

# **EMPLOYEE MORALE DURING COVID 19 WITH REFERENCE TO SMART TRAINING RESOURCES**

Submitted in partial fulfillment of the requirements for the award of

**Master of Business Administration**

by

**DINESH ASHWIN R**

**Register No. 39410049**



**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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Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai - 600 119  
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**SCHOOL OF BUSINESS ADMINISTRATION**

## **BONAFIDE CERTIFICATE**

This is to certify that this Project Report is the bonafide work of DINESH ASHWIN R 39410049 who have done the project work entitled **"Employee Morale During Covid 19 with Reference to Smart Training Resources"** under my supervision from December 2020 to February 2021.

**Dr. BHUVANESWARI G.**

**Internal Guide**

**Dr. BHUVANESWARI G.**

**Dean - School of Business Administration**

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**Submitted for Viva voce Examination held on \_\_\_\_\_.**

**Internal Examiner**

**External Examiner**

## **DECLARATION**

I **DINESH ASHWIN R 39410049** hereby declare that the Project Report entitled **“Employee Morale During Covid 19 with Reference to Smart Training Resources”** done by me under the guidance of Dr. BHUVANESWARI G. is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

**DATE:**

**PLACE: CHENNAI**

**DINESH ASHWIN R**

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**DINESH ASHWIN R**

## TABLE OF CONTENTS

| CHAPTER NO. | TITLE                                       | PAGE NO  |
|-------------|---------------------------------------------|----------|
|             | <b>ABSTRACT</b>                             | i        |
|             | <b>LIST OF TABLES</b>                       | ii       |
|             | <b>LIST OF CHARTS</b>                       | iii      |
|             | <b>LIST OF ABBREVIATIONS</b>                | iv       |
| 1           | <b>INTRODUCTION</b>                         | <b>v</b> |
|             | 1.1 Introduction                            | 1        |
|             | 1.2 Industry Profile                        | 3        |
|             | 1.3 Statement of the Problem                | 12       |
|             | 1.4 Need for the Study                      | 11       |
|             | 1.5 Scope of the Study                      | 12       |
|             | 1.6 Objectives of the Study                 | 14       |
|             | 1.7 Limitations of the Study                | 14       |
| 2           | <b>REVIEW OF LITERATURE</b>                 | 15       |
| 3           | <b>RESEARCH METHODOLOGY</b>                 | 26       |
|             | 3.1 Research Design                         | 26       |
|             | 3.2 Sources of Data                         | 27       |
|             | 3.3 Sample Size                             | 27       |
|             | 3.4 Sample Design                           | 27       |
|             | 3.5 Analytical Tools                        | 27       |
| 4           | <b>DATA ANALYSIS AND INTERPRETATION</b>     | 29       |
|             | 4.1 Percentage Analysis                     | 29       |
|             | 4.2 Correlation                             | 58       |
|             | 4.3 ANOVA                                   | 60       |
|             | 4.4 Regression                              | 62       |
| 5           | <b>FINDINGS, SUGGESTIONS AND CONCLUSION</b> | 65       |
|             | 5.1 Findings of the Study                   | 65       |
|             | 5.2 Suggestions                             | 67       |
|             | 5.3 Conclusion                              | 67       |
|             | <b>REFERENCES</b>                           | 69       |
|             | <b>APPENDIX - I (Questionnaire)</b>         | 72       |
|             | <b>APPENDIX - II (Article)</b>              | 76       |

## **ABSTRACT**

Morale Is an Employee's Attitude toward His or Her Job, Employer, And Colleagues. Employee Morale because the mental state For Satisfaction, Confidence And Resolve; The Attitude Of a private Or Group Of Employees, leading to Courage, Devotion, And Discipline; Level Of Fulfillment One Has With Intrinsic Work Aspects, Such As Variety And Challenge, Feedback And Learning. Morale Is Essentially An In General Attitude Of An Individual Or Group Towards All Aspects Of Their Work Like The Company, The Job, The Supervisors, Fellow Workers, Working Conditions To Which They Must Take Pride And Devote Towards Their Effective Time In Business Methodology Used For This Is Study Is Descriptive In Nature And Structured Questionnaire Was Used Which Has Been Distributed To 145 Employees, Convenience Sampling Method Was Used To Survey The Employee Morale. The Result From The Study Explains That The Morale Is The Psychological Factor Which Results In Positive Behavior Of The Employees And The Positive Behavior Results in Effective Performance, To Drive Their Organizations To Peak Performance Managers And Supervisors Must Put ahead The face Of Their Organization.

## LIST OF TABLES

| TABLE NO. | PARTICULARS                                                                         | PAGE NO. |
|-----------|-------------------------------------------------------------------------------------|----------|
| 4.1.1     | Age of the Respondents                                                              | 29       |
| 4.1.2     | Gender of the Respondents                                                           | 30       |
| 4.1.3     | Annual Income of the Respondents                                                    | 31       |
| 4.1.4     | Marital Status of the Respondents                                                   | 32       |
| 4.1.5     | Work Experience of the Respondents                                                  | 33       |
| 4.1.6     | Company paying the compensation in full during the pandemic                         | 34       |
| 4.1.7     | Company reduce the compensation during the pandemic                                 | 35       |
| 4.1.8     | Incentives and Allowances reduced citing work from home atmosphere                  | 36       |
| 4.1.9     | Company deals with more losses during the pandemic                                  | 37       |
| 4.1.10    | Delaying in the payment of compensation                                             | 38       |
| 4.1.11    | Work from home situation affecting the compensation to a greater extent             | 39       |
| 4.1.12    | Paying more to work in a physical office atmosphere during the pandemic             | 40       |
| 4.1.13    | Reduction in compensation affecting the performance in the job                      | 41       |
| 4.1.14    | Company practicing layoff strategies during the pandemic to reduce employee cost    | 42       |
| 4.1.15    | Company providing all facilities to work from home                                  | 43       |
| 4.1.16    | Reducing compensation used as a strategy to reduce the employee cost                | 44       |
| 4.1.17    | Allowances such as transportation and food cut citing work from home atmosphere     | 45       |
| 4.1.18    | Company providing the psychological help to overcome the stress during the pandemic | 46       |
| 4.1.19    | Company educating current operational condition during the pandemic                 | 47       |
| 4.1.20    | Company insisting on work from home                                                 | 48       |
| 4.1.21    | Company making work over time citing                                                | 49       |
| 4.1.22    | Satisfaction with the jobs assigned in the pandemic?                                | 50       |
| 4.1.23    | Pandemic causing the company to shift focus from employee development.              | 51       |
| 4.1.24    | Evaluations conducted regularly during the pandemic                                 | 52       |
| 4.1.25    | Work from home atmosphere leading to bias in performance appraisal                  | 53       |
| 4.1.26    | Working with full efficiency during the pandemic                                    | 54       |
| 4.1.27    | The superior show bias in the performance appraisals                                | 55       |

|        |                                                                                                                                                                   |    |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 4.1.28 | The performance to the level inspite of work from home atmosphere.                                                                                                | 56 |
| 4.1.29 | Performance appraisal process during the pandemic could never give proper results.                                                                                | 57 |
| 4.2.1  | Table showing the relationship between age and company paying the compensation in full during the pandemic                                                        | 58 |
| 4.2.2  | Table showing the relationship between Age and working with full efficiency during the pandemic                                                                   | 59 |
| 4.3.1  | Table showing the association between Age and Company making the work over time citing                                                                            | 60 |
| 4.3.2  | Table showing association between Age and Work from home situation affecting the compensation to a greater extent                                                 | 61 |
| 4.4.1  | Table showing the association between work from home atmosphere lead to bias in performance appraisal and incentives and allowances reduced citing work from home | 62 |
| 4.4.2  | Table showing the association between the company reduce the compensation during the pandemic and reduction in compensation affect the performance in the job     | 63 |
| 4.4.3  | Table showing association between D company pay the compensation in full during the pandemic and satisfaction with the jobs assigned in the pandemic              | 64 |

## LIST OF CHARTS

| TABLE NO. | PARTICULARS                                                                         | PAGE NO. |
|-----------|-------------------------------------------------------------------------------------|----------|
| 4.1.1     | Age of the Respondents                                                              | 29       |
| 4.1.2     | Gender of the Respondents                                                           | 30       |
| 4.1.3     | Annual Income of the Respondents                                                    | 31       |
| 4.1.4     | Marital Status of the Respondents                                                   | 32       |
| 4.1.5     | Work Experience of the Respondents                                                  | 33       |
| 4.1.6     | Company paying the compensation in full during the pandemic                         | 34       |
| 4.1.7     | Company reduce the compensation during the pandemic                                 | 35       |
| 4.1.8     | Incentives and Allowances reduced citing work from home atmosphere                  | 36       |
| 4.1.9     | Company deals with more losses during the pandemic                                  | 37       |
| 4.1.10    | Delaying in the payment of compensation                                             | 38       |
| 4.1.11    | Work from home situation affecting the compensation to a greater extent             | 39       |
| 4.1.12    | Paying more to work in a physical office atmosphere during the pandemic             | 40       |
| 4.1.13    | Reduction in compensation affecting the performance in the job                      | 41       |
| 4.1.14    | Company practicing layoff strategies during the pandemic to reduce employee cost    | 42       |
| 4.1.15    | Company providing all facilities to work from home                                  | 43       |
| 4.1.16    | Reducing compensation used as a strategy to reduce the employee cost                | 44       |
| 4.1.17    | Allowances such as transportation and food cut citing work from home atmosphere     | 45       |
| 4.1.18    | Company providing the psychological help to overcome the stress during the pandemic | 46       |
| 4.1.19    | Company educating current operational condition during the pandemic                 | 47       |
| 4.1.20    | Company insisting on work from home                                                 | 48       |
| 4.1.21    | Company making work over time citing                                                | 49       |
| 4.1.22    | Satisfaction with the jobs assigned in the pandemic?                                | 50       |
| 4.1.23    | Pandemic causing the company to shift focus from employee development.              | 51       |
| 4.1.24    | Evaluations conducted regularly during the pandemic                                 | 52       |
| 4.1.25    | Work from home atmosphere leading to bias in performance appraisal                  | 53       |
| 4.1.26    | Working with full efficiency during the pandemic                                    | 54       |
| 4.1.27    | The superior show bias in the performance appraisals                                | 55       |

|        |                                                                                    |    |
|--------|------------------------------------------------------------------------------------|----|
| 4.1.28 | The performance to the level inspite of work from home atmosphere.                 | 56 |
| 4.1.29 | Performance appraisal process during the pandemic could never give proper results. | 57 |

## LIST OF ABBREVIATIONS

| S.No | ABBREVIATION | EXPANSION            |
|------|--------------|----------------------|
| 1    | ANOVA        | Analysis of Variance |

# **CHAPTER - 1**

## **INTRODUCTION**

### **1.1 Introduction**

Employee morale will be outlined because the overall angle, outlook and satisfaction that individuals have within the geographic point. Once worker morale is high, productivity and performance increase. Once it's low, individuals drag themselves into work and lack motivation, which might cause conflicts, poor performance and loss of revenue. Many factors have an effect on worker morale, as well as the structure culture, work setting, leadership, peer support, stress levels and wages. For instance, employees who do not receive edges like dental insurance and parental leave might feel that their work is not valued. This could end in low morale and better turnover rates.

A poor work-life balance will negatively impact their well-being and motivation too. Workers expect to possess a versatile schedule and work-from-home opportunities. This issue will influence their call to require or leave employment.

According to Gallup, quite half employees would amendment jobs for one that provides a lot of flexibility. Around thirty five percent would fain switch to employment that enables them to figure off-site full time. Others would create this switch for a lot of comprehensive insurance set up, bonuses, paid sick days or vacation.

The importance of morale within the geographic point can't be underestimated. This issue includes a direct impact on your employees' well-being, performance, potency and quality of labor. Workers with high morale area unit a lot of productive, deliver higher results and stick with an organization longer. If the organization goes through a crisis, they'll work tougher to assist it survive and win its goals.

High worker morale may end up in lower turnover rates and create it easier to draw in high talent. Individuals need to figure for firms that invest in their workers and care concerning their well-being. Organizations with worker engagement programs report 100 percent larger client loyalty and twenty six percent higher will increase in their

annual revenue. Engaged workers are a unit a lot of doubtless to satisfy customers' desires and demands, which successively will improve the company's bottom line.

Leadership is important throughout all levels of organizations if employees are to be motivated, engaged and focused on achieving the organizations goals. Effective leadership is imperative for navigating the global complexities of change. If organizations foster teams to be motivated and engaged the potential of the organizations is limitless. Leadership continues to evolve with changes in technology, expectations of different generations of workers and the human need to be part of something significant. This section provides a foundation for understanding the leadership approaches that have been influential over time and are impacting organizations today.

The seven leadership approaches here include: autocratic, democratic, laissez-faire, servant, situational, transactional, and transformational. This section focuses on five distinct areas: theoretical foundations covering seven leadership approaches—autocratic, democratic, and laissez-faire, servant, situational, transactional and transformational; theoretical framework; federal government employee; employee morale; and employee productivity. Research of the literature produced by the most prominent theorists and seminal authors revealed that leadership has the most influence on employee morale, productivity, and organizational success (Bass & Avolio, 1994; Klann, 2004; Novotney, 2010; Tiwari, 2014; Trottier, 2005; Weakliem & Frenkel, 2006).

Compensation may be a major motivating consider any organization because it directly affects the morale of the worker. As a result, it permits them to figure additional diligently. In any organizations, the workers are a unit thought of among the essential assets, and in and of itself, it's necessary for them to be actuated in order that they will aid the organization towards its success. Fairness is vital towards the compensation of workers because it encourages them to figure tougher to be success of a company. A discussion has been stirred on what people contemplate as honest in a company, and therefore the argument is predicated on the leader and therefore the worker perspective (Surienty et al. 406). These arguments dissent as people have

totally different opinions on ways that ought to be used in compensating workers in a company.

In my perception, i think that a corporation ought to provide just and truthful compensation to all or any its workers. Equity refers to the comparison that workers build in wages that alternative workers who add similar classes receive within the organization. Workers believe that equity is very important in a company as most of them is driven by receiving equal wages. However, fairness refers to the flexibility of the leader to treat each worker equally in terms of their pay.

Compensation in a company is extremely very important for many reasons. Compensation in a company plays a big role because it motivates the staff to stay within the organization. What is more, correct compensation conjointly permits the organization to realize its objectives and goals a lot of simply as no time is wasted by oftentimes train workers as most of them remains the work setting (Lo, May-Chiun 420). Lastly, compensation permits Lowe's Home Improvement opposition to develop a good price structure that permits them to contend a lot of expeditiously and effectively within the company markets.

## **1.2 Industry Profile**

India holds an important place in the global education industry. India has one of the largest networks of higher education institutions in the world. However, there is still a lot of potential for further development in the education system. Moreover, the aim of the Government to raise its current gross enrolment ratio to 30% by 2020 will also boost the growth of distance education in India.

### **1.2.1 Market Size**

India has the world's largest population of about 500 million in the age bracket of 5-24 years, which provides a great opportunity for the education sector. The education sector in India was estimated at US\$ 91.7 billion in FY18 and is expected to reach US\$ 101.1 billion in FY19.

Number of colleges and universities in India reached 39,931 and 993, respectively, in FY19. India had 37.4 million students enrolled in higher education in FY19. Gross Enrolment Ratio in higher education reached 26.3% in FY19.

In 2020-21, there were 9,700 total AICTE approved institutes. Of the total, there were 4,100 undergraduate, 4,951 postgraduate and 4,514 diploma courses in AICTE approved institutes.

The country has become the second largest market for E-learning after the US. The sector is expected to reach US\$ 1.96 billion by 2021 with around 9.5 million users. In India, the online education market is forecast to reach ~US\$ 8.6 billion by 2026.

### **1.2.2. Investments/ Recent Developments**

From April 2000 to September 2020, Foreign Direct Investment (FDI) equity inflows stood at US\$ 3,849.20 million according to the data released by Department for Promotion of Industry and Internal Trade (DPIIT).

The education and training sector in India witnessed some major investments and developments in the recent past. Some of them are:

- In December 2020, Gamma Skills Automation Training introduced a unique robotics & automation career launch programme for engineers, an 'Industry 4.0 Hands-on Skill Learning Centre' located at IMT Manesar, Gurgaon in Haryana.
- In December 2020, Hyundai Motor India Foundation, the CSR arm of Hyundai Motor India, announced its skill development initiative 'SAKSHAM' to boost employment opportunities in diverse sectors.
- In December 2020, the 'IGnITE' programme to encourage high-quality training and technical education was initiated by Siemens, BMZ and MSDE. 'IGnITE' aims at developing highly trained technicians with an emphasis on getting them ready for the industry and future, based on the German Dual Vocational Educational Training (DVET) model. By 2024, this programme aims to upskill ~40,000 employees.

- In December 2020, to build a stronger research ecosystem, the IIT Alumni Council will launch the 'India Empowerment Fund' to invest up to Rs. 50,000 crore (US\$ 6.80 billion) over the next 10 years.

### **1.2.3 Government Initiatives**

Some of the other major initiatives taken by the Government are:

- In November 2020, the Indian Central Medicine Council (CCIM), which governs medical study and practise of Ayurveda, amended the 2016 regulations of the Indian Medicine Central Council (postgraduate Ayurveda education) to allow Ayurveda PG students to practise general surgery.
- In November 2020, Prime Minister, Mr. Narendra Modi dedicated two future-ready Ayurveda institutions—the Institute of Teaching & Research in Ayurveda (ITRA), Jamnagar, and the National Institute of Ayurveda (NIA), Jaipur, to forge interdisciplinary collaborations to give a contemporary boost to Ayurveda.
- In November 2020, Digital Skills Academy, by IIT Madras, launched training courses for banking, financial services and insurance sector.
- In November 2020, All India Council of Technical Education (AICTE) inaugurated 46 online AICTE training and learning (ATAL) academy faculty development programmes (FDPs) on 'molecular manufacturing' in a drive to develop and train its faculty worldwide.
- On November 4, 2020, India's public broadcaster Prasar Bharati entered into an MoU with the Ministry of Electronics and Information Technology to launch 51 direct-to-home (DTH) education TV channels.
- According to Union Budget 2020-21, Government allocated Rs. 59,845 crore (US\$ 8.56 billion) for Department of School Education and Literacy.
- Revitalising Infrastructure and Systems in Education (RISE) by 2022 was announced in Union Budget 2020-21 with a proposed outlay of Rs. 3,000 crore (US\$ 429.55 million).
- Under Union Budget 2020-21, Government proposed apprenticeship embedded degree/diploma courses by March 2021 in about 150 higher educational institutions.

#### **1.2.4 Road Ahead**

In 2030, it is estimated that India's higher education will:

- combine training methods that involve online learning and games, and is expected to grow 38% in the next 2-4 years.
- adopt transformative and innovative approaches in Higher education.
- have an augmented Gross Enrolment Ratio (GER) of 50%.
- reduce state-wise, gender based and social disparity in GER to 5%.
- emerge as the single largest provider of global talent with one in four graduates in the world being a product of the Indian higher education system.
- be among the top five countries in the world in terms of research output with an annual R&D spend of US\$ 140 billion.
- have more than 20 universities among the global top 200 universities.

Various Government initiatives are being adopted to boost the growth of distance education market besides focusing on new education techniques, such as E-learning and M-learning.

Education sector has seen a host of reform and improved financial outlays in recent years that could possibly transform the country into a knowledge haven. With human resource increasingly gaining significance in the overall development of the country, development of education infrastructure is expected to remain the key focus in the current decade. In this scenario, infrastructure investment in the education sector is likely to see a considerable increase in the current decade.

The Government of India has taken several steps including opening of IIT's and IIM's in new locations as well as allocating educational grant for research scholars in most Government institutions. Furthermore, with online mode of education being used by several educational organisations, the higher education sector in India is set for major change and development in the years to come.

### **1.2.5 Reports**

India's education sector offers a great opportunity with approximately 29% of India's population in the age group of 0 to 14 years. Education sector in India is expected to reach US\$ 180 billion in FY20. India's higher education segment is expected to increase to Rs. 2,44,824 crore (US\$ 35.03 billion) by 2025. India was ranked 34 among the 100 countries in English Proficiency Index 2019. Increasing internet penetration is expected to help in education delivery. As of December 2019, internet penetration in India reached 54.29%.

India has over 250 million school going students, more than any other country. It also has one of the largest networks of higher education institutions in the world. Number of colleges and universities in India reached 39,931 and 993, respectively, in FY19. India had 37.4 million students enrolled in higher education in 2018-19. Gross Enrolment Ratio in higher education reached 26.3% in FY19.

In 2020-21, there were 9,700 total AICTE approved institutes. Of the total, there were 4,100 undergraduate, 4,951 postgraduate and 4,514 diploma courses in AICTE approved institutes.

Education sector in India remains to be a strategic priority for the Government. The Government has allowed 100% Foreign Direct Investment (FDI) in the education sector through the automatic route since 2002. Total FDI inflow in India's education sector stood at US\$ 3.24 billion between April 2000 to March 2020 according to the data released by Department for Promotion of Industry and Internal Trade (DPIIT). In India, the edtech market is expected to reach ~US\$ 3.5 billion by 2022; received investments worth ~US\$ 1.5 billion in the first nine months of 2020, against US\$ 409 million in entire 2019.

The Cabinet chaired by the Prime Minister, Mr Narendra Modi approved the National Education Policy 2020, making way for large scale, transformational reforms in both school and higher education sectors. The policy is built on foundational pillars of Access, Equity, Quality, Affordability and Accountability, and is aligned with the 2030 Agenda for Sustainable Development. According to Union Budget 2020-21, the

Government has allocated Rs. 59,845 crore (US\$ 8.56 billion) to the Department of School Education and Literacy. Revitalising Infrastructure and Systems in Education (RISE) by 2022 was announced in Union Budget 2020-21 at an outlay of Rs. 3,000 crore (US\$ 429.55 million).

In October 2020, the union cabinet chaired by Prime Minister Mr. Narendra Modi approved implementation of the Strengthening Teaching-Learning and Results for States (STARS) project with a total cost of Rs. 5,718 crore (US\$ 775.99 million); the project will also receive financial support worth US\$ 500 million from the World Bank.

On November 6, 2020, Tata Technologies Ltd. entered into a Memorandum of Agreement (MoA) with the Karnataka government for 10 years with an investment of Rs. 4,636.50 crore (US\$ 631.90 million) to upgrade and modernise 150 government Industrial Training Institutes (ITIs) in the state to provide standard training for 'Industry 4.0.'

The Union Minister for Skill Development and Entrepreneurship, Dr. Mahendra Nath Pandey, and Mr. Barry O'Farrell, Australian High Commissioner, participated in a virtual meeting to operationalise and implement VET cooperation to promote development of occupational standards in order to strengthen cooperation in skill development and vocational education and training (VET) between India and Australia.

On November 4, 2020, India's public broadcaster Prasar Bharati entered into an MoU with the Ministry of Electronics and Information Technology to launch 51 direct-to-home (DTH) education TV channels.

On October 16, 2020, Union Education Minister Mr. Ramesh Pokhriyal 'Nishank' launched the 'KAPILA' Kalam Program for IP (Intellectual Property) Literacy and Awareness Education campaign, which is likely to create awareness on patenting of inventions.

On October 16, 2020, Union Minister for Education, Mr. Ramesh Pokhriyal 'Nishank', inaugurated two facilities—Innovation & Incubation Centre and Sports Complex—in IIT Jodhpur.

### **1.3 Company Profile**

SMART Training Resources is the pioneer in Placement Training and the largest career development company in India. SMART has trained 1.7 million students pan India on relevant Employability Skills like Language & Communication Skills, IT Skills, Life Skills and Aptitude Skills to enhance their overall “Employability Quotient” and transform them into “ready to deploy” talent mapped to industry requirements.

#### **Vision and Mission of the company**

##### **Vision**

- To become the most sought after training organisation for employability and corporate skills in institutions and organisations.

##### **Mission**

- To facilitate campus corporate connect.

We believe that each project is another opportunity to build trust and partnership, to make ideas reality and to achieve success. It is a guiding idea that drives our commitment to push the boundaries of design and technology. By applying good work etiquette and biblical workplace principles we do our best to achieve your business goals

Your success is our top priority. To achieve that we make sure that we work closely with your team. We listen very carefully to your needs and provide a solution that works.

#### **SMART Training Resources India Private Ltd.**

- The Journey of SMART, which began in the year 2002, has now become the reality of being the pioneers as leaders of placement training nationwide.
- During this period, SMART has touched the lives of over 1.7+ million students in over 750+ colleges across India.

- SMART is a well-recognized brand among students, training & placement offices of higher education institutions and corporate. SMART is the name to reckon with in the business of placement-oriented training and recruitment services.

## Corporates Speak



"Excellent work done by the team to fulfill the customer and the student needs. Great Job."

Gokulnath R - HR  
Amazon



"Great Initiative. Please keep me informed of future Initiatives."

Mr Rayaprolu S S Sarma - Manager  
Graduate Talent Program (India)  
Virtusa



"SMART is really SMART, doing a SMART job across campuses. We have heard quite a lot about the extraordinary job of competency building among students."

A K Pattabiraman - Head Accreditation  
Tata Consultancy Services



"Excellent commitment to enhance entry level skills of 'Gen - Y' to be an all round performer in industries. Wish the vision many more to come."

Hema Gopal - Vice President  
Global Head, IBM Centre of Excellence, TCS



"Good platform to connect Academia and Industry. Thrilled to see the enthusiasm of the SMART Team."

Mr Rathinavel Rajan - HR Leader  
Ingersoll Rand (India)



"Appreciate the great initiative."

Mr Shashikanth Jayaraman - Head HR  
TVS Automobile Solutions



"Good Initiative to collaborate with the industry and academia."

Ms Preethi - Group Manager HR  
HCL



"SMARTica has taken it up as a task to ensure that they follow a MANTRA to be a successful organization by being socially responsible. We on behalf of NASSCOM wish the management and employees of SMARTica All the Very Best! for their future endeavours."

K Purushothaman - Senior Director  
NASSCOM



"SMART, as the name indicates, is doing a remarkable job in building the future talent and bridging the gap of industry - academia in today's business requirements. Great Initiative and happy to be part of it. Way to Go!"

Joshua David M D  
HR Talent Acquisition  
CTS



"Excellent program. Nice to come here and appreciate the good work done. Keep it up."

Mr Stanley George - Head HR  
Hexaware Technologies



"I am really happy to note that you are doing a wonderful service to the engineering society and helping the young engineers to elevate themselves to become employable. This would mean that many families are being benefitted."

R Sridhar - General Manager  
Global Media Solutions, Tata Communications

## Prestigious Clients



#### **1.4 NEED FOR THE STUDY:**

Since morale is basically the results of smart human relations, its promotion is that the primary responsibility of the management. It ought to be remembered, however, that the work of morale promotion isn't a brand new development in industry; it's solely far more necessary than in handicraft days. Even in those days, the employee had to be inspired to allow the simplest worth to the master, by applying his data and ability to the creating of the article that the leader hoped to sell to pay wages and build his profit.

But there's a massive distinction within the attitudes then and currently. At that point the employee knew for whom he created the article; why he was creating it; what quantity the master would charge; what quantity the fabric cost; wherever it'd come back from; there was a full probability for him to point out his workmanship; it absolutely was his product, and he was happy with it. It gave him complete satisfaction and a way of pride, his morale was high. Within the works of nowadays the employee produces solely a fraction of a commentary.

- 1 A willing employee, a happy employee is mentally thus set that he will devote a lot of attention, apply a lot of skills, overcome the difficulties and bring home the bacon high productivity. Of these area unit the impact of high morale. If there's low productivity, and no congenial relation between the workers and supervisors and management the progress is absolute to be affected adversely. Thus existence of high morale amongst the staff is of utmost importance.
- 2 Secondly, the staff area unit the representatives of the organisations. If they're revered by the society generally, it offers name to the organization and smart name comes with it. Such a name additionally makes the organization roaring.
- 3 Thirdly, if the staff have high morale, it's the positive impact of positive approach of management towards allied factors. Organisations behavior, policy and minimum disputes area unit proven from the existence of high morale. Such respect may be commanded by the employees having high morale.
- 4 Fourthly, a happy employee refrains himself from living aloof from the task. This reduced the absence and thereby high turnover is achieved.

- 5 Fifthly, if industrial disputes and worker grievances area unit avoided that is feasible by raising worker morale, it adds to the name of organization.

Thus, existence of high morale within the worker singly or in cluster is most vital for the progress and high name of organization.

### **1.5 Scope of the Study**

Morale can inspire among the staff for higher performance and job satisfaction. By doing this study we tend to return to understand the staff performance and motivation within the organization. Employee's relationship & strength are found through morale. Morale can gather to realize cluster goal. The main aim of the study is to analyse the employees morale level with effect to compensations received.

### **1.6 Statement of the Problem**

Benefits programs provided to employees that have the intent to maintain and to improve the physical and mental condition of employees in the hope to increased productivity of work stated by Ramadhany, M., dkk. .Improvement of the physical and mental conditions will stimulate the morale of work that affects the growing sense of responsibility of employees and the obligation to complete the job well. The company strives to pay more attention on employees than to pay the salary, the company has considered several benefit packages to boost the morale or motivation of employee stated by Stalmašeková, N, et al. Employee benefit aims to maintain high morale and employee motivation so it can keep for longer duration, creating comfortable working conditions and creating harmonious working relationships between employers and employees staed by Reenu, M., Panwar, J. S..

According to Vallas, Elson, Pearson stated in Odeku, O.F., Odeku, K.O. lack of or inadequate benefit package to the employees limits the social and organizational conditions of workers and impact on their productivity. It could impact also on the team morale which limits the firm's ability to provide an overarching normative or moral framework within which workplace change might unfold, leaving team systems vulnerable to anomic tendencies, to status distinctions among hourly employees, and to other sources of instability.

Morale on work or high morale can be interpreted as an employee feel the satisfaction in his job, have high effort, creative work, do the initiative and have a high commitment to the company as well as the focus on achieving the goals of the company than to the goals of themselves. While low morale impacts the opposite such as increase complain, thus making poor performance stated by Tiwari, U..

Employee satisfaction has remained a remarkable area of discussion in the field of management, psychology and especially in organizational behavior and human resource management. It is extremely necessary for the management to look into the welfare and well-being of their employees such as looking into the monetary and non-monetary rewards. Organizational rewards system and employees' satisfaction is seen as an interrelated component in an organization. Organizational rewards are known to help an organization boost the employees' motivation thus leading to employees' satisfaction. According to Danish and Usman stated in Munap, R. that rewards system serve as the most contingent factor in keeping employees' self-esteem high and passionate. According to Güngör stated in Shahzadi, I., et al. The organizations in this dynamic globalized world are continuously trying to develop and motivate their employees to help achieve enhanced performance with various Human Resource applications and practices. Reward management system is the highly used practice for the enterprises to achieve the desired goals.

According to Nitisemito stated in Danti, F. P., dkk. In order to increase employee morale in the organization of the company, it should be consider several factors that trigger increasing morale such as: Adequate salary, Spritual need attention, Comfortable work environment, Self-esteem, Conformity of employee placement, Feeling safely for the future, Growth of loyalty, Involving employee on discussion, The right incentive.

From the description above if the company can implement employee benefit program very well, it can make employee morale higher and better. It is clear that given employee benefits program will affect employee morale. So that corporate goals can be achieved in accordance with that has been established.

## **1.7 Objectives of the Study**

### **1.7.1 PRIMARY OBJECTIVES:**

- To study the effectiveness of employee's morale with compensation due to covid-19.

### **1.7.2 SECONDARY OBJECTIVES:**

- To identify the relationship between the employees moral and compensation.
- To examine the factors of compensation due Covid pandemic situation.
- To analyze the employee's moral during the pandemic situation.

## **1.8 Limitations of the study**

Every research work haunted has limitations of its own. This project work is said to be not an exception to this rule. All possible efforts have been taken to collect the required information and data about the project. However, efforts are contained due to the following:

- The topic of employee morale is too vast, thus time was a limiting factor.
- The process of collecting data through interviews or questionnaires was a time-consuming and tedious exercise.
- Since it's a busy company, and thanks to their audit program, we had to visit the company office, many times for the collection of our data, and only 145 samples were made available to us.
- it is said to be not possible to interview the whole employee's altogether the departments as they were too busy with their work and there were a lot of formalities to approach them.

## CHAPTER - 2

### REVIEW OF LITERATURE

**M. Kanimozhi, Vinothkumar (2020),** The research in this article focuses on the effectiveness of employee morale and its impact on employee relations in manufacturing industry. As relationship with the organization facilitates employee to develop trust and satisfaction that has an effect on developing positive morale. The plays of Morale are no less important for an industrial undertaking. The success or failure of the industry much depends up on the Morale of the employees. This article describes about the background of the term morale and the methods used by the industries to increase morale in the workplace. The outcome from this study is used for other factors in human resource management like Employee motivation and Job satisfaction. Employee morale is viewed as feelings of well-being an employee has in a workplace setting and it is proven to have a significant effect on job satisfaction and productivity. As morale describes the emotions and attitude, employees who are optimistic and happy tend to have high morale and employees who are pessimistic and unhappy have low morale.

**Suguna devi, A,G Ravi (2020),** 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. The study at Gandhimathi Appliance were cleared that there showing various factors which influences morale and productivity of the employees each as Social Security measures, welfare facilities, salary status, Bonus, health condition, shift system and recognition of work are getting much importance. 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 of butterfly pvt ltd. 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.

**Dr. P.S Chandini (2020),** In this study make an attempt to assess the overall satisfaction of employees and the effectiveness of employee morale in Kanaka Polypack Pvt. Ltd, Aluva, and also study the factors influencing the employee morale. For this study 100 employees of Kanaka Polypack was selected. Data were subjected to descriptive statistics and tool used for this study was chi square test and descriptive statistical tools. The results also indicates that most of the employees are proud to be a part of this business organization. Morale is the depiction of emotions, satisfaction and overall attitude towards the work atmosphere. Productivity of the company or institutions are directly related to the morale of employees. Highly satisfied employees have high morale while dissatisfied employees have low morale. Employee morale was measured using job satisfaction, organizational commitment, etc. a high morale means the employee is satisfied with the job, puts in effort, is creative, takes initiative is committed to organizations and focuses on achieving organizational goals rather than personal goals.

**Uma Devi (2020),** this paper is about a study conducted on measuring the impact of morale on organizational commitment with special reference to college teachers. From the analysis it is found out that teachers have high level of morale and organizational commitment. The overall morale is higher in Government colleges. The lowest morale is found among self-financing teachers. Further, it is found out that there is a significant difference in the level of morale among the Government, aided and self-financing teachers. 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 (Kruskal –Wallis One way ANOVA Test). 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. The success of any organization lies in the hands of the employees working in it. There are two magical words which make the employees to involve and outperform in their work which are morale and commitment. The literature confirms that employees with high morale and commitment show higher productivity in their respective jobs. Morale

is a moral condition with respect to cheerfulness and zeal. It is a state of mind, and an emotional attitude. Organizational commitment is work-related outcome. People who are committed are likely to stay in an organization and work towards the organization's goals.

**David Weakliem (2020)**, this study considers the relationship between morale and workplace productivity in a representative sample of Australian workplaces. It focuses on three questions: the shape of the relationship, whether the effects of morale are contingent on other factors, and the paths by which any effect takes place. The results show that morale influences productivity in an approximately linear fashion. The effect of morale on productivity appears to be larger when management regards product quality as important and attempts to develop a corporate ethic and culture. Morale is associated with greater work effort, but the relationship between work effort and productivity becomes stronger at higher levels of morale. Thus, part of the influence of morale on productivity is a matter of increasing the effectiveness of workers' efforts.

**Kandavel, Sakhtivel (2020)**, This study is an attempt is understanding and measuring what are the challenges and difficulties faced by an employee's in an organizations. The reason is now all are in the competitive world need to update our knowledge. The data is collected from structured questionnaire. Sample size is 160 and also it is a stratified sampling. The respondents are the employees from the sugar mills cuddalore district various. In this study T-test, ANOVA, Pearson's correlation are used for analysis. Result of this study is Majority of employees found that training is beneficial for their development and training positively influencing the morale of employee. Training is a major concept in today's business world, most of the organizations are concentrating how to develop their organizational policies, because the secret of successful organizations is the best efficient employees. Training increases the employee morale. So, this is automatically helps to increase the business outcomes.

**Osama sabaith (2019)**, the current 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. A questionnaire was designed to achieve the purpose of this purpose, and it was distributed to selected accounting and management employees working in different Jordanian business environments. The number of questionnaires analyzed were (276) questionnaires. Resolution data were analyzed using the statistical program Smart PLS (Partial Least Square). The study concluded that low morale and low motivation affect productivity and competitiveness, and it also recommends that management should work on increasing productivity by increasing employees' satisfaction through re-engineering systems and processes and providing incentives, education and training.

**Carolyn Ashe (2019)**, 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. There is also research that revealed high-level job performance results and high employee commitment and not the other way around. This research attempts to discover if morale, productivity and profit are related. The study was based on a sample of employees in five Engineering organizations. The employees were surveyed about whether their job performance was affected by individual morale within the organization. If so, how they perceived their productivity levels would fluctuate as determined by four levels of morale. The results revealed a direct relationship between job performance and morale. When morale is low, productivity is low and in turn, profits may be affected.

**Prayogya setia darma (2019)**, this research aim is to determine the effect of compensation on employee satisfaction and employee performance and employee satisfaction to mediate the effect of compensation on employee performance. The research objects are employees of PT. Telekomunikasi Indonesia. The data is collected by questionnaires and analyzed by SmartPLS version 2.0M3 software. The results show that compensation effects on employee satisfaction and employee performance at PT. Telekomunikasi Indonesia. Employee satisfaction can mediate

the effect of compensation on employee performance. It can be concluded that compensation at PT. Telekomunikasi Indonesia, has been classified as good and can improve employee satisfaction and employee performance. The globalization era requires employees to have good performance and results. Therefore, many companies implement compensation system. Effective compensation is expected to add value to employee's satisfaction to stimulate employees to always work better.

**Schrita Osborne, Mohamad S. Hammoud (2019)**, the purpose of this case study was to explore strategies that some communication business leaders use to engage their employees. The target population consisted of four communication business leaders in Jackson, Mississippi, who possessed at least 1 year of successful employee engagement experience. The self-determination theory served as the study's conceptual framework. Semi structured interviews were conducted, and the participating company's archived documents were gathered. Patterns were identified through a rigorous process of data familiarization, data coding, and theme development and revision. Interpretations from the data were subjected to member-checking to ensure trustworthiness of the findings. Based on the methodological triangulation of the data collected, prominent themes emerged from thematically analyzing the data: rewards and recognition, empowering employees, and building a bond between leaders and employees.

**Muhammad Ramzan, Hafiz M. Kashif Zubair, (2018)**, the purpose of this research is to measure the impact of compensation on employee performance. Compensation is very important for the performance of the employees. Therefore they are very important for the organization too. A questionnaire was designed to collect the data on the factors related to compensation like salary, rewards, Indirect Compensation and employee performance. The data was collected from different banks of Pakistan. The data collected were analyzed in SPSS 17.0 Version. Different analytical and descriptive techniques were used to analyze the data. It is founded from different results that Compensation has positive impact on employee performance. It is proved from correlation analysis that all the independent variables have weak or moderate positive relationship to each other. Regression analysis shows that all the

independent variables have insignificant and positive impact on employee performance. Descriptive analysis also reveals that all the independent variables have positive impact on employee performance. ANOVA results reveal that education have not same impact on employee performance.

**Nausheen Shakeel, Sahar but (2019)**, the purpose of our study here is to fulfill this task. We have studied literature from 1947 to 2014 and ten papers were selected from each decade through Google scholar to create a set of variables from the literature. In this way 60 or more papers were studied which identified work related and non-work related factors that cause employee retention. Monetary and non-monetary factors that were identified are pay, promotion, social environment, working conditions, relationship with immediate boss, respect, location of organization, organizational justice, organizational prestige, recognition, work-life balance, job satisfaction, job involvement, job content, training, job embeddedness, flexible work arrangements, status, career development, organizational values and beliefs, organization support, Job is not what worker expected, job and person mismatch, growth opportunities, appreciation, trust and support, stress from overwork, new job offer. The research in this area is segmented and either one or few variables have been understudy e.g. one researcher worked on impact of occupational pension on retention and the other researcher worked on how promotion, awards and supervision influences employee retention. Work has been done on organizational commitment that leads to retention. Career opportunities, work life policies, job characteristics etc. however no work of literature has tried to integrate and consolidate the various factors that have been empirically studied in a single body of work. This paper incorporates all this segmented work into an integrated conceptual model which will help organizations to take care of all factors that influence employee retention instead of one or two of them.

**Chukwuma Stephen Chukwudumebi (2019)**, The paper considered the significance of fringe benefits on employee morale and productivity in oil companies using Shell Petroleum and Development Company Warri in Southern Nigeria. The objective of this study was to find out the significance of fringe benefits on employee morale and

staff productivity. Three hypotheses were tested based on the direction and collection of data from various respondents through administered questionnaires and direct interviews. A total of fifty (50) questionnaires were distributed to the categories of staff in the company. Chi-square test was used to test the hypotheses and the results was significantly accepted. Findings revealed that fringe benefit as an incentive, significantly affects employees morale and productivity. As such it should be enhanced. We concluded that fringe benefits play a vital role in the level of employees' morale and productivity of companies. Also recommendation on increase in the various forms of fringe benefits in private and public companies was made. Bearing in mind "that those who promote these benefits will have increased ability in return and those who distant themselves will fail... That is what is called being a leader and responsive teacher of successful men"

**Mohammd Abuhashesh, Rand Al-Dmour (2018)**, the study measures the impact of each factor on employee satisfaction. The research population is the body of employees in Jordan's industrial sector, with a random sample of industrial employees representing the population. The quantitative method is used to examine the research question. The study found that Jordanian employees care the most about their salaries and position more than any other factors. Therefore, we recommend that Jordanian manufactures consider studying the range of salary for each position, so they do not miss out on talented people or lose a good employee. In order to help the Jordanian industrial sector to minimize the amount of time and money currently spent on recruiting and training new employees due to the rapid employee turnover rate, this study aims to identify the factors which encourage employees to remain in their jobs for a long-term as opposed to those that create negative sentiments thus, leading employees to quit. The factors under focus are wages, organizational culture, benefits, job satisfaction, stress, training and development, promotion prospects, and job security.

**Bello Bashiru, Ajayi Crowther (2017)**, The research provides reward techniques for business organization to understanding what motivate employee through remuneration practices of the organization. The research followed an in depth

questionnaire administered to employees of a telecommunication organization. The result suggested that a careful consideration of job security, prospect of career progression apart from monetary rewards is essential for organizational development and change in employee initiative and boost in employee morale. Abstract In order to increase employee morale in organizations, it is necessary to create appropriate foundation in the organizational environment. In such organizations, where effective factors in the building of employees morale, are implemented completely and correctly, efficiency has been observed to be at its peak.

**Bolanle Odunlami, Oludele Matthew (2017)**, this paper examined the effect of Compensation Management on Employees Performance in the Manufacturing Sector, A case study of A Reputable Food and Beverage Industry. The objectives were to: determine the extent at which compensation management affect employees performance, evaluate the relationship between working condition and employee performance, access the rate at which welfare services affect employees performances, explore relationship between compensation management and improved productivity and explore the relationship between compensation management and detainment of staff. The results of the findings show the  $f$  – statistics of 32.222 which implies that the model is statistically significant. It shows that there is a significant relationship between good welfare service and employees performance. The  $f$ -statistics of 12.052 shows that the model is statistically significant. This shows that there is a significant relationship between compensation management and improved productivity. The  $f$  – statistically of 11.237 shows that the model is statistically significant. It shows that is a significant relationship between compensation management and employees performance.

**Alam Sageer, Puja Agarwal (2016)**, In this paper various variables responsible for employee satisfaction has been discussed such as Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as Promotion and career development also has been described .This paper also deals the various ways by which one can improve employee satisfaction. Employee satisfaction is the

terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically Employee satisfaction is a measure of how happy workers are with their job and working environment.

**Rina Novianty, Siti Noni Evita (2016)**, this research use approach of research method with the approach of path analysis. Measurement of the research using questionnaires with a semantic differential scale, while the population in the study consisted of 43 employees. The result of the research shows that the dimension of the research variable is valid and the variable of financial incentives relationship has a positive effect on employee motivation. The financial incentive is a bonus given to employees as a result of employee work motivation in the company.

**Chika Ebenezer Duru, Dominic Shimawua (2016)**, this research study investigated the effect of work environment on employee productivity using Edo City Transport Service whether inadequacy of the various conditional factors can affect productivity of employee. The objective of this study therefore geared towards ascertaining whether the nature of work environment lead to low productivity, absenteeism and lateness among employees. With the objective of the study in mind, this research project work focused on examining the effect of work environment. To achieve the study objectives and for the purpose of this seminar paper, secondary data were collected and analyzed as well. From the research findings, if good office environment is provided for employees, it will go a long way to enhance their morale and performance. Also, if office is neat, noiseless, properly arranged well lighted and ventilated, employees will feel a sense of belonging and this will make them to work efficiently and effectively. Good physical working environment inspires workers to spend more time in their various offices, employees responded emotionally better towards the provision of good office environment by not absenting themselves unnecessarily from work, lateness to work and other negative attitude will be drastically reduced. Good working environment increase individual output therefore leading to growth of the organization. Based on the research study findings, the

researcher recommended the followings: The organization should map out program for provision of good work environment to increase productivity and of promoting occupational safety and health of workers. The organization should ensure that the office of its workers is always clean, tidying up and properly arranged for easy movement and comfortable to the workers and customers.

**Uma Raman, Shanmuga Priya (2016)**, the purpose of the study is to explore the effectiveness of welfare measure on employee morale, level of satisfaction of employees regarding working condition and general attitude of employee towards the organization. And to investigate the adequacy of government assistance measure on representative assurance, level of fulfilment of representatives with respect to working condition and general disposition of worker towards the association. Welfare Measures motivates employee to an excellent extent which results in organizational growth. Welfare measures is a serious factor which affects the employee morale and it also interrelationships with Job satisfaction. This project aims at studying and analyzing the safety and welfare measures of the worker. From the study it inferences that the majority of the workers were satisfied with the welfare measures provided by the government, non- governmental agencies and trade union too, and measures the impact of employee morale.

**Sabarirajan (2016)**, the aim of this research is to analyze the employee morale and job satisfaction among employees of spinning mills in Dindigul. The construct used for this research to test the employee morale consists of intrinsic motivation, work meaningfulness, organizational commitment and work pride. The study was conducted on a total of 110 respondents working in spinning mills located in Dindigul District. Findings suggest that high correlation exists between employee morale and job satisfaction among the employees.

**Nisha Chanana, Sangeeta (2016)**, this paper is a conceptual paper that is based on various research papers, articles, blogs, online newspapers, and reports of World Health Organization. During this pandemic situation, organizations are evolving many engagement activities like online family engagement practices, virtual learning and development, online team building activities, webinars with industry experts, online

conduct weekly alignment sessions, team meet-ups over video conference for lunch, short online game sessions, virtual challenges and competitions, online courses, appreciation sessions, communication exercises, live sessions for new-skill training, online counseling sessions, recognition and acknowledgment session, webinars dealing with anxiety and stress, providing online guidance for exercise and meditation, social interactions in a virtual office, classrooms training modules digitally, e-learning modules, and many more creative learning sessions. Work-from home regime engagement activities are very fruitful for employees as well as for organizations. Those organizations doing these kinds of engagement activities for their employees are learning new skills and developing themselves. Employees are feeling committed to the organization and stay motivated during this tough time of COVID-19 pandemic.

## **CHAPTER - 3**

### **RESEARCH METHODOLOGY**

The purpose of our project work was to study the various employee's welfare facilities and social security measures provided to the employees in the organization in order to raise their morale. Thus keeping this in mind we adopted the following research methodology.

#### **3.1 Research Design**

The Research design used in the study was Descriptive Research design. It includes surveys and fact-finding requires of different kinds. The major purpose of description research designs, as it exists at present. The main racteristic of this method is that the researcher has no control of variables; he can report only what has happened or what is happening.

#### **3.2 Sources of Data**

Primary data collection was done through structure questionnaire. Secondary data was collected from company records.

##### **3.2.1 Primary data**

Primary data are those which are collected a fresh and for the first time and thus happen to be original in character. Primary data can be collected either through experiment or through survey.

##### **3.2.2 Secondary data**

The secondary data on the other hand are those which have already been collected by someone else and which have already been passed through the statistical process.

#### **3.3 SAMPLE SIZE:**

The total sample of the employees for this study is 145.

### **3.4 SAMPLE DESIGN:**

In this project convenience sampling methods is used. Convenience sampling is defined as a method adopted by researchers where they collect market research data from a conveniently available pool of respondents. It is the most commonly used sampling technique as its incredibly prompt, uncomplicated, and economical. In many cases, members are readily approachable to be a part of the sample.

### **3.5 ANALYTICAL TOOLS USED:**

Primary data source was applied for the collection of the data from the employee. Data collected are edited and coded by using the tabular columns. This helps in converting the gathered data into a tabulated grouped data.

- Percentage Analysis
- Chart Analysis
- Anova
- Correlation
- Regression

#### **3.5.1 Percentage Analysis**

It is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding. It refers to a special kind of rates, percentage are used in making comparison between two or more series of data. A percentage is used to determine relationship between the series.

#### **3.5.2 Chart Analysis**

It is said to be applied for better understanding of the percentage analysis and it is done via pie, bar charts etc.

#### **3.5.3 ANOVA**

Analysis of variance (ANOVA) is a statistical technique that is used to check if the means of two or more groups are significantly different from each other. ANOVA checks the impact of one or more factors by comparing the means of different

samples. The one-way analysis of variance (ANOVA) is used to determine whether there are any statistically significant differences between the means of three or more independent groups.

#### **3.5.4 Correlation**

Correlation is a term that refers to the strength of a relationship between two variables. A strong, or high, correlation means that two or more variables have a strong relationship with each other while a weak, or low, correlation means that the variables hardly related. It is used to measure the strength of a linear association between two variables, where the value  $r = 1$  means a perfect positive correlation and the value  $r = -1$  means a perfect negative correlation.

#### **3.5.6 Regression**

The regression model is a statistical procedure that allows a researcher to estimate the linear, or straight line, relationship that relates two or more variables. This linear relationship summarizes the amount of change in one variable that is associated with change in another variable or variables.

## CHAPTER - 4

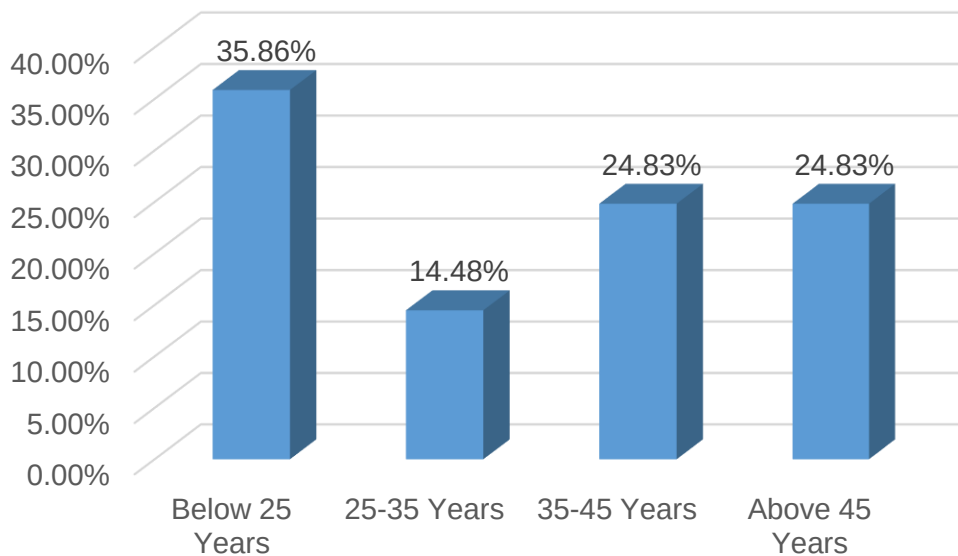
### DATA ANALYSIS AND INTREPRETATION

#### 4.1 Percentage Analysis

**Table 4.1.1: Age of the Respondents**

| Particulars    | No. of Respondents | Percentage |
|----------------|--------------------|------------|
| Below 25 Years | 52                 | 35.86%     |
| 25-35 Years    | 21                 | 14.48%     |
| 35-45 Years    | 36                 | 24.83%     |
| Above 45 Years | 36                 | 24.83%     |
| Total          | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.1: Age of the Respondents**

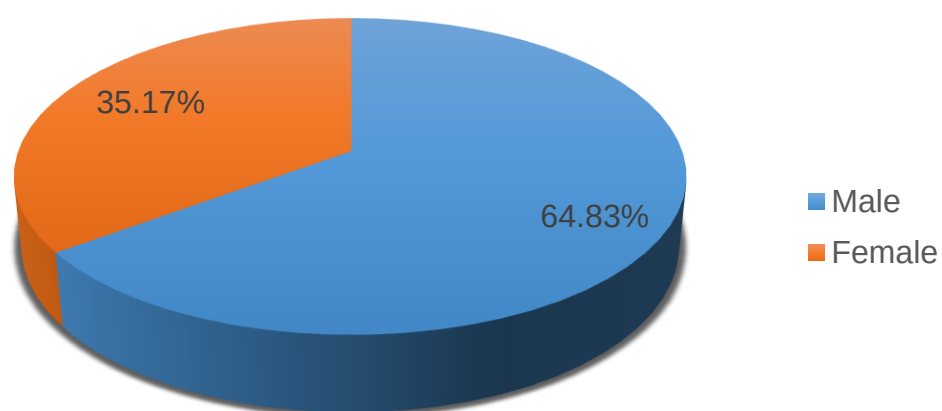
#### **Interpretation:**

From the above table, it is observed that around 35.86% of the respondents are from the group Below 25 years and the remaining 24.83% of the respondents are from the group 35-45 years and above 45 years.

**Table 4.1.2: Gender of the Respondents**

| Particulars | No. of Respondents | Percentage |
|-------------|--------------------|------------|
| Male        | 94                 | 64.83%     |
| Female      | 51                 | 35.17%     |
| Total       | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.2: Gender of the Respondents**

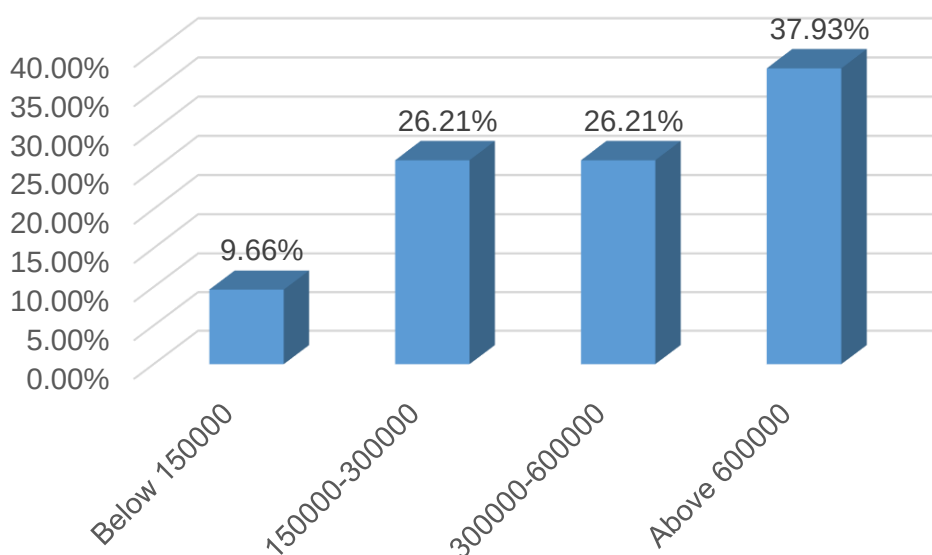
**Interpretation:**

From the above table, it is observed that around 64.83% of the respondents are from the group Male and the remaining 35.17% of the respondents are from the group Female.

**Table 4.1.3: Annual Income of the Respondents**

| Particulars   | No. of Respondents | Percentage |
|---------------|--------------------|------------|
| Below 150000  | 14                 | 9.66%      |
| 150000-300000 | 38                 | 26.21%     |
| 300000-600000 | 38                 | 26.21%     |
| Above 600000  | 55                 | 37.93%     |
| Total         | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.3: Annual Income of the Respondents**

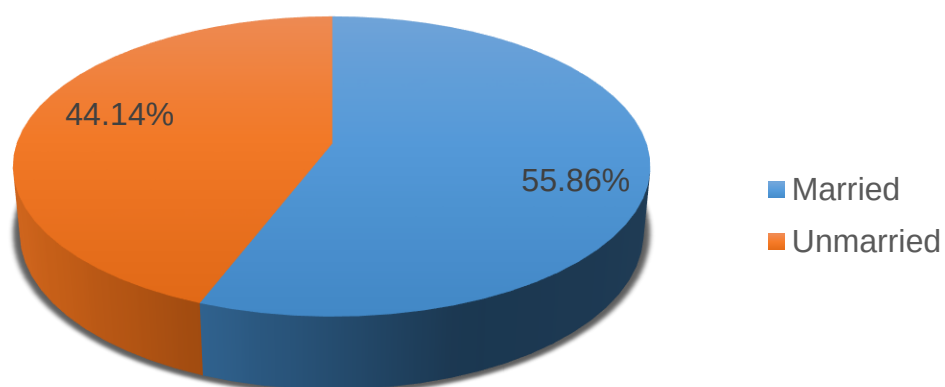
**Interpretation:**

From the above table, it is observed that around 37.93% of the respondents are from the group Above 60, 0000 and the remaining 9.66% of the respondents are from the group Below 15, 0000.

**Table 4.1.4: Martial Status of the Respondents**

| Particulars | No. of Respondents | Percentage |
|-------------|--------------------|------------|
| Married     | 81                 | 55.86%     |
| Unmarried   | 64                 | 44.14%     |
| Total       | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.4: Martial Status of the Respondents**

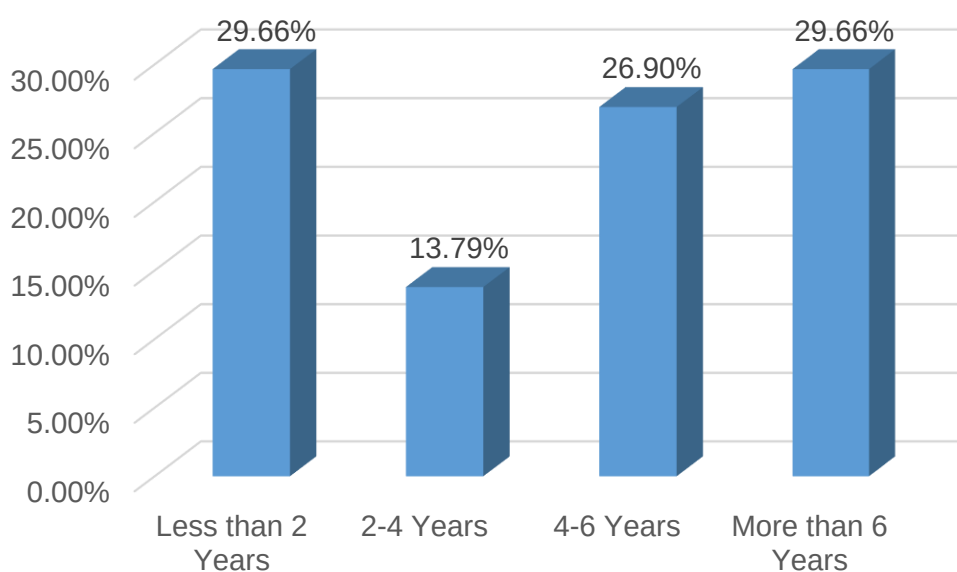
**Interpretation:**

From the above table, it is observed that around 55.86% of the respondents are from the group Married and the remaining 44.14% of the respondents are from the group Unmarried.

**Table 4.1.5: Work experience of the respondents**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Less than 2 Years | 43                 | 29.66%     |
| 2-4 Years         | 20                 | 13.79%     |
| 4-6 Years         | 39                 | 26.90%     |
| More than 6 Years | 43                 | 29.66%     |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.5: Work experience of the respondents**

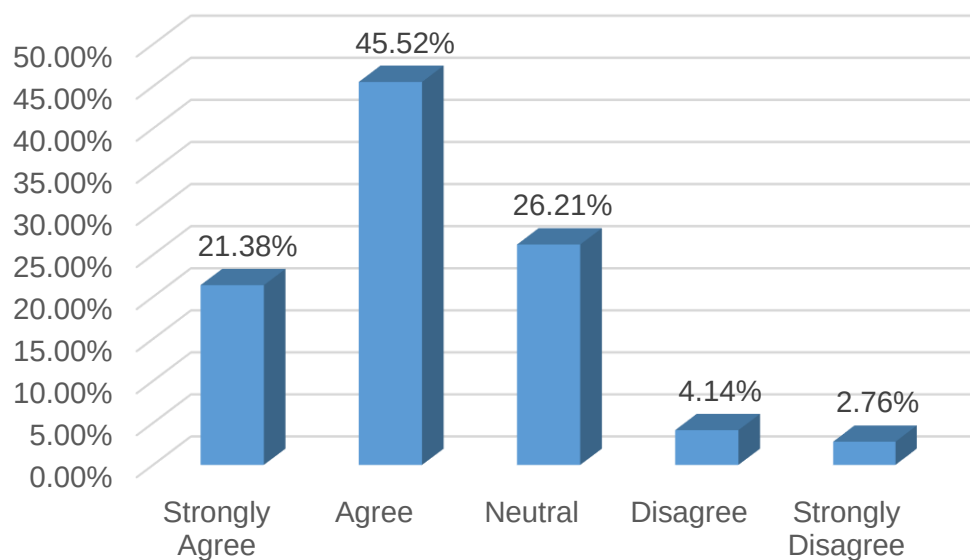
**Interpretation:**

From the above table, it is observed that around 29.66% of the respondents are from the group Less than 2 years and more than 6 years and the remaining 13.79% of the respondents are from the group 2-4 years.

**Table 4.1.6: Company paying the compensation in full during the pandemic**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 31                 | 21.38%     |
| Agree             | 66                 | 45.52%     |
| Neutral           | 38                 | 26.21%     |
| Disagree          | 6                  | 4.14%      |
| Strongly Disagree | 4                  | 2.76%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.6: Company paying the compensation in full during the pandemic**

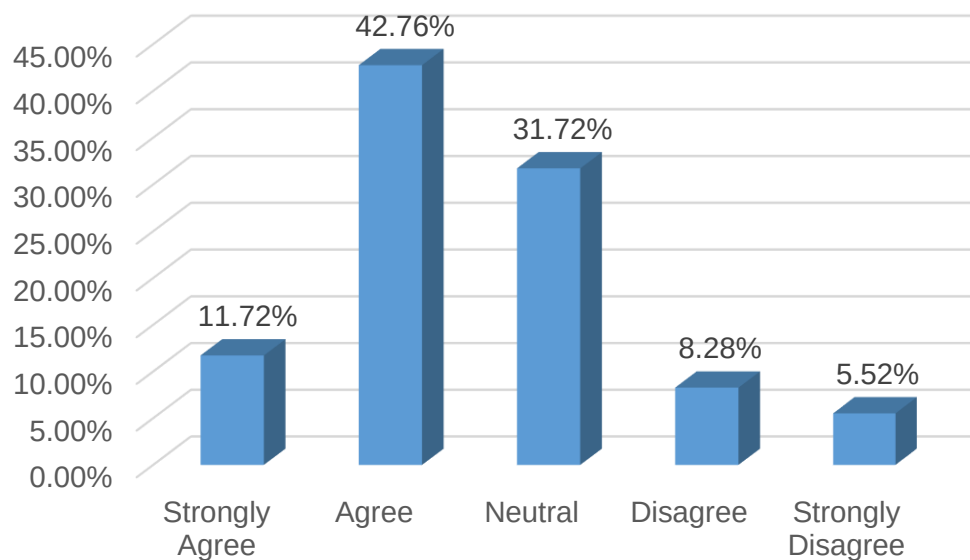
**Interpretation:**

From the above table, it is observed that around 45.52% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.

**Table 4.1.7: Company reduce the compensation during the pandemic**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 17                 | 11.72%     |
| Agree             | 62                 | 42.76%     |
| Neutral           | 46                 | 31.72%     |
| Disagree          | 12                 | 8.28%      |
| Strongly Disagree | 8                  | 5.52%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.7: Company reduce the compensation during the pandemic**

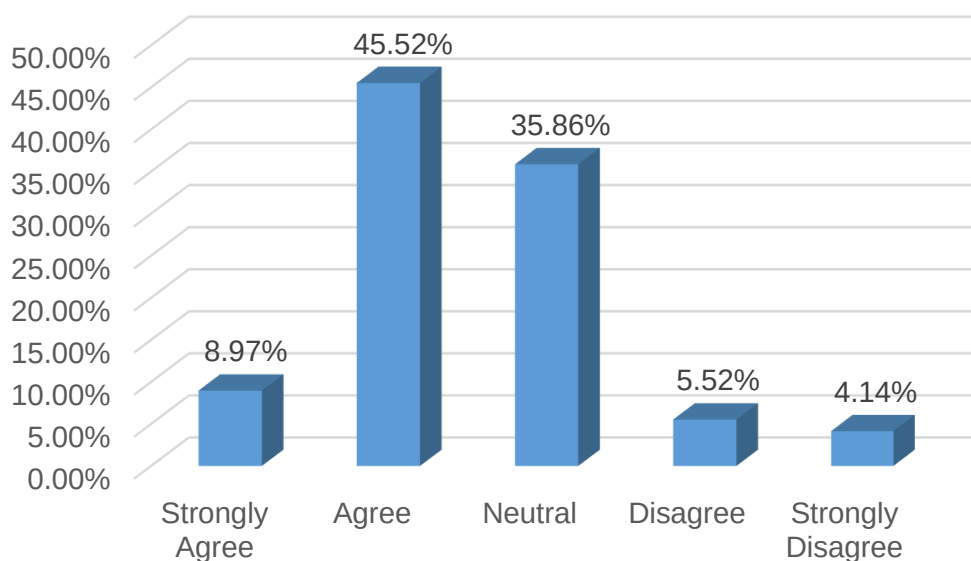
**Interpretation:**

From the above table, it is observed that around 42.76% of the respondents are from the group Agree and the remaining 5.52% of the respondents are from the group Strongly Disagree.

**Table 4.1.8: Incentives and Allowances reduced citing work from home atmosphere**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 13                 | 8.97%      |
| Agree             | 66                 | 45.52%     |
| Neutral           | 52                 | 35.86%     |
| Disagree          | 8                  | 5.52%      |
| Strongly Disagree | 6                  | 4.14%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.8: Incentives and Allowances reduced citing work from home atmosphere**

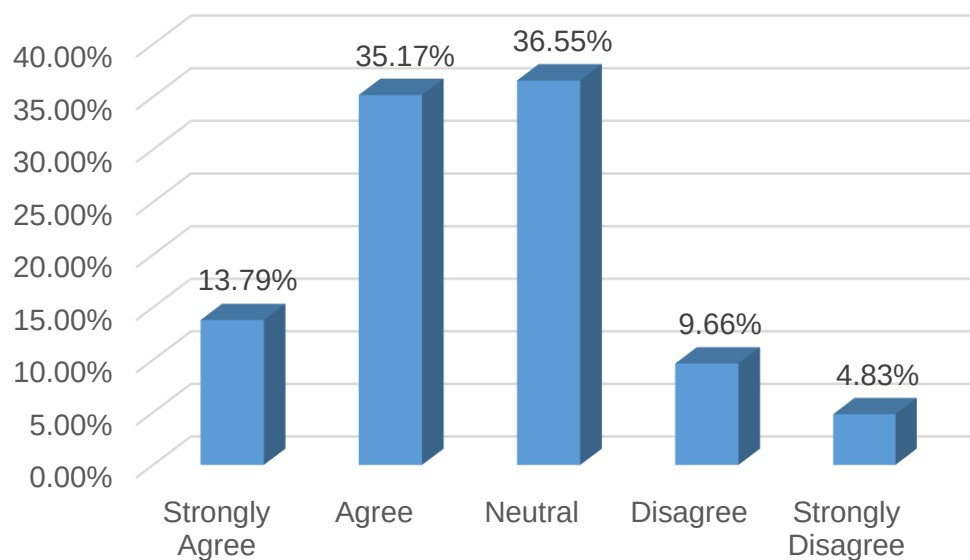
**Interpretation:**

From the above table, it is observed that around 45.52% of the respondents are from the group Agree and the remaining 4.14% of the respondents are from the group Strongly Disagree.

**Table 4.1.9: Company deals with more losses during the pandemic**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 20                 | 13.79%     |
| Agree             | 51                 | 35.17%     |
| Neutral           | 53                 | 36.55%     |
| Disagree          | 14                 | 9.66%      |
| Strongly Disagree | 7                  | 4.83%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.9: Company deals with more losses during the pandemic**

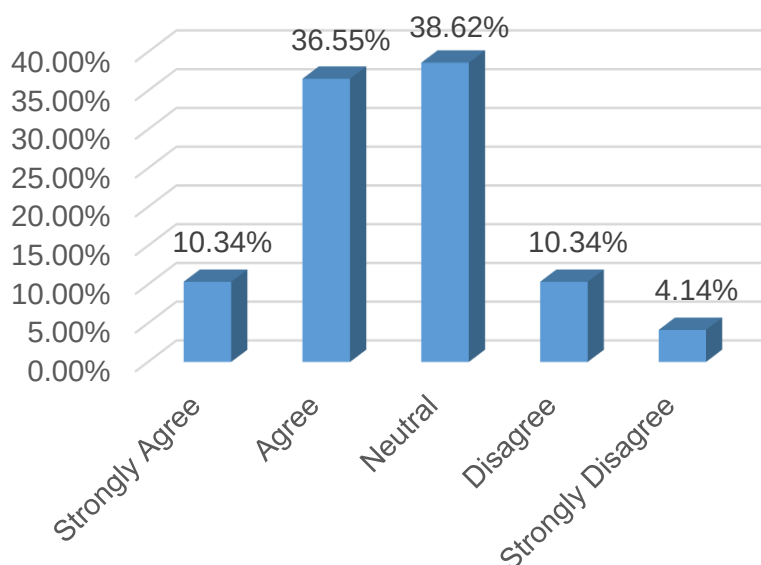
**Interpretation:**

From the above table, it is observed that around 36.55% of the respondents are from the group Neutral and the remaining 4.83% of the respondents are from the group Strongly Disagree.

**Table 4.1.10: Delaying in the payment of compensation**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 15                 | 10.34%     |
| Agree             | 53                 | 36.55%     |
| Neutral           | 56                 | 38.62%     |
| Disagree          | 15                 | 10.34%     |
| Strongly Disagree | 6                  | 4.14%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.10: Delaying in the payment of compensation**

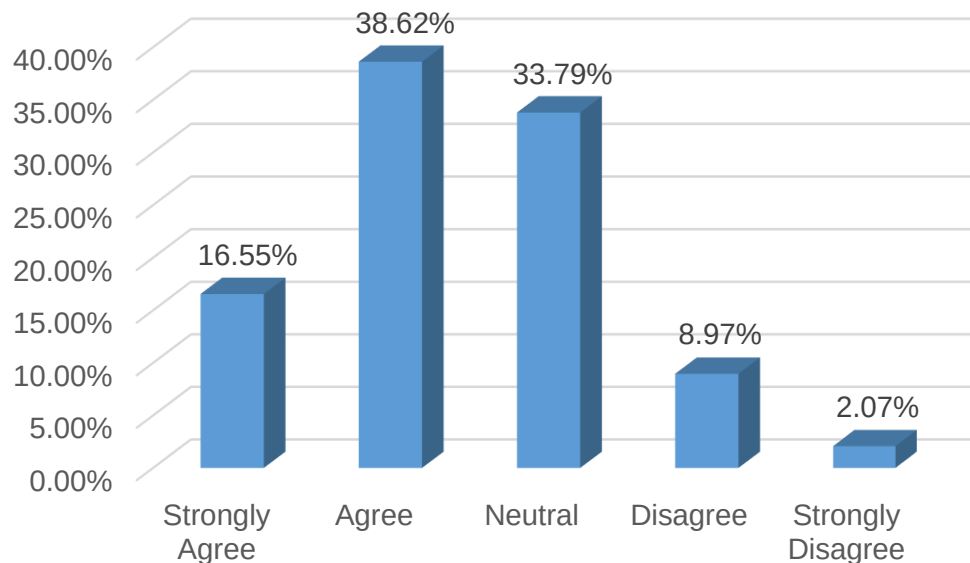
**Interpretation:**

From the above table, it is observed that around 38.52% of the respondents are from the group Neutral and the remaining 4.14% of the respondents are from the group Strongly Disagree.

**Table 4.1.11: Work from home situation affecting the compensation to a greater extent**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 24                 | 16.55%     |
| Agree             | 56                 | 38.62%     |
| Neutral           | 49                 | 33.79%     |
| Disagree          | 13                 | 8.97%      |
| Strongly Disagree | 3                  | 2.07%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.11: Work from home situation affecting the compensation to a greater extent**

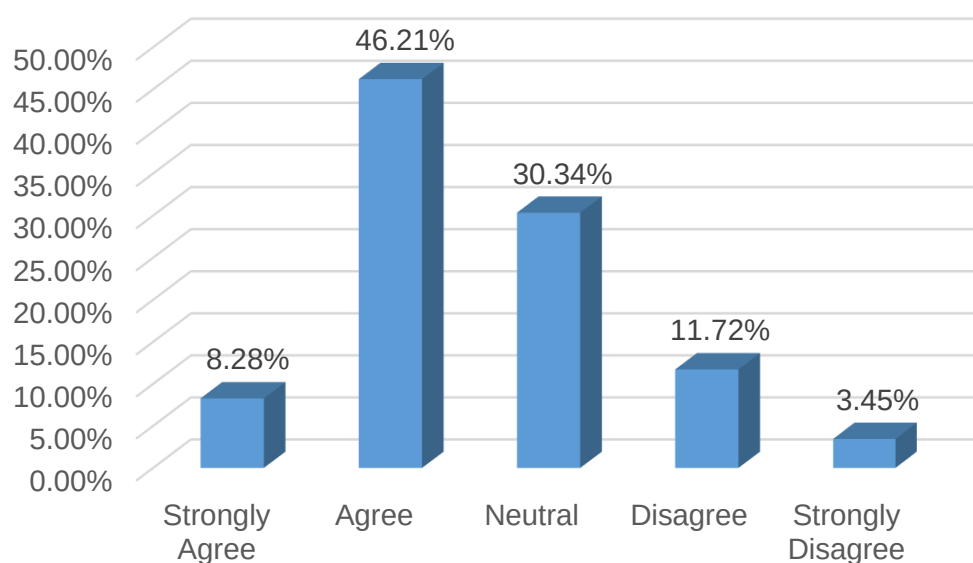
**Interpretation:**

From the above table, it is observed that around 38.62% of the respondents are from the group Agree and the remaining 2.07% of the respondents are from the group Strongly Disagree.

**Table 4.1.12: Paying more to work in a physical office atmosphere during the pandemic**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 12                 | 8.28%      |
| Agree             | 67                 | 46.21%     |
| Neutral           | 44                 | 30.34%     |
| Disagree          | 17                 | 11.72%     |
| Strongly Disagree | 5                  | 3.45%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.12: Paying more to work in a physical office atmosphere during the pandemic**

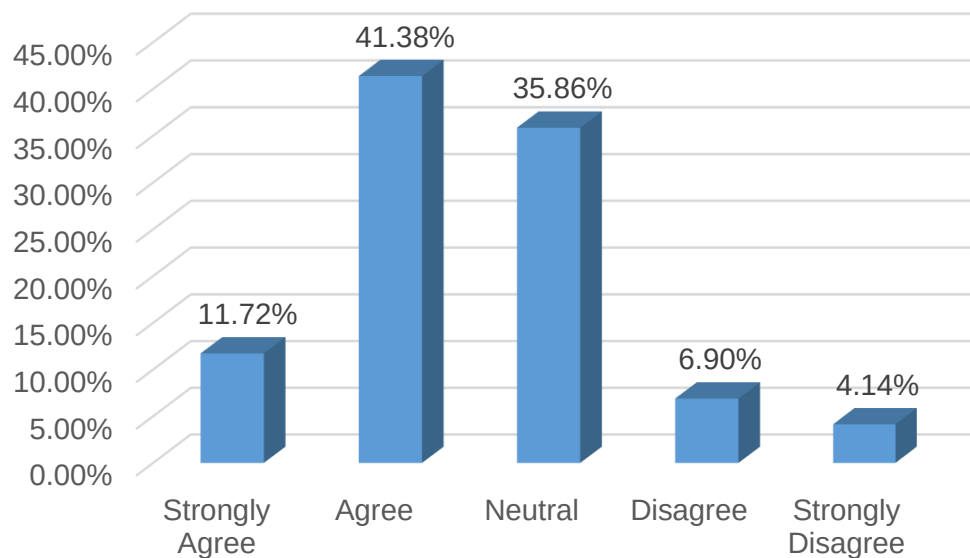
**Interpretation:**

From the above table, it is observed that around 46.21% of the respondents are from the group Agree and the remaining 3.45% of the respondents are from the group Strongly Disagree.

**Table 4.1.13: Reduction in compensation affecting the performance in the job**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 17                 | 11.72%     |
| Agree             | 60                 | 41.38%     |
| Neutral           | 52                 | 35.86%     |
| Disagree          | 10                 | 6.90%      |
| Strongly Disagree | 6                  | 4.14%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.13: Reduction in compensation affecting the performance in the job**

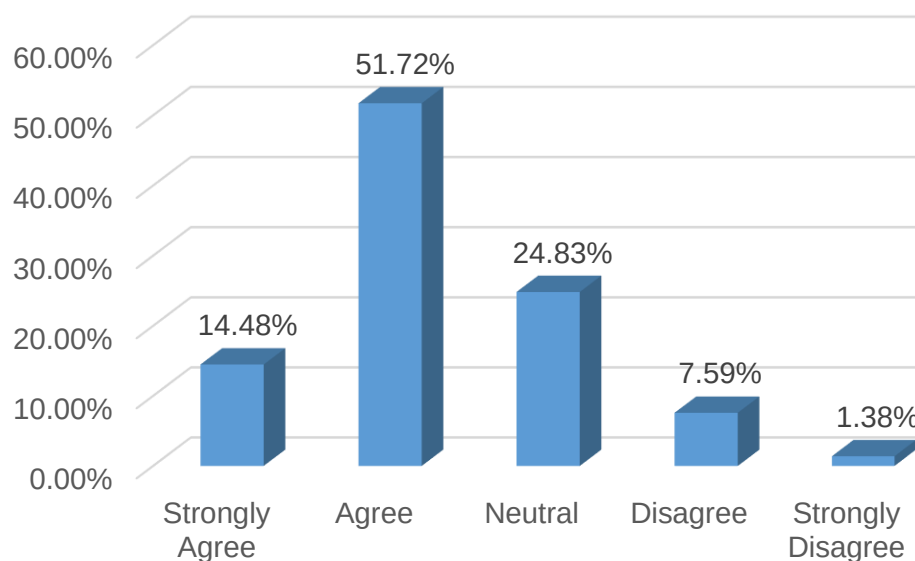
**Interpretation:**

From the above table, it is observed that around 41.38% of the respondents are from the group Agree and the remaining 4.14% of the respondents are from the group Strongly Disagree.

**Table 4.1.14: Company practicing layoff strategies during the pandemic to reduce employee cost**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 21                 | 14.48%     |
| Agree             | 75                 | 51.72%     |
| Neutral           | 36                 | 24.83%     |
| Disagree          | 11                 | 7.59%      |
| Strongly Disagree | 2                  | 1.38%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.14: Company practicing layoff strategies during the pandemic to reduce employee cost**

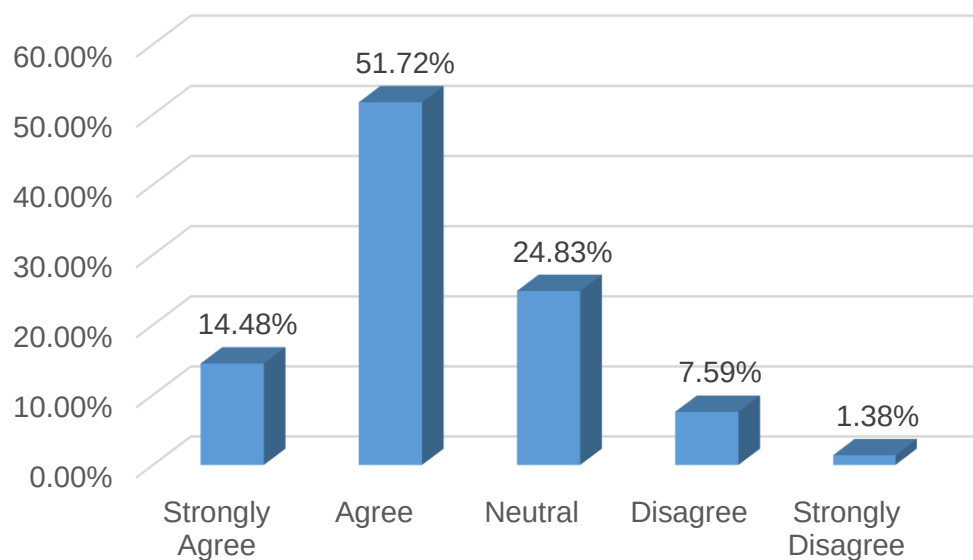
**Interpretation:**

From the above table, it is observed that around 51.72% of the respondents are from the group Agree and the remaining 1.38% of the respondents are from the group Strongly Disagree.

**Table 4.1.15: Company providing all facilities to work from home**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 21                 | 14.48%     |
| Agree             | 75                 | 51.72%     |
| Neutral           | 36                 | 24.83%     |
| Disagree          | 11                 | 7.59%      |
| Strongly Disagree | 2                  | 1.38%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.15: Company providing all facilities to work from home**

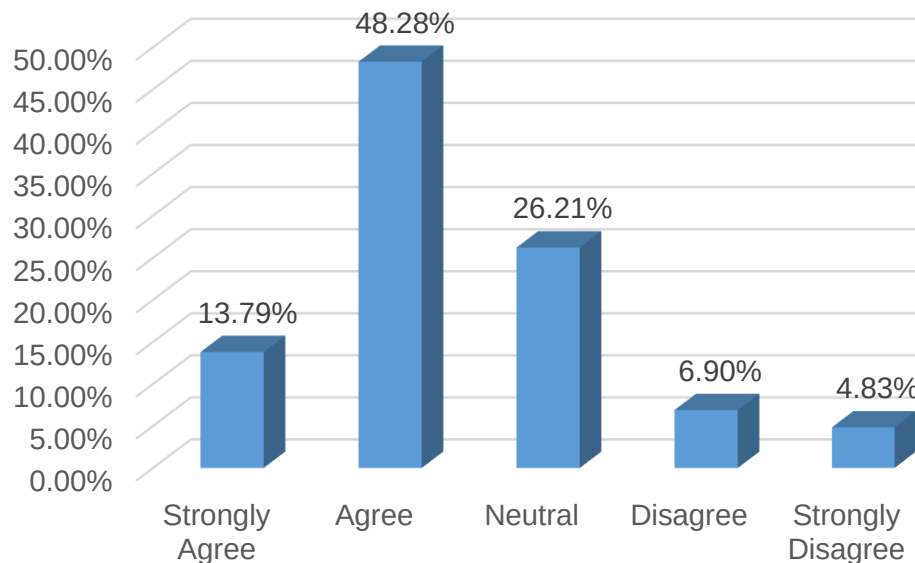
**Interpretation:**

From the above table, it is observed that around 51.72% of the respondents are from the group Agree and the remaining 1.38% of the respondents are from the group Strongly Disagree.

**Table 4.1.16: Reducing compensation used as a strategy to reduce the employee cost**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 20                 | 13.79%     |
| Agree             | 70                 | 48.28%     |
| Neutral           | 38                 | 26.21%     |
| Disagree          | 10                 | 6.90%      |
| Strongly Disagree | 7                  | 4.83%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.16: Reducing compensation used as a strategy to reduce the employee cost**

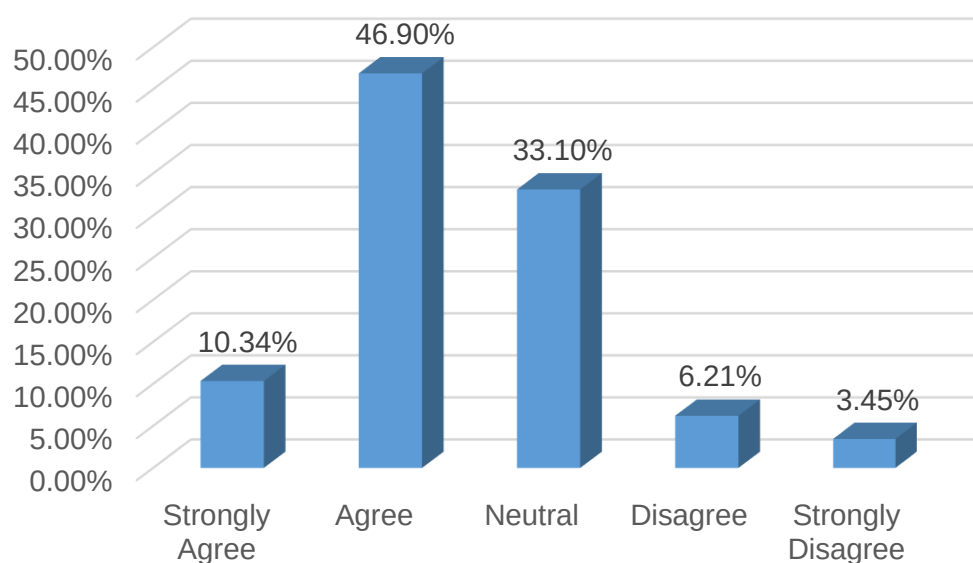
**Interpretation:**

From the above table, it is observed that around 48.28% of the respondents are from the group Agree and the remaining 4.83% of the respondents are from the group Strongly Disagree.

**Table 4.1.17: Allowances such as transportation and food cut citing work from home atmosphere**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 15                 | 10.34%     |
| Agree             | 68                 | 46.90%     |
| Neutral           | 48                 | 33.10%     |
| Disagree          | 9                  | 6.21%      |
| Strongly Disagree | 5                  | 3.45%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.17: Allowances such as transportation and food cut citing work from home atmosphere**

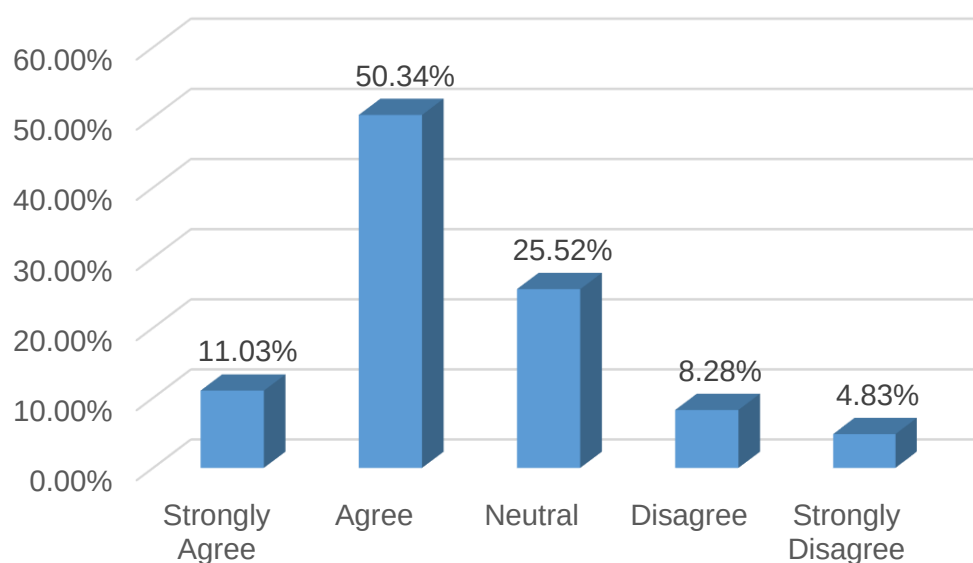
**Interpretation:**

From the above table, it is observed that around 46.90% of the respondents are from the group Agree and the remaining 3.45% of the respondents are from the group Strongly Disagree.

**Table 4.1.18: Company providing the psychological help to overcome the stress during the pandemic**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 16                 | 11.03%     |
| Agree             | 73                 | 50.34%     |
| Neutral           | 37                 | 25.52%     |
| Disagree          | 12                 | 8.28%      |
| Strongly Disagree | 7                  | 4.83%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.18: Company providing the psychological help to overcome the stress during the pandemic**

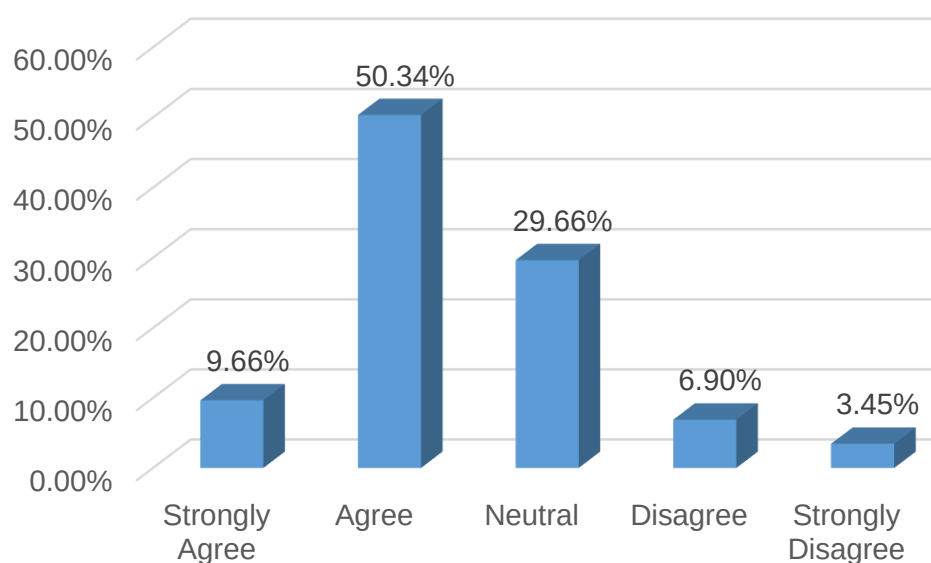
**Interpretation:**

From the above table, it is observed that around 50.34% of the respondents are from the group Agree and the remaining 4.83% of the respondents are from the group Strongly Disagree.

**Table 4.1.19: Company educating current operational condition during the pandemic**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 14                 | 9.66%      |
| Agree             | 73                 | 50.34%     |
| Neutral           | 43                 | 29.66%     |
| Disagree          | 10                 | 6.90%      |
| Strongly Disagree | 5                  | 3.45%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.19: Company educating current operational condition during the pandemic**

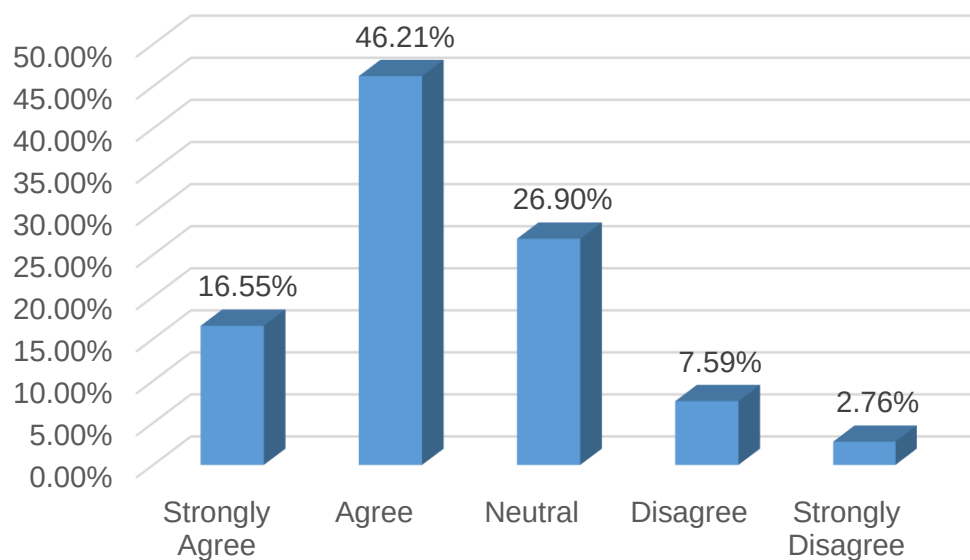
**Interpretation:**

From the above table, it is observed that around 50.34% of the respondents are from the group Agree and the remaining 3.45% of the respondents are from the group Strongly Disagree.

**Table 4.1.20: Company insisting on work from home**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 24                 | 16.55%     |
| Agree             | 67                 | 46.21%     |
| Neutral           | 39                 | 26.90%     |
| Disagree          | 11                 | 7.59%      |
| Strongly Disagree | 4                  | 2.76%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.20: Company insisting on work from home**

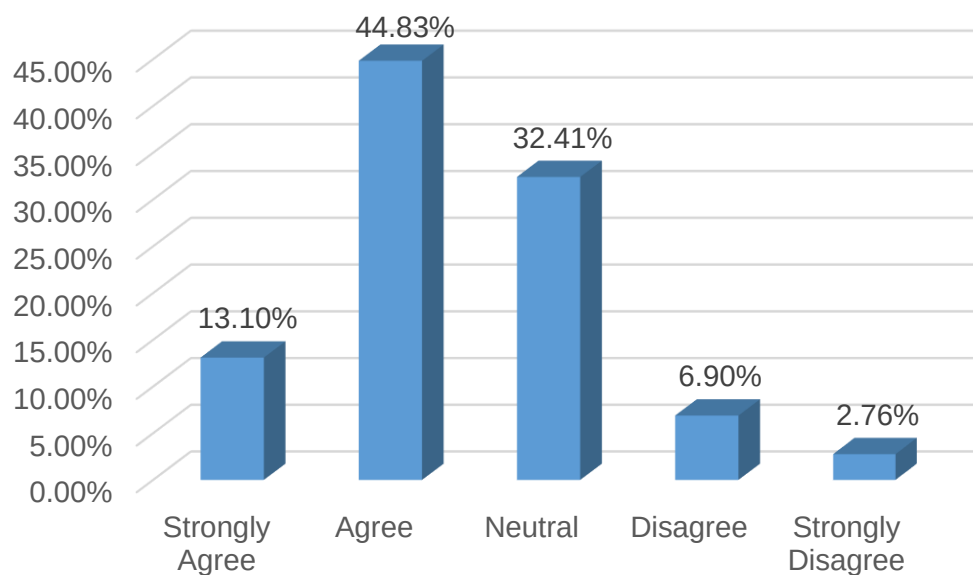
**Interpretation:**

From the above table, it is observed that around 46.21% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.

**Table 4.1.21: Company making work over time citing**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 19                 | 13.10%     |
| Agree             | 65                 | 44.83%     |
| Neutral           | 47                 | 32.41%     |
| Disagree          | 10                 | 6.90%      |
| Strongly Disagree | 4                  | 2.76%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.21: Company making work over time citing**

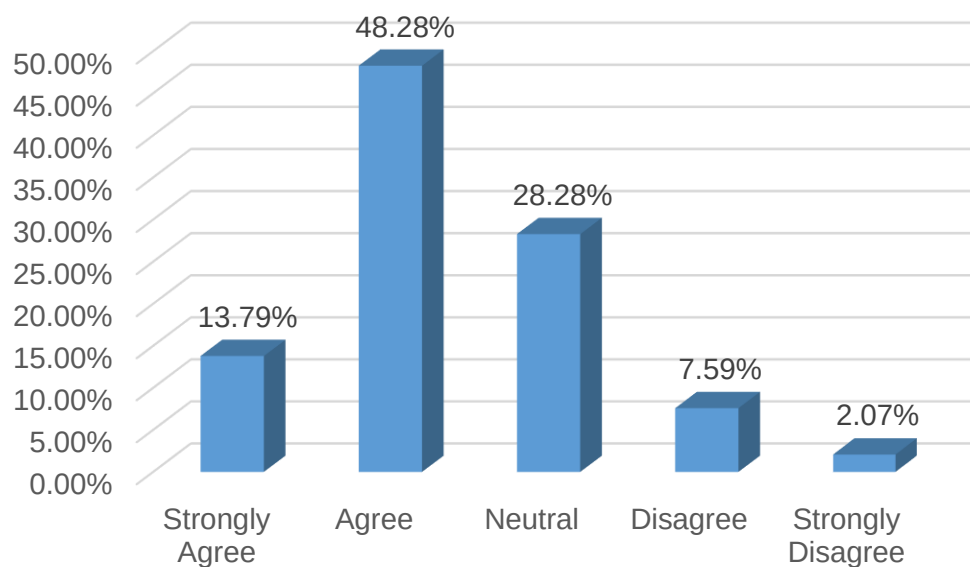
**Interpretation:**

From the above table, it is observed that around 44.83% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.

**Table 4.1.22: Satisfaction with the jobs assigned in the pandemic**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 20                 | 13.79%     |
| Agree             | 70                 | 48.28%     |
| Neutral           | 41                 | 28.28%     |
| Disagree          | 11                 | 7.59%      |
| Strongly Disagree | 3                  | 2.07%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.22: Satisfaction with the jobs assigned in the pandemic**

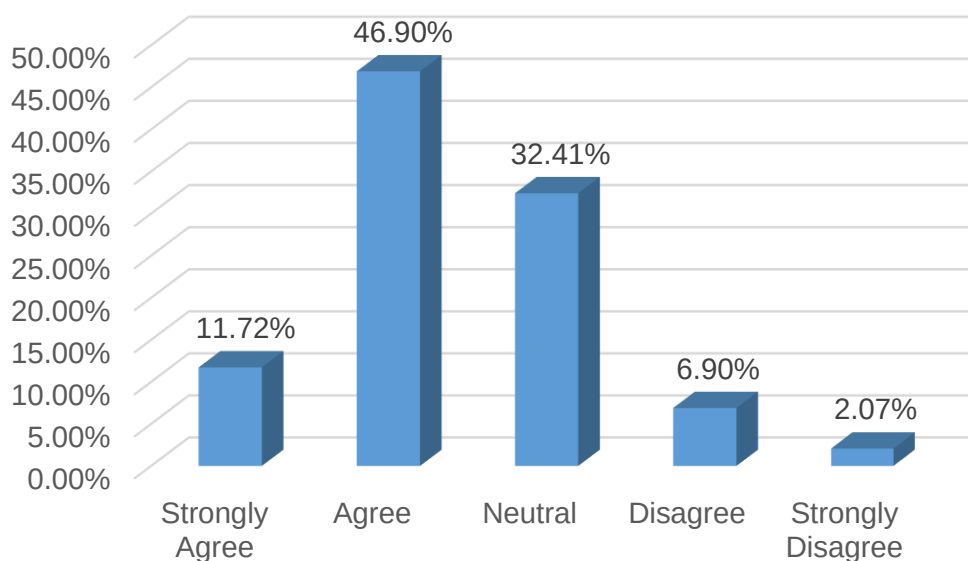
**Interpretation:**

From the above table, it is observed that around 48.28% of the respondents are from the group Agree and the remaining 2.07% of the respondents are from the group Strongly Disagree.

**Table 4.1.23: Pandemic causing the company to shift focus from employee development**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 17                 | 11.72%     |
| Agree             | 68                 | 46.90%     |
| Neutral           | 47                 | 32.41%     |
| Disagree          | 10                 | 6.90%      |
| Strongly Disagree | 3                  | 2.07%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.23: Pandemic causing the company to shift focus from employee development**

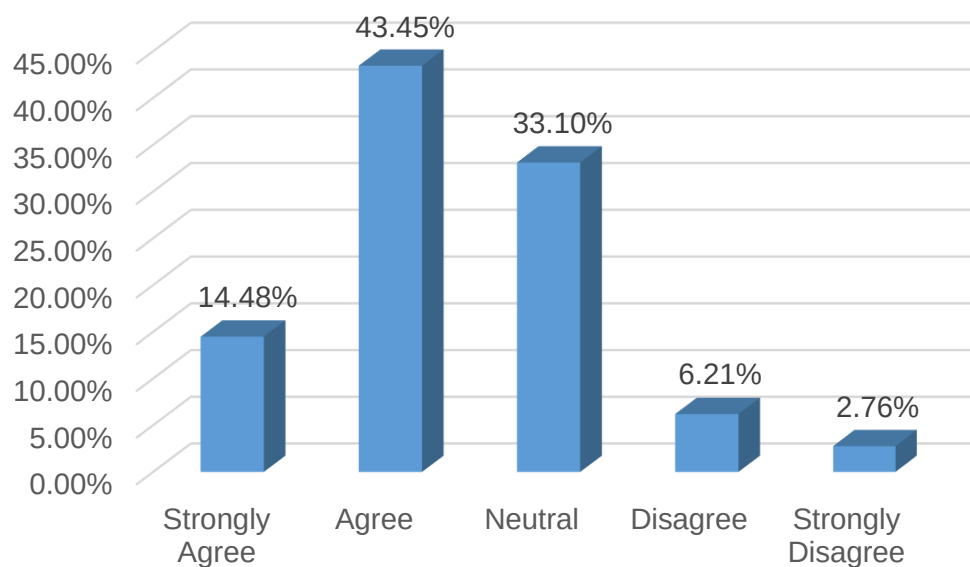
**Interpretation:**

From the above table, it is observed that around 46.90% of the respondents are from the group Agree and the remaining 2.07% of the respondents are from the group Strongly Disagree.

**Table 4.1.24: Evaluations conducted regularly during the pandemic**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 21                 | 14.48%     |
| Agree             | 63                 | 43.45%     |
| Neutral           | 48                 | 33.10%     |
| Disagree          | 9                  | 6.21%      |
| Strongly Disagree | 4                  | 2.76%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.24: Evaluations conducted regularly during the pandemic**

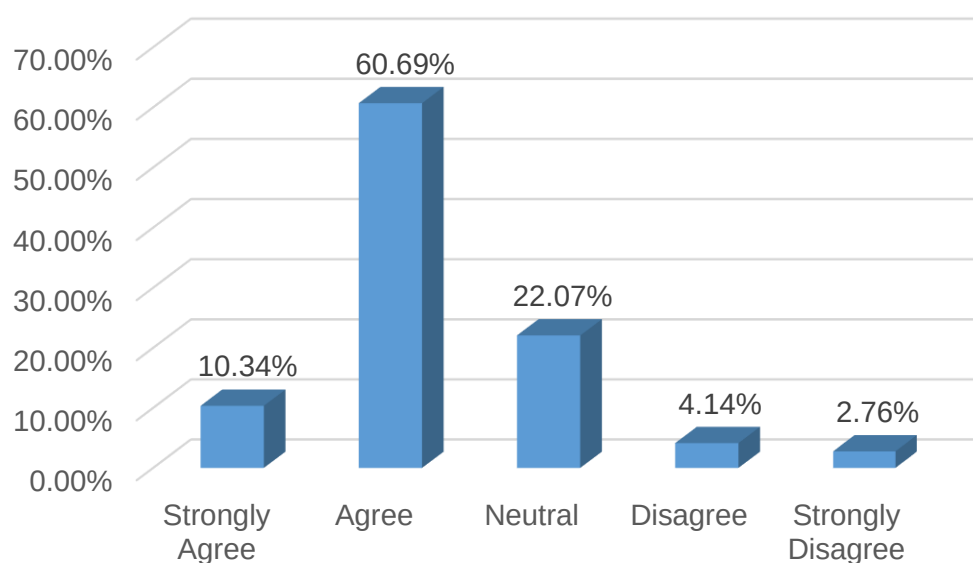
**Interpretation:**

From the above table, it is observed that around 43.45% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.

**Table 4.1.25: Work from home atmosphere leading to bias in performance appraisal**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 15                 | 10.34%     |
| Agree             | 88                 | 60.69%     |
| Neutral           | 32                 | 22.07%     |
| Disagree          | 6                  | 4.14%      |
| Strongly Disagree | 4                  | 2.76%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.25: Work from home atmosphere leading to bias in performance appraisal**

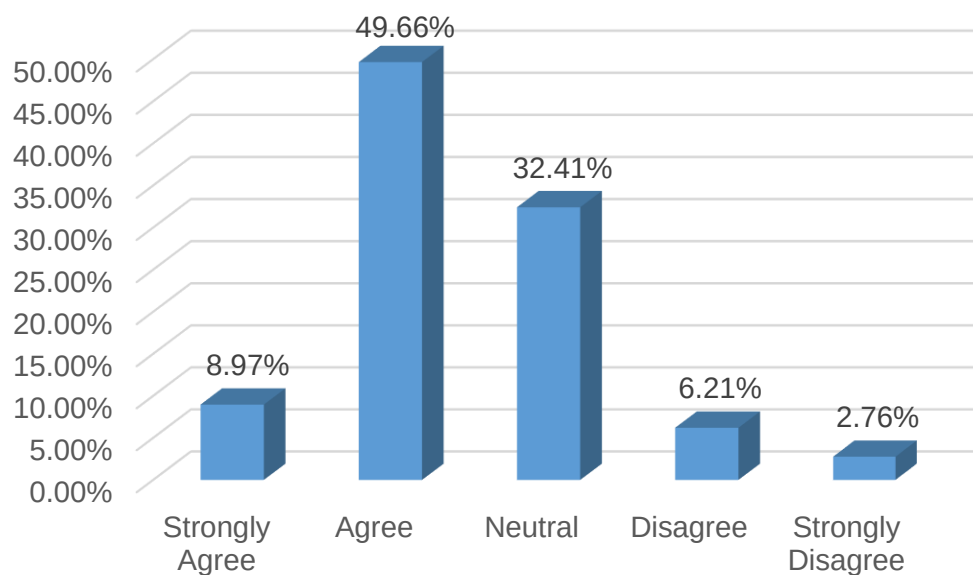
**Interpretation:**

From the above table, it is observed that around 60.69% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.

**Table 4.1.26: Working with full efficiency during the pandemic**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 13                 | 8.97%      |
| Agree             | 72                 | 49.66%     |
| Neutral           | 47                 | 32.41%     |
| Disagree          | 9                  | 6.21%      |
| Strongly Disagree | 4                  | 2.76%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.26: Working with full efficiency during the pandemic**

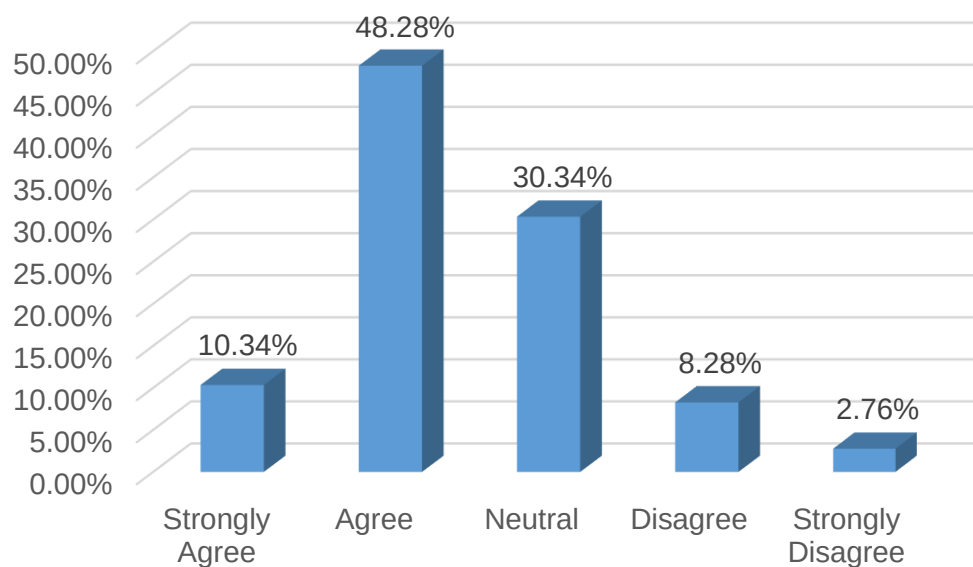
**Interpretation:**

From the above table, it is observed that around 49.66% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.

**Table 4.1.27: The superior show bias in the performance appraisals**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 15                 | 10.34%     |
| Agree             | 70                 | 48.28%     |
| Neutral           | 44                 | 30.34%     |
| Disagree          | 12                 | 8.28%      |
| Strongly Disagree | 4                  | 2.76%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.27: The superior show bias in the performance appraisals**

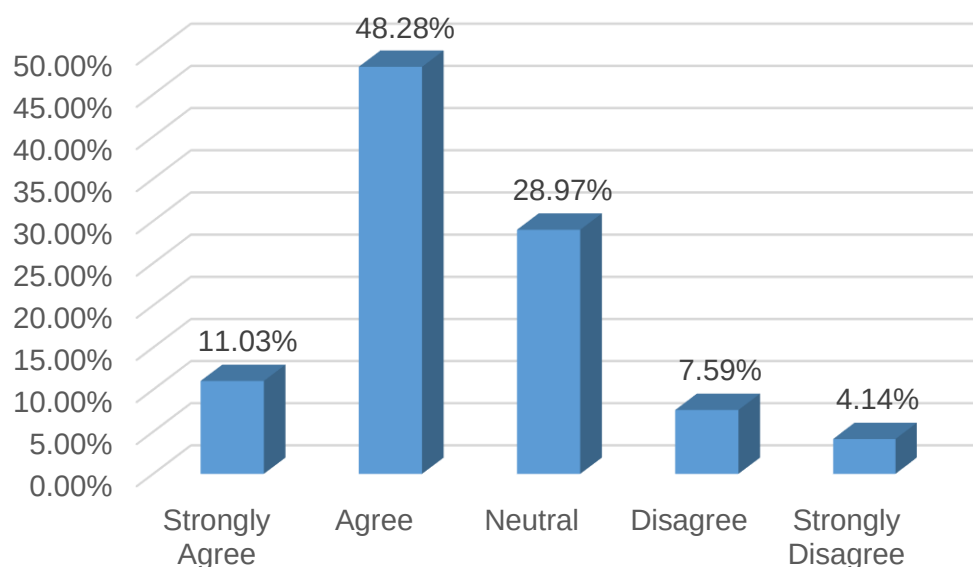
**Interpretation:**

From the above table, it is observed that around 48.28% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.

**Table 4.1.28: The performance to the level inspite of work from home atmosphere**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 16                 | 11.03%     |
| Agree             | 70                 | 48.28%     |
| Neutral           | 42                 | 28.97%     |
| Disagree          | 11                 | 7.59%      |
| Strongly Disagree | 6                  | 4.14%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.28: The performance to the level inspite of work from home atmosphere**

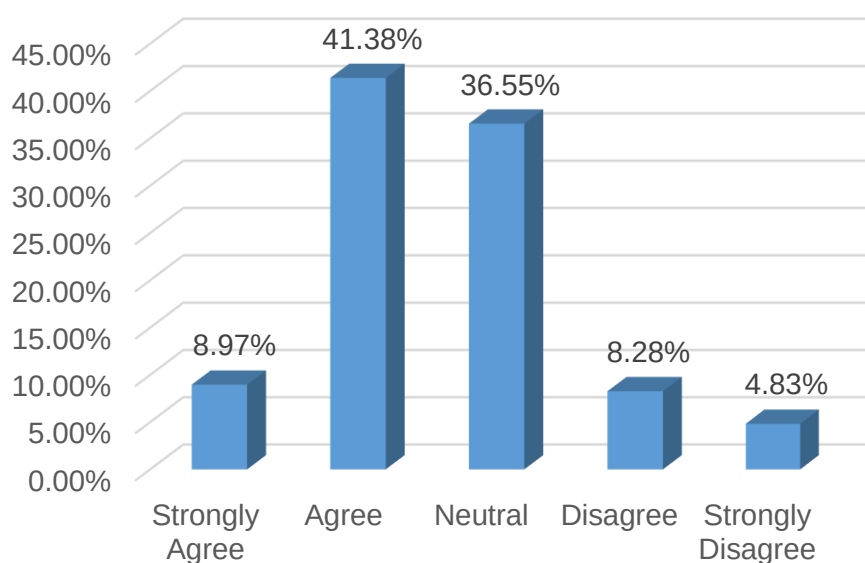
**Interpretation:**

From the above table, it is observed that around 48.28% of the respondents are from the group Agree and the remaining 4.14% of the respondents are from the group Strongly Disagree

**Table 4.1.29: Performance appraisal process during the pandemic could never give proper results.**

| Particulars       | No. of Respondents | Percentage |
|-------------------|--------------------|------------|
| Strongly Agree    | 13                 | 8.97%      |
| Agree             | 60                 | 41.38%     |
| Neutral           | 53                 | 36.55%     |
| Disagree          | 12                 | 8.28%      |
| Strongly Disagree | 7                  | 4.83%      |
| Total             | 145                | 100.00%    |

**Source: Primary Data**



**Chart 4.1.29: Performance appraisal process during the pandemic could never give proper results.**

**Interpretation:**

From the above table, it is observed that around 41.38% of the respondents are from the group Agree and the remaining 4.83% of the respondents are from the group Strongly Disagree.

## 4.2 Correlation Analysis

**Table 4.2.1: Table showing the relationship between age and company paying the compensation in full during the pandemic**

| Correlations                                                        |                     | Age    | Did your Company pay your compensation in full during the pandemic? |
|---------------------------------------------------------------------|---------------------|--------|---------------------------------------------------------------------|
| Age                                                                 | Pearson Correlation | 1      | .241**                                                              |
|                                                                     | Sig. (2-tailed)     |        | .003                                                                |
|                                                                     | N                   | 145    | 145                                                                 |
| Did your Company pay your compensation in full during the pandemic? | Pearson Correlation | .241** | 1                                                                   |
|                                                                     | Sig. (2-tailed)     | .003   |                                                                     |
|                                                                     | N                   | 145    | 145                                                                 |

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

**Source: Primary Data**

### Interpretation:

Since Pearson correlation is between -1 and +1, there is said to be a relationship between Age and company paying the compensation in full during the pandemic

**Table 4.2.2: Table showing the relationship between Age and working with full efficiency during the pandemic**

| Correlations                                                    |                     | Age               | Were you able to work with full efficiency during the pandemic? |
|-----------------------------------------------------------------|---------------------|-------------------|-----------------------------------------------------------------|
| Age                                                             | Pearson Correlation | 1                 | .207 <sup>*</sup>                                               |
|                                                                 | Sig. (2-tailed)     |                   | .013                                                            |
|                                                                 | N                   | 145               | 145                                                             |
| Were you able to work with full efficiency during the pandemic? | Pearson Correlation | .207 <sup>*</sup> | 1                                                               |
|                                                                 | Sig. (2-tailed)     | .013              |                                                                 |
|                                                                 | N                   | 145               | 145                                                             |

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

**Source: Primary Data**

#### **Interpretation:**

Since Pearson correlation is between -1 and +1, there is said to be a relationship between Age and company paying the compensation in full during the pandemic

### 4.3 ANOVA Analysis

**Table 4.3.1: Table showing the association between Age and Company making the work over time citing**

**H0:** There is no association between Age and Company making the work over time citing

**H1:** There is an association between Age and Company making the work over time citing

| <b>ANOVA</b>                                    |                |     |             |       |      |
|-------------------------------------------------|----------------|-----|-------------|-------|------|
| Did your company make you work over time citing |                |     |             |       |      |
|                                                 | Sum of Squares | df  | Mean Square | F     | Sig. |
| Between Groups                                  | 16.203         | 3   | 5.401       | 3.826 | .011 |
| Within Groups                                   | 199.038        | 141 | 1.412       |       |      |
| Total                                           | 215.241        | 144 |             |       |      |

**Source: Primary Data**

#### **Interpretation:**

Since p value is higher than 0.05, we accept H1 and reject H0. Therefore, there is an association between Age and Company making the work over time citing.

**Table 4.3.2: Table showing association between Age and Work from home situation affecting the compensation to a greater extent**

**H0:** There is no association between Age and Work from home situation affecting the compensation to a greater extent

**H1:** There is an association between Age and Work from home situation affecting the compensation to a greater extent

**ANOVA**

Did work from home situation affect your compensation to a greater extent?

|                | Sum of Squares | df  | Mean Square | F     | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 11.648         | 3   | 3.883       | 2.750 | .045 |
| Within Groups  | 199.111        | 141 | 1.412       |       |      |
| Total          | 210.759        | 144 |             |       |      |

**Source: Primary Data**

**Interpretation:**

Since p value is higher than 0.05, we accept H1 and reject H0. Therefore, there is an association between Age and Work from home situation affecting the compensation to a greater extent.

#### 4.4 Regression Analysis

**Table 4.4.1:** Table showing the association between work from home atmosphere lead to bias in performance appraisal and incentives and allowances reduced citing work from home

**H0:** There is no association between work from home atmosphere lead to bias in performance appraisal and incentives and allowances reduced citing work from home

**H1:** There is an association between work from home atmosphere lead to bias in performance appraisal and incentives and allowances reduced citing work from home

| Model Summary |                   |          |                   |                            |                 |                   |     |     |               |
|---------------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics |     |     | Sig. F Change |
|               |                   |          |                   |                            |                 | F Change          | df1 | df2 |               |
| 1             | .238 <sup>a</sup> | .057     | .050              | 1.199                      | .057            | 8.599             | 1   | 143 | .004          |

a. Predictors: (Constant), Did work from home atmosphere lead to bias in performance appraisal?

**Source: Primary Data**

#### **Interpretation:**

Since p value is higher than 0.05, we accept H1 and reject H0. Therefore, there is an association between work from home atmosphere lead to bias in performance appraisal and incentives and allowances reduced citing work from home.

**Table 4.4.2: Table showing the association between the company reduce the compensation during the pandemic and reduction in compensation affect the performance in the job**

**H0:** There is no association between the company reduce the compensation during the pandemic and reduction in compensation affect the performance in the job

**H1:** There is an association between the company reduce the compensation during the pandemic and reduction in compensation affect the performance in the job

| Model Summary |                   |          |                   |                            |                 |                   |     |     |               |
|---------------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics |     |     | Sig. F Change |
|               |                   |          |                   |                            |                 | F Change          | df1 | df2 |               |
| 1             | .225 <sup>a</sup> | .050     | .044              | 1.210                      | .050            | 7.603             | 1   | 143 | .007          |

a. Predictors: (Constant), Did your company reduce your compensation during the pandemic?

**Source: Primary Data**

**Interpretation:**

Since p value is higher than 0.05, we accept H1 and reject H0. Therefore, there is an association between work from home atmosphere lead to bias in performance appraisal and incentives and allowances reduced citing work from home.

**Table 4.4.3: Table showing association between D company pay the compensation in full during the pandemic and satisfaction with the jobs assigned in the pandemic**

**H0:** There is no association between D company pay the compensation in full during the pandemic and satisfaction with the jobs assigned in the pandemic

**H1:** There is an association between D company pay the compensation in full during the pandemic and satisfaction with the jobs assigned in the pandemic

| Model Summary |                   |          |                   |                            |                 |                   |     |     |               |
|---------------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics |     |     | Sig. F Change |
|               |                   |          |                   |                            |                 | F Change          | df1 | df2 |               |
| 1             | .198 <sup>a</sup> | .039     | .033              | 1.178                      | .039            | 5.853             | 1   | 143 | .017          |

a. Predictors: (Constant), Did your Company pay your compensation in full during the pandemic?

**Source: Primary Data**

#### **Interpretation:**

Since p value is higher than 0.05, we accept H1 and reject H0. Therefore, there is an association between D company pay the compensation in full during the pandemic and satisfaction with the jobs assigned in the pandemic.

## **CHAPTER - 5**

### **FINDINGS, SUGGESTIONS AND CONCLUSION**

#### **5.1 Findings of the study**

1. Around 35.86% of the respondents are from the group Below 25 years and the remaining 24.83% of the respondents are from the group 35-45 years and above 45 years.
2. Around 64.83% of the respondents are from the group Male and the remaining 35.17% of the respondents are from the group Female.
3. Around 37.93% of the respondents are from the group Above 60, 0000 and the remaining 9.66% of the respondents are from the group Below 15, 0000.
4. Around 55.86% of the respondents are from the group Married and the remaining 44.14% of the respondents are from the group Unmarried.
5. Around 29.66% of the respondents are from the group Less than 2 years and more than 6 years and the remaining 13.79% of the respondents are from the group 2-4 years.
6. Around 45.52% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.
7. Around 42.76% of the respondents are from the group Agree and the remaining 5.52% of the respondents are from the group Strongly Disagree.
8. Around 45.52% of the respondents are from the group Agree and the remaining 4.14% of the respondents are from the group Strongly Disagree.
9. Around 36.55% of the respondents are from the group Neutral and the remaining 4.83% of the respondents are from the group Strongly Disagree.
10. Around 38.52% of the respondents are from the group Neutral and the remaining 4.14% of the respondents are from the group Strongly Disagree.
11. Around 38.62% of the respondents are from the group Agree and the remaining 2.07% of the respondents are from the group Strongly Disagree.
12. Around 46.21% of the respondents are from the group Agree and the remaining 3.45% of the respondents are from the group Strongly Disagree.

13. Around 41.38% of the respondents are from the group Agree and the remaining 4.14% of the respondents are from the group Strongly Disagree.
14. Around 51.72% of the respondents are from the group Agree and the remaining 1.38% of the respondents are from the group Strongly Disagree.
15. Around 51.72% of the respondents are from the group Agree and the remaining 1.38% of the respondents are from the group Strongly Disagree.
16. Around 48.28% of the respondents are from the group Agree and the remaining 4.83% of the respondents are from the group Strongly Disagree.
17. Around 46.90% of the respondents are from the group Agree and the remaining 3.45% of the respondents are from the group Strongly Disagree.
18. Around 50.34% of the respondents are from the group Agree and the remaining 4.83% of the respondents are from the group Strongly Disagree.
19. Around 50.34% of the respondents are from the group Agree and the remaining 3.45% of the respondents are from the group Strongly Disagree.
20. Around 46.21% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.
21. Around 44.83% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.
22. Around 48.28% of the respondents are from the group Agree and the remaining 2.07% of the respondents are from the group Strongly Disagree.
23. Around 46.90% of the respondents are from the group Agree and the remaining 2.07% of the respondents are from the group Strongly Disagree.
24. Around 43.45% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.
25. Around 60.69% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.
26. Around 49.66% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.
27. Around 48.28% of the respondents are from the group Agree and the remaining 2.76% of the respondents are from the group Strongly Disagree.

28. Around 48.28% of the respondents are from the group Agree and the remaining 4.14% of the respondents are from the group Strongly Disagree.

29. Around 41.38% of the respondents are from the group Agree and the remaining 4.83% of the respondents are from the group Strongly Disagree.

## **5.2 Suggestions**

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

- Management should reduce the workload of the employees.
- It will be more effective if the management takes the steps to introduce a suggestion scheme system for the employees.
- The management should pay reasonable wages and allowances to the employees.
- The management should recognize the requirements of employees and encourages employees' special talents.
- It will be better if the management provides incentives to employees so it'll boost their morale and productivity.
- Supervisors should maintain a coordinated relationship with workers and offers recognition of the employee efforts and provide needed guidance to workers.
- It will be better if management provides performance and potential appraisals regularly.
- The management should provide opportunities for career development.
- It will be better if management gave performance awards to employees

## **5.3 Conclusion**

To conclude, Employee Morale plays a really important role in every organization. It is a psychological concept and should range from very high to very low. Morale is not a cause but rather, the effective result of an employee's behavior being appropriate /inappropriate. Morale differs from person to person, industry to industry, level of education, age, and nature of work. By this study, it's clear that various causes or beliefs which influence morale and recognition of the worker s like Social Security

measures, welfare facilities, salary status, bonus, health condition, shift system, recognition of labor are becoming much importance. We also find that Sanofi Aventis has alright looked into such above welfare and Social Security measures which have enabled the corporate, to excel within the art of employing and managing its workforce with invariably high morale. The company not only encourages and creates bonding among its employees on literary grounds; it also obtains and enjoys a culturally influenced atmosphere that keeps its employees intact in the workplace. This helps them to place in their best efforts. The study also shows that the corporate has been taking enough care in implementing and undertaking various appraisal techniques, training programs, various other incentives like leaves, holidays, reward system, and other incentives, maintaining team spirit, and creating an attitude of belongingness. These above strategies and practices of the company boost the willingness of the employee to obey and serve the organization which brings out the positive approach of the employee towards the company.

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## **APPENDIX - I (Questionnaire)**

### **1. Age**

- a) Below 25 Years
- b) 25-35 Years
- c) 35-45 Years
- d) Above 45 Years

### **2. Gender**

- a) Male
- b) Female

### **3. Annual Income**

- a) Below 150000
- b) 150000 - 300000
- c) 300000 - 600000
- d) Above 600000

### **4. Marital Status**

- a) Married
- b) Unmarried

### **5. Work Experience**

- a) Less than 2 Years
- b) 2-4 Years
- c) 4-6 Years
- d) More than 6 years

6. Rate the following questions on Ability to Pay

| <b>Sub Questions</b>                                                                 | <b>Strongly Agree</b> | <b>Agree</b> | <b>Neutral</b> | <b>Disagree</b> | <b>Strongly Disagree</b> |
|--------------------------------------------------------------------------------------|-----------------------|--------------|----------------|-----------------|--------------------------|
| 1. Did your Company pay your compensation in full during the pandemic?               |                       |              |                |                 |                          |
| 2. Did your company reduce your compensation during the pandemic?                    |                       |              |                |                 |                          |
| 3. Were your incentives and allowances reduced citing work from home atmosphere?     |                       |              |                |                 |                          |
| 4. Did your company meet with more losses during the pandemic?                       |                       |              |                |                 |                          |
| 5. Was there any delay in the payment off your compensation?                         |                       |              |                |                 |                          |
| 6. Did work from home situation affect your compensation to a greater extent?        |                       |              |                |                 |                          |
| 7. Were you paid more to work in a physical office atmosphere during the pandemic?   |                       |              |                |                 |                          |
| 8. How likely did the reduction in compensation affect your performance in your job? |                       |              |                |                 |                          |

7. Rate the following on Business Strategy

| Sub Questions                                                                                 | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-----------------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| 1. Did your company practice layoffs strategies during the pandemics to reduce employee cost? |                |       |         |          |                   |
| 2. Did your company provide you with all' facilities to work from home?                       |                |       |         |          |                   |
| 3. Was reducing compensation used as a strategy to reduce employee cost?                      |                |       |         |          |                   |
| 4. Were allowances such as transportation and food cut citing work from home atmosphere?      |                |       |         |          |                   |
| 5. Did your company provide psychological help to overcome stress during the pandemic?        |                |       |         |          |                   |
| 6. Did your company educate you on its current operational condition during the pandemic?     |                |       |         |          |                   |
| 7. Did your company insists you to work from home?                                            |                |       |         |          |                   |
| 8. Did your company make you work over time citing?                                           |                |       |         |          |                   |
| 9. Were you satisfied with the jobs assigned to you in the pandemic?                          |                |       |         |          |                   |
| 10. Did the pandemic cause your company to shift focus from employee development?             |                |       |         |          |                   |

8. Rate the following on the Job Evaluation

| Sub Questions                                                                         | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---------------------------------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| 1. Were evaluations conducted regularly during the pandemic?                          |                |       |         |          |                   |
| 2. Did work from home atmosphere lead to bias in performance appraisal?               |                |       |         |          |                   |
| 3. Were you able to work with full efficiency during the pandemic?                    |                |       |         |          |                   |
| 4. Did your superior show bias in your performance appraisals                         |                |       |         |          |                   |
| 5. Was your performance to the level inspite off work from home atmosphere?           |                |       |         |          |                   |
| 6. Performance appraisal process during the pandemic could never give proper results. |                |       |         |          |                   |

9. Give any suggestion for increasing employee morale.

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## **APPENDIX - II (Article)**

### **EMPLOYEE MORALE DURING COVID 19 WITH REFERENCE TO SMART TRAINING RESOURCES**

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#### **ABSTRACT**

Morale is said to be an Employee's Attitude which is toward His or Her Job, Employer, And Colleagues. Employee Morale because the psychological state For Satisfaction, Confidence and Resolve; The Attitude Of a personal Or Group Of Employees, resulting in Courage, Devotion, And Discipline; Level Of Fulfilment One Has With Intrinsic Work Aspects, like Variety And Challenge, Feedback And Learning. Morale is actually An generally Attitude Of a private Or Group Towards All Aspects Of Their Work just like the Company, The Job, The Supervisors, Fellow Workers, Working Conditions To Which they need to pride oneself And Devote Towards Their Effective Time In Business Methodology Used For this is often Study Is Descriptive In Nature And Structured Questionnaire Was Used Which Has Been Distributed To 145 Employees, Convenience Sampling Method Was wont to Survey the worker Morale. The Result from the Study Explains That Morale is that the Psychological Factor which ends up In Positive Behaviour Of the workers and therefore the Positive Behavior leads to Effective Performance, To Drive Their Organizations to Peak Performance Managers and Supervisors Must Put ahead the face Of Their Organization.

**Key words:** Morale, Employees, Work, Satisfaction.

## INTRODUCTION

Employee morale will be outlined because the overall angle, outlook and satisfaction that individuals have within the geographic point. Once worker morale is high, productivity and performance increase. Once it's low, individuals drag themselves into work and lack motivation, which might cause conflicts, poor performance and loss of revenue. Many factors have an effect on worker morale, as well as the structure culture, work setting, leadership, peer support, stress levels and wages. For instance, employees who do not receive edges like dental insurance and parental leave might feel that their work is not valued. This could end in low morale and better turnover rates. A poor work-life balance will negatively impact their well-being and motivation too. Workers expect to possess a versatile schedule and work-from-home opportunities.

This issue will influence their call to require or leave employment. High worker morale may end up in lower turnover rates and create it easier to draw in high talent. Individuals need to figure for firms that invest in their workers and care concerning their well-being.

## REVIEW OF LITERATURE

**The authors M. Kanimozhi, Vinothkumar (2020)** have said that the research in this article focuses on the effectiveness of employee morale and its impact on employee relations in the manufacturing industry. This article describes the background of the term morale and the methods used by the industries to increase morale in the workplace. The outcome from this study is employed for other factors in human resource management like Employee motivation and job satisfaction.

**Suguna Devi, A, G Ravi (2020)**, 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. The study at Gandhimathi Appliance was cleared that there showing various faction which influences morale and productivity of the workers each as Social Security measures, welfare facilities, salary status, Bonus, health condition, shift system and recognition of work are getting much

importance. It is said that the employee's relationship & strength will be found through morale.

**Dr. P.S Chandini (2020)**, during this study, makes an effort to assess the general satisfaction of employees and therefore the effectiveness of employee morale in Kanaka Polypack Pvt. Ltd, Aluva, and also study the factors influencing employee morale. The results also indicate that most of the employees are proud to be a part of this business organization.

**Uma Devi (2020)**, this paper is about a study conducted on measuring the impact of morale on organizational commitment with special reference to college teachers. From the analysis, it is found out that teachers have a high level of morale and organizational commitment. The overall morale is higher in Government colleges. The lowest morale is found among self-financing teachers. Further, it's acknowledged that there's a big difference within the level of morale among the govt, aided and self-financing teachers.

**David Weakliem (2020)**, this study considers the connection between morale and workplace productivity during a stratified sample of Australian workplaces is said that the results show that morale influences productivity in an approximately linear fashion. Thus, a part of the influence of morale on productivity may be a matter of accelerating the effectiveness of workers efforts.

### **STATEMENT OF THE PROBLEM**

To find the causes of low employee morale during covid-19 in smart training resources.

### **NEED FOR THE STUDY**

Since morale is basically the results of smart human relations, its promotion is that the primary responsibility of the management. It ought to be remembered, however, that the work of morale promotion isn't a brand-new development in industry; it's solely far more necessary than in handicraft days. Even in those days, the employee had to be inspired to allow the simplest worth to the master, by applying his data and

ability to the creating of the article that the leader hoped to sell to pay wages and build his profit.

### **OBJECTIVES OF THE STUDY**

- To study the effectiveness of employee's morale with compensation due to covid-19.
- To identify the relationship between the employees moral and compensation.
- To examine the factors of compensation due Covid pandemic situation.
- To analyze the employee's moral during the pandemic situation.

### **RESEARCH METHODOLOGY**

The purpose of our project work was to study the various employee's welfare facilities and social security measures provided to the employees in the organization in order to raise their morale. Thus, keeping this in mind we adopted the following research methodology.

#### **Research Design:**

The research design used in the study was a Descriptive Research design. It includes surveys and fact-finding requirements of different kinds. The major purpose of descriptive research designs, as it exists at present. 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.

#### **Sources of Data:**

Primary data collection was said to be done through a structured questionnaire. Secondary data was collected from company records. Primary data are said to be those data that are said to be collected afresh and for the primary time and thus happen to be original in character. It is said that Primary data can be collected either through experiments or through surveys. The secondary data which is said to be on the other hand are those which have already been collected by someone else and which have already been passed through the statistical process.

**Sample Size:**

The total sample of the employees for this study is 145.

**Sample Design:**

In this project, it is said that convenience sampling methods are used. Convenience sampling is said to be defined as a way that is said to be adopted by researchers where they collect marketing research data from a conveniently available pool of respondents. It's the foremost commonly used sampling technique as it's incredibly prompt, uncomplicated, and economical. In many cases, members who are said to be readily approachable to be a neighborhood of the sample.

**Analytical Tools Used:**

A primary data source was applied for the collection of the data from the employee. Data collected are edited and coded by using the tabular columns. This will helps in the conversion of the gathered data into a tabulated grouped data.

- Percentage Analysis
- Chart Analysis
- Anova
- Correlation
- Regression

**Percentage Analysis:**

It is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding. It is said to be referred to as a special kind of rate, percentage are used in making comparisons between two or more series of data. A percentage is said to determine the relationship between the series.

**Chart Analysis:**

It is said to be applied for a better understanding of the percentage analysis and it is done via pie, bar charts, etc.

**ANOVA:**

Analysis of variance (ANOVA) may be a statistical technique that's used to check if the means of two or more groups are significantly different from one another. ANOVA checks the impact of 1 or more factors by comparing the means of various samples. The one-way analysis of variance (ANOVA) is said to be employed to work out whether there are any statistically significant differences which are given between the means of three or more independent groups.

**Correlation:**

Correlation is said to be defined as a term that will refer to the strength of a relationship that is given between two variables. A strong, or high, correlation means that two or more variables are said to have a strong relationship with each other while a weak, or low, correlation means that the variables are said to be hardly related. It is used to measure the strength of a linear association between two variables, where the value = 1 means a perfect positive correlation and the value = -1 means a perfect negative correlation.

***Regression:***

The regression model is said to be a statistical procedure that will allow a researcher to estimate the linear, or straight line, a relationship that will have a relation with two or more variables. This linear relationship summarizes the amount of change in one variable that is associated with a change in another variable or variables

## RESULT ANALYSIS AND DISCUSSION

### CORRELATION

Table showing the relationship between Age and working with full efficiency during the pandemic

| Correlations                                                    |                     | Age               | Were you able to work with full efficiency during the pandemic? |
|-----------------------------------------------------------------|---------------------|-------------------|-----------------------------------------------------------------|
| Age                                                             | Pearson Correlation | 1                 | .207 <sup>*</sup>                                               |
|                                                                 | Sig. (2-tailed)     |                   | .013                                                            |
|                                                                 | N                   | 145               | 145                                                             |
| Were you able to work with full efficiency during the pandemic? | Pearson Correlation | .207 <sup>*</sup> | 1                                                               |
|                                                                 | Sig. (2-tailed)     | .013              |                                                                 |
|                                                                 | N                   | 145               | 145                                                             |

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

Source: Primary Data

#### Interpretation:

Since Pearson correlation is between -1 and +1, there is said to be a relationship between Age and company paying the compensation in full during the pandemic.

### ANOVA

Table showing association between Age and Work from home situation affecting the compensation to a greater extent

**H0:** There is no association between Age and Work from home situation affecting the compensation to a greater extent.

**H1:** There is an association between Age and Work from home situation affecting the compensation to a greater extent.

## ANOVA

Did work from home situation affect your compensation to a greater extent?

|                | Sum of Squares | df  | Mean Square | F     | Sig. |
|----------------|----------------|-----|-------------|-------|------|
| Between Groups | 11.648         | 3   | 3.883       | 2.750 | .045 |
| Within Groups  | 199.111        | 141 | 1.412       |       |      |
| Total          | 210.759        | 144 |             |       |      |

**Source: Primary Data**

### Interpretation:

Since p value is higher than 0.05, we accept H1 and reject H0. Therefore, there is an association between Age and Work from home situation affecting the compensation to a greater extent.

## REGRESSION

**Table showing the association between the company reduce the compensation during the pandemic and reduction in compensation affect the performance in the job**

**H0:** There is no association between the company reduce the compensation during the pandemic and reduction in compensation affect the performance in the job.

**H1:** There is an association between the company reduce the compensation during the pandemic and reduction in compensation affect the performance in the job.

### Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics |     |     | Sig. F Change |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
|       |                   |          |                   |                            |                 | F Change          | df1 | df2 |               |
| 1     | .225 <sup>a</sup> | .050     | .044              | 1.210                      | .050            | 7.603             | 1   | 143 | .007          |

a. Predictors: (Constant), Did your company reduce your compensation during the pandemic?

**Source: Primary Data**

**Interpretation:**

Since p value is higher than 0.05, we accept H1 and reject H0. Therefore, there is an association between work from home atmosphere lead to bias in performance appraisal and incentives and allowances reduced citing work from home.

**SUGGESTIONS**

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

- Management should reduce the workload of the employees.
- It will be more effective if the management takes the steps to introduce a suggestion scheme system for the employees.
- The management should pay reasonable wages and allowances to the employees.
- The management should recognize the requirements of employees and encourages employees' special talents.
- It will be better if the management provides incentives to employees so it'll boost their morale and productivity.
- Supervisors should maintain a coordinated relationship with workers and offers recognition of the employee efforts and provide needed guidance to workers.
- It will be better if management provides performance and potential appraisals regularly.
- The management should provide opportunities for career development.
- It will better if management gave performance awards to employees

**CONCLUSION**

To conclude, Employee Morale plays a really important role in every organization. It is a psychological concept and should range from very high to very low. Morale is not a cause but rather, the effective result of an employee's behavior being appropriate inappropriate. Morale differs from person to person, industry to industry, level of education, age, and nature of work. By this study, it's clear that various causes or beliefs which influence morale and recognition of the worker s like Social Security

measures, welfare facilities, salary status, bonus, health condition, shift system, recognition of labor are becoming much important. We also find that Sanofi Aventis has all right looked into such above welfare and Social Security measures which have enabled the corporate, to excel within the art of employing and managing its workforce with invariably high morale. The company not only encourages and creates bonding among its employees on literary grounds; it also obtains and enjoys a culturally influenced atmosphere that keeps its employees intact in the workplace. This helps them to place in their best efforts. The study also shows that the corporate has been taking enough care in implementing and undertaking various appraisal techniques, training programs, various other incentives like leaves, holidays, reward system, and other incentives, maintaining team spirit, and creating an attitude of belongingness. These above strategies and practices of the company boost the willingness of the employee to obey and serve the organization which brings out the positive approach of the employee towards the company.

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