop the employee satisfaction.
- Use social media to praise employees, motivate the employee in social stage will feel the employee more energetic.
- Management should inculcate the habit of motivating employees through appreciation for good performance and significant achievement recorded.
- Employee morale is primary constituent of any business enterprise. Hence, employers should strive to increase high work effort, creativity and initiative by raising the morale of the employees.
- Management should reduce the work load of the employees.
- It will be more effective if the management take the steps to introduce suggestion scheme system for the employees.
- The management should pay reasonable wage and allowance to the employees.
- It is better the management should recognize the needs of employees and encourages employees special talents.
- It will be better if the management provides incentives to employees so it will boost in their morale and productivity.
- Supervisors should maintain coordinational relationship with workers and offers recognitions of the employee efforts and provide needed guidance to workers.
- It will be better if management provide performance and potential appraisal in regularly.
- The management should provide opportunities for career development.

5.3 CONCLUSION

Morale is psychological concept. Morale is not a cause but rather the effect or result of many going away. To conclude employee morale plays very important role in every organization. Good employee morale helps to success of the organization. Maintaining high employee morale and productivity is hard work and cannot be forced. The company must establish core values, assess the current state, and invest in robust training for all levels of the organization. Establishing clear employee expectations is critical, but the company can also promote diversity without talking about it all the time. For most employees, actions and decision-making that is always free from discriminatory practices speaks louder than words.

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APPENDIX - I (Questionnaire)

AN ANALYTICAL STUDY OF EMPLOYEE MORALE - MANUFACTURE INDUSTRY AT COIMBATORE REGION

1. Name:_____
2. Gender

☐ Male ☐ female
3. Marital Status:
 - (a) Married
 - (b) Unmarried
4. Age:
 - (a) Below 30 Years
 - (b) 30-40 Years
 - (c) 40-50 Years
 - (d) Above 50 Years
5. Qualification:
 - (a) Undergraduate
 - (b) post graduate
 - (c) Other
6. How many hours do you work per day?
 - (a) Less than 7 Hours
 - (b) 7-8 Hours
 - (c) 8-9 Hours
 - (d) More than 9 Hours
7. Which flexible work routine is available in your organisation?
 - (a) Work from Office
 - (b) Work from Home
 - (c) Both

8. Is there any Work-Life Balance benefits, policies or programs available in your organisation?
- (a) Strongly Agree
 - (b) Agree
 - (c) Neither Agree or Disagree
 - (d) Disagree
 - (e) Strongly Disagree
9. Which of the following factors most influencing Job Satisfaction?
- (a) Promotion
 - (b) Motivation
 - (c) Job Security
 - (d) Personal Factors
 - (e) Other
10. Do you feel tired or depressed while working?
- (a) Yes
 - (b) no
 - (c) may be
11. Work Interference with personal life?
- (a) Strongly Agree
 - (b) Agree
 - (c) Neither Agree or Disagree
 - (d) Disagree
 - (e) Strongly Disagree
12. Do you have career growth and development opportunities at this organization?
- (a) Yes
 - (b) No
 - (c) May be

13. Do you trust our senior leaders to lead the organization to future success?
- (a) Yes
 - (b) No
 - (c) Maybe
14. Is your manager responsive to your ideas, requests, and suggestions?
- (a) Strongly Agree
 - (b) Agree
 - (c) Neither Agree or Disagree
 - (d) Disagree
 - (e) Strongly Disagree
15. Do you feel respected in your company?
- (a) Yes
 - (b) No
 - (c) Maybe
16. Do you feel secure in this job at manufacture industry?
- (a) Yes
 - (b) No
 - (c) Maybe
17. How satisfied are you with the salary and other compensations provided in this organization?
- (a) Highly Satisfied
 - (b) Satisfied
 - (c) Neither Satisfied or Dissatisfied
 - (d) Dissatisfied
 - (e) Highly Dissatisfied
18. Are you able to manage your workload effectively?
- (a) Yes
 - (b) No

19. Which measures you mostly used to manage stress at workplace?

- (a) Health Program
- (b) Extended Annual Leave
- (c) Parenting or Family Support Program
- (d) Organising a Picnic or Tour
- (e) Exercise Facilities
- (f) Other

20. The employee consults with the team before making a decision?

- (a) Yes
- (b) No
- (c) Sometimes

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

- (a) Highly Satisfied
- (b) Satisfied
- (c) Neither Satisfied or Dissatisfied
- (d) Dissatisfied
- (e) Highly Dissatisfied

22. How motivated are you to see the company succeed?

- (a) Motivated
- (b) Not all
- (c) Sometimes

23. How secure do you feel in your current job?

- (a) Good
- (b) Moderately
- (c) Not ok

24. Rate how satisfied you are with your current salary?

- (a) Good
- (b) Average
- (c) Not Bad

25. How good do you feel your chances for promotion are in the company?
- (a) Extremely good
 - (b) Neutral
 - (c) Very bad
26. How you Motive your morale with co employee?
- (a) Happy
 - (b) Not Interested
 - (c) May be Sometime
27. How often does your manager give feedback on your work?
- (a) Extremely often
 - (b) Moderately often
 - (c) Not at all
28. Do you feel your organization cares about you?
- (a) Yes
 - (b) No
 - (c) Not at all
29. How do you perceive the morale in the company?
- (a) Excellent
 - (b) Very good
 - (c) Good
 - (d) Fair
 - (e) Poor
30. Does Job satisfaction increase your Morale?
- (a) Yes
 - (b) No
 - (c) May be

31. Do you agree motivation and rewards make you to work better?
- (a) Strongly Agree
 - (b) Agree
 - (c) Neither Agree or Disagree
 - (d) Disagree
 - (e) Strongly Disagree
32. Does good Organisational culture makes increases your commitment towards job?
- (a) Strongly Agree
 - (b) Agree
 - (c) Neither Agree or Disagree
 - (d) Disagree
 - (e) Strongly Disagree
33. Personal attributes increase your morale?
- (a) Strongly Agree
 - (b) Agree
 - (c) Neither Agree or Disagree
 - (d) Disagree
 - (e) Strongly Disagree

APPENDIX - II (Article)

AN ANALYTICAL STUDY OF EMPLOYEE MORALE - MANUFACTURE INDUSTRY

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ABSTRACT

In the pandemic period, employee morale has become important part of employees for job satisfaction. Normally, good employee morale leads to better productivity and performance in the organisation. Where the morale of the employees also helps in commitment and satisfaction towards the job. The study is about the employee's motivation and satisfaction towards the job. Where the employee morale is increased through the welfare programme. A sample size of 150 employees working in manufacturing sector are taken for this study in Coimbatore. In this study, analysis tools used to study about the employee's factors in morale and job satisfaction.

Key words: Employee Morale, Employees, Job Satisfaction

INTRODUCTION

Employee morale is an important attribute for all employees working in the organisation. Employee's satisfaction, commitment, engagement are factors that leads to the morale. If the employee morale is good, employees get satisfied with the job they are working. Each employee has the satisfaction level in the organisation and also, they have personal attributes that helps them to have better morale. Organisation and employees play an important role in the morale. Mostly, employees with good morale have better performance in the organisation.

REVIEW OF LITERATURE

Dr. S.Devi & Dr. J. Kannadhasan (2020), discussed on employee morale in Neycer India Ltd. Vandalur. The study states about the positive manner of employee morale and its performance. Overall, the study concluded that the organisation has developing the morale of employees daily for increasing the performance.

Maithili Patil, Sonakshi Biswas & Dr. Ravinder Kaur (2018), focussed on the employee morale impact on the workplace. The study conducts survey on the gratitude and morale of employees. Where it helps to understand the perception of gratitude on the workplace.

Prof. Pallavi Chopade (2012), focussed on the on existing employees' commitment and morale in IT companies. The study states that there is a negative impact and positive impact on the commitment and morale of employees.

Shahab Muhammed & Devi Soumyaja (2019), discusses on the employee voice and its relation to the employee morale. Where the study helps to find the employee involvement can increase the employee morale. Finally, study finds that the employee voice has positive impact towards the employee morale.

Surya Rashmi Rawat (2015), discussed on the leadership and its effects towards the employee morale. Where it discusses about the leadership style and its factors in the organisation. Finally, the research paper concludes that there is a relationship between the leadership and employee morale.

OBJECTIVES OF THE STUDY

- To study the effectiveness of Employee morale among employees working in manufacture industry in Coimbatore.
- To identify the factor influencing employee morale.
- To analysis employee morale and work life balance.
- To develop suggestion for increasing employee morale.

RESEARCH METHODOLOGY

Research Design: In this study, Descriptive Research Design is used in research topic

Population: In this project, study is about employee morale. Population of this study will be that employee morale in Coimbatore region.

Sampling Design: The method of sampling adopted to conduct survey is Convenience Sampling Method.

Sources of Data:

The primary data for this study is collected through questionnaire. The secondary data is collected by referring by websites, journals, articles and research paper.

Structure of Questionnaire: Multiple choice questions and Likert's scale questions.

Sample Size: Sample Size of 150 employees working in Manufacture Industry located at Coimbatore.

Period of Study: The period of study is carried out from December 2020 to February 2021.

Analytical Tools: In this study, Correlation, ANOVA, T.test is used as analytical tools for analysis.

RESULT ANALYSIS AND DISCUSSION

CORRELATION

HYPOTHESIS:

H0 (Null Hypothesis): There is no significant difference between Gender and Secure do you feel in your Current Job.

H1 (Alternate Hypothesis): There is a significant difference between Gender and Secure do you feel in your Current Job.

Table Showing Gender and Secure do you feel in your Current Job

Correlations			
		Gender	Secure do you feel in your Current Job
Gender	Pearson Correlation	1	.180 [*]
	Sig. (2-tailed)		0.027
	N	150	150
Secure do you feel in your Current Job	Pearson Correlation	.180 [*]	1
	Sig. (2-tailed)	0.027	
	N	150	150

*. Correlation is significant at the 0.05 level (2-tailed).

Inference:

The p-value is 0.027 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between Gender and Secure do you feel in your Current Job.

ANOVA

HYPOTHESIS:

H0 (Null Hypothesis): There is no significant difference between Age and Personal Attributes increase Morale.

H1 (Alternate Hypothesis): There is a significant difference between Age and Personal Attributes increase Morale.

Table Showing Age and Personal Attributes increase Morale

ANOVA					
Personal Attributes increase Morale					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	21.212	3	7.071	3.740	.013
Within Groups	276.048	146	1.891		
Total	297.260	149			

Inference:

The p-value is 0.013 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. Therefore, there is a significant difference between Age and Personal Attributes increase Morale.

SUGGESTIONS

- communicate with employees in every situation even employee didn't perform.
- Hear employee feedbacks to get innovative ideas and get engaged with employee
- Motivate management by employee in making business decisions.
- Create an effective incentive program to employee, to develop the employee satisfaction.
- Use social media to praise employees, motivate the employee in social stage will feel the employee more energetic.

CONCLUSION

Morale is psychological concept. Morale is not a cause but rather the effect or result of many going away. To conclude employee morale plays very important role in every organization. Good employee morale helps to success of the organization. Maintaining high employee morale and productivity is hard work and cannot be forced. The company must establish core values, assess the current state, and invest in robust training for all levels of the organization. Establishing clear employee expectations is critical, but the company can also promote diversity without talking about it all the time. For most employees, actions and decision-making that is always free from discriminatory practices speaks louder than words.

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