Employee Morale Management A Study In Tirupur Garment Industries

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ABSTRACT

Employee Morale is the concept which is very important for the Employees in Garment sector to increase the productivity in the organisation. Morale is regarded as an individual phenomenon, many investigators organize these feeling what are assumed to be worker's needs, in contrast to this individual job satisfaction approach, most researchers are impressed with social or group significance of morale. The study focused on the factor influences Employee morale in the organisation and their level of satisfaction of employees in the garment industry. 100 employees of textile units of equal capacity have taken as samples. Motivational insights are the important factor that influences the employees of morale and their life.

In this paper the researcher had given the suggestions to improve the Morale of the Employees to improve the productivity of the Garment industry.

Key words: Industry, Textile, employees, employees, job satisfaction, productivity, Morale.

INTRODUCTION

Morale is the enthusiasm with which workers as individuals and groups respond to their work situation and requirements. Periodic updating of personnel policies is essential to keep pace with the changing men, money, materials, machines, methods involved. The organization consists of a synchronized social unit; formed to perform uninterrupted operations in order to achieve organizational objectives. Various interactive behaviours such as interpersonal behaviour, group behaviour, use of power and authority, leadership, communication, conflict and control are the significant factors which affect the climate in an organization thus influencing productivity. It is the capacity of a group of people to pull together persistently and consistently in the pursuit of a common purpose.

In every organization, people are working within a subtle environment of attitudes. Each employee has attitudes that range over the enti

re spectrum of human behaviour. All managers have a constant concern for the morale of the group, which they lead. However, considerable confusion prevails over the use of the term morale because of variation in defining characteristics of the term. Some researchers make distinction between job satisfaction and morale, while others do not make this distinction, some researchers take job satisfaction and morale as individual's concern; some others take job satisfaction as individual phenomenon and morale as group phenomenon from one point of view, morale may be regarded essentially an individual matter. It is described in terms of the feeling of an employee or manager towards his work; it is, thus, a matter of work satisfaction.

Fig.no:1

Morale is regarded as an individual phenomenon, many investigators organize these feeling what are assumed to be worker's needs, in contrast to this individual job satisfaction approach, most researchers are impressed with social or group significance of morale. They emphasize social reaction and concentrate on and more feelings of

cohesiveness, group interest, and identification with the mission of the group, and optimism about the success of the whole. Thus, the concepts of job satisfaction and motivation both pertain to the individual and morale to the group.

Edwin .B. Flippo has described morale "As a mental condition or attitude of individuals and groups which determines their willingness to cooperate. Good morale is evidenced by employee enthusiasm, voluntary confirmation with regulations and orders, and willingness to cooperate with others in the accomplishment of an organisation's objectives. Poor morale is evidenced by surliness, insubordination, a feeling of discouragement and dislike of the job, company and associates". According to Yoder "morale is a feeling, somewhat related to **esprit de corps**, enthusiasm or zeal.

Individual morale and group morale

Morale may be concerned with an individual. An individual's morale is related with knowing one's own expectations and living up to them. If one is clear of his own needs and how to satisfy them most of the time, his morale is high. Whereas an individual's morale is a single person's attitudes toward life, group morale reflects the general esprit de corps of a collective group of personalities. Group morale is every one's

concern and it must be practiced continually, for it is never ultimately achieved and is constantly changing.

Importance of Morale

Employee morale is important in any work environment for several fundamental reasons. Above all, it has a direct effect on the productivity level of an organization. If the morale of one individual or the employee morale of the entire workforce is low, it has the tendency to spread and result in a spiralling down effect that can affect the company in many ways. Morale also has a direct impact on how long workers plan to stay with their current firm, which can lead to a lost investment in training resources if they move on to other positions more quickly than expected.

Fig.no:2

❖ **Overall satisfaction:**

The other name of morale is satisfaction, which relates to needs of the individual, his job, his colleagues, supervisors and so on. So a condition of high morale means overall satisfaction, peace, harmony and stability.

❖ **Productivity:**

Morale increases productivity in two ways - directly through inducing more effort and indirectly, by removing some of the handicaps like employee grievance, absenteeism, and turnover.

❖ **Discipline:**

Where morale is high, there is practically no problem of indiscipline.

❖ **Ease of management:**

High morale also reduces the need for supervision. Motivated workers themselves take the initiative to work harder and better.

❖ **Better company image:**

If morale can be maintained at a high level for a long period, it will create a good image in the public mind about the company. Employees themselves may publicize its policies, working conditions, etc., and absence of disputers' i.e general atmosphere of harmony produces a favourable impact on suppliers, customers and the neighbouring community.

STATEMENT OF THE PROBLEM AND NEED FOR THE STUDY

Human capital is one of the pivot necessities for a business rather than financial capital. Effective utilization of these resources is mandatory for optimum production. A happy worker contributes more than an unhappy one. Morale is the spirit of a person or group as demonstrated by confidence,

discipline, and a willingness to perform assigned tasks. The purpose of the study is to locate the morale level of the employees, their satisfactory level towards the various facilities provided by the garment industry, which is examining the effectiveness of labour law in protecting workers in the developing world. A significant number of workers fall outside the scope of labour law either de jure or de facto throughout the world.

High morale is needed a manifestation of the employees strength, dependability pride, confidence and devotion. Some of the advantages of high morale are willing cooperation towards objectives of the organization and high degree of employee's interest in their job and reduction in grievance; whereas low morale indicates the presence of mental unrest. Low morale exists when individuals are depressed and discouraged. Such situation will have the adverse consequences like high rates of absenteeism and labour turnover, lack of discipline, decreased Productivity, excessive complaints and grievances, frustrations among the workers, lack of discipline and increase in errors, accidents or injuries.

The study focuses on various dimension like job security, pay, working conditions, relationship with superiors, relationship with co workers, reward and recognition, suggestions and opportunities to use ideas,

nature of work, relationship with management, welfare measures, health conditions, training, individual adjustment, safety, social and community life, opportunities and advancement, job clarity and cleanliness, stress and opportunity to learn a job. This study is based on the employees working in the garment industries. The need for study is to ascertain some factors related to job morale of the employees. Further, analyses of employee morale will review the impact of morale and is contribution to productivity.

OBJECTIVES OF THE STUDY

- ❖ To study the Morale of the Employees in Apparel Industry, Tirupur.
- ❖ To study the factors affecting morale and to evaluate the opinion of the employees about those factors.
- ❖ To know the impact of morale and its contribution to productivity.
- ❖ To study the overall satisfactory level of employees towards the organisation.
- ❖ To know the working conditions of Garment workers.

RESEARCH METHODOLOGY

Research is referred to as a search for knowledge. Research is an art of scientific investigation or systematic search towards new facts in any branch of knowledge. Methodology is a way to systematically solve the research problems. It explains the various

steps that are generally adopted by a researcher in studying the research problem with logic behind them.

TITLE AND PERIOD OF THE RESEARCH WORK

The title of the research work is "A STUDY ON EMPLOYEES' MORALE" With references to Apparel Industries in Tirupur.

RESEARCH DESIGN

The research design is the basic framework or a plan for a study that guides the collection of data and analysis of data. In this survey the design used is descriptive research design. It includes survey and fact finding enquiries of different kinds. The Major purpose of **descriptive research** is description of state of affairs, as it exists at present. The information are collected from the individuals and analyzed with the help of different statistical tools, to find the level of morale among the employees in garment industries. The main characteristic of this method is that the researcher has no control over the variables; the researcher can report only what has happened and what is happening.

SAMPLING DESIGN

Since the population is large in number, researcher was unable to collect information from all individuals due to limitation of time, so part of the population is taken for analyzing and generating the findings, which is applicable for total population. A sampling design is a definite plan for obtaining a sample from a given population. Convenience sampling is used for the study and is one of the Non-probability sampling techniques.

UNIVERSE AND SAMPLE SIZE

Lower level employees of Garment industries have been chosen for the study and the total number of lower level employees is 100.

DATA COLLECTION METHOD

a. SOURCES OF DATA

The collection of data is considered to be one of the important aspects in the research methodology. There are two types of data that exists one is primary data and the other is secondary data.
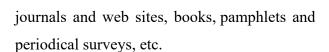
❖ **Primary data:**

Well structured schedule has been used for the collection of primary data from the respondents. Primary data was collected from the sample units selected for the study, which consists of operational cadre of employees.

❖ **Secondary data**:

Secondary data has been collected from the company records, magazines,

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journals and web sites, books, pamphlets and periodical surveys, etc.

b. TOOL USED FOR DATA COLLECTION

➤ INTERVIEW SHEDULE:

The interviewer uses an interview schedule to collect opinion from the respondents regarding morale of employees. A schedule is a structured set of questions which are usually asked orally and recorded in writing by the interviewer.

A well structured schedule was used for this study. The types of questions used in the schedule are open-ended and multiple-choice. Opened-ended questions are questions, which are entitles to give a free response to their choice. Multiple-choice questions are question, which contain a list of answer and permit the subject to select the best answer.

TOOLS OF ANALYSIS:

The data have been analyzed with help of several statistical tools such as weighted average method, Analysis of Variance (ANOVA) and Chi-Square.

(i) Chi-Square Test:

Chi- square is a non-parametric test of statistical significance for bivariate tabular analysis. A non- parametric test, like chi-square, is a rough estimate of confidence. The quantity χ^2 describes the magnitude of

discrepancy between theory and observation and we are in a position to know whether a given discrepancy between theory and observation may be attributed to chance or whether it results from inadequacy of the theory to fit the observed facts. If χ^2 is zero it means observed and expected frequencies coincide completely.

$$\chi^2 = \Sigma \frac{(Oi - Ei)^2}{Ei}$$

Degrees of freedom = (r-1) (c-1), Where r = row, c = column

O_i = Observed frequency

E_i = Expected frequency

The calculated value of χ^2 is compared with the value, of χ^2 for given degrees of freedom at a certain specific level of significance (generally 5% level).

- If calculated value is greater than the table value the difference is considered to be significant and null hypothesis is rejected.
- If calculated value is less than the table value the difference is not considered as significant and null hypothesis is accepted.

(ii) Weighted Average Score:

The weighted mean is similar to an arithmetic mean where instead of each of the data points contributing equally to the final average, some data points contribute more than others.

Weighted average = (ΣXW / ΣW)

Where ΣXW = Grand total

ΣW = Grand total of rating scales

(iii) Two way ANOVA:

The ANOVA analysis helps to know the significant relationship between socio-economic variables with job related factors, monetary and non-monetary benefits, health, safety and welfare measures, work relationship, career, training and development and overall satisfaction. The expressions are as follows:

$$CM = \frac{(\text{Sum of all observations})^2}{rab}$$

$$SS_{total} = \sum (\text{each observation})^2 - CM$$

$$SS(A) = \frac{\sum_{i=1}^{a} A_i^2}{rb} - CM$$

$$SS(B) = \frac{\sum_{i=1}^{b} B_i^2}{ra} - CM$$

$$SS(AB) = \frac{\sum_{i=1}^{a} \sum_{j=1}^{b} (AB)_{ij}^2}{r} - CM - SS(A) - S$$

$$SSE = SS_{total} - SS(A) - S(B) - SS(AB)$$

These expressions are used to calculate the ANOVA table entries for the (fixed effects) 2-way ANOVA.

SCOPE OF THE STUDY

Employee Morale plays vital role in the success of an organisation. Every organization should have personnel policies in order to accomplish the objectives of the personnel as well as the organization. Periodic updating of personnel policies is essential to keep pace with the change in time to avoid organizational competency or managerial stagnation of personnel policy. It should be suitable and adjustable accommodate the latest trends and should be accepted and accommodated by many in the organization. Thus, updating personnel policies and keeping employee satisfaction leads to the achievement of organisational goals.

It makes sense to try to understand the drawbacks in the existing system and to adopt as a tool to enhance the opportunities for

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improvement and self development and to provide creative job to the employees. The study also helps to determine the factors affecting employee morale manifested by organizational design, personal factors, rewards and recognitions, leadership and supervision, work environment, participative management and compatibility with fellow employees. Further, the study helps to know the working conditions and reveals the morale level among the Garment workers.

LIMITATIONS OF THE STUDY:

- This study is confined to the Garment industries and the results cannot be generalized to other industries.

- The attitude of the respondents may change from time to time. Hence, the result of the study may not be applicable to the long run.

- Period of study is a limiting factor since the researcher has spent only six months for the research work. Due to limited duration, a detailed and a comprehensive study could not be made.

- Since the data is collected through schedule, the respondents were reluctant to

answer due to their busy schedule of work. .

REVIEW OF LITERATURE

A **literature review** is a text written by someone to consider the critical points of current knowledge including substantive findings, as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work. The reviews are collected from journal articles, magazine articles, newspaper articles, online publications, dissertations and theses. The reviews are arranged in chronological order starting from the year 1975 to the year 2013.

Srivastara and Sinha [1] attempted to inquire the effects of the degree of the job anxiety on industrial morale. It also examines the relationship between the job anxiety and employees morale. The investigation yielded a significant adverse effect of the degree of job anxiety on morale. But low and high morale did not show dominant effect on the job anxiety of workers, though they are found to be inversely related to each other.

Kevin R. Smith [II] made an attempt to relate a morale model developed by Stogdill to the three factors identified in 1972 by Smith. Morale is perceived as being at least a three dimensional group to which, like productivity, contribute to individual inputs, expectations, interactions and performance. It is suggested that the intervening variables of leadership, purpose, task and role perceptions may cause changes in output without any change in individual inputs at a given time.

Prakash Rajappa [III] investigated that occupational level has some influence over the satisfaction and dissatisfaction of the employees. In higher level of occupation, motivation factors acts as satisfiers but in a lower level of occupation, both motivating and hygienic factors acts as satisfiers.

Burton Gummer [IV] observed that the contemporary models of organisational behaviour are increasingly concerned with the factors that promote employee satisfaction and its relationship with employee morale and productivity. Psychological strain results not from a single aspect of the work environment, but from the joint effects of the demands of a work situation and the range of decision-making, freedom available to the workers facing those demands.

Susan Hathaway [V] in the study on how to increase employee productivity observed that Quality control circles can help hospitals improve care, reduce costs and boost morale. Improvements in the quality of patients care can be brought up by boosting morale among hospital employees.

DATA ANALYSIS:

(i) WEIGHTED AVERAGE ANALYSIS

Opinion regarding the job related factors

To estimate and compare the mean opinion regarding job related factors, scale of agreement is used. (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) i.e., 5 point likert scaling technique.

TABLE SHOWING WEIGHTED AVERAGE SCORE OF JOB RELATED FACTORS

S.No	Job related factors	Strongly Agree	Agree	Neutral	Disagree	Highly Disagree	Score
1	Safe and comfortable environment	7	12	19	49	13	2.52
2	Less stress at work	10	12	16	39	23	2.47
3	Able to achieve target	19	48	16	11	6	3.63

4	Effective supervision	19	47	15	11	8	3.59
5	Satisfied working hours	7	10	11	27	45	2.06
6	Satisfied working shifts	5	13	17	27	38	2.19
7	High job security	5	9	17	25	44	2.05
8	No hazards at work	14	17	37	18	14	2.99
9	Good infrastructure	10	18	24	33	15	2.44
10	Reasonable workload	12	20	39	14	15	3.02
11	Job is interesting/challenging	6	11	19	32	32	2.25
12	Good/open communication from top to bottom	5	9	8	28	50	1.40
13	Proper delegation of authority and responsibility	4	18	14	47	17	2.47
14	Involvement of employee in management decisions	13	8	13	51	15	2.43
15	Acceptance of your views and ideas	13	16	45	15	11	3.04

Source: Primary data

Interpretation:

The weighted mean score (2.52) shows that most of the employees disagree with the Job related Factors in the Organisation.

(ii)   Anova

TABLE SHOWING ANOVA RESULT OF AGE AND JOB RELATED FACTORS

1. **(H_0):** There is no significant relationship between age and job related factors.

   (H_1): There is a significant relationship between age and job related factors.

ANOVA

Source of Variation	SS	Df	MS	F	P-value	F crit
Rows	1140.8	3	380.2667	28.93595	8.910106	3.490295
Columns	411.5	4	102.875	7.828155	0.002414	3.259167
Error	157.7	12	13.14167			
Total	**1710**	**19**				

Level of Significance: 5 per cent

INFERENCE:

A test on two factor ANOVA at 5 % significance level returned F value 28.9 comparing table value 3.49 is resulted in rejection of null hypothesis and it is inferred that there is a significant relationship between age and job related factors.

TABLE SHOWING CHI-SQUARE RESULT OF JOB RELATED FACTORS AND OVERALL JOB SATISFACTION

1. **(H_0):** There is no significant association between job related factors and overall job satisfaction.

   (H_1): There is a significant association between job related factors and overall job satisfaction.

CHI-SQUARE RESULT:

Factor	Calculated value	Degree of freedom	Significant level	Table value	Result
Overall satisfaction	292.750	16	5%	26.296	significant

INFERENCE:

It is inferred from the above table that the calculated value of chi-square is greater than the table value. Hence, the null hypothesis is rejected, so there is a significant association between job related factors and overall job satisfaction.

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS:

1. **JOB RELATED FACTORS –weighted average**

    The weighted mean score (2.52) shows that most of the employees disagree that the working environment is safe and comfortable.

2. **Anova:**

    A test on two factor ANOVA at 5 % significance level returned F value 28.9 comparing table value 3.49 is resulted in rejection of null hypothesis and it is inferred that there is a significant relationship between age and job related factors.

3. **Chi square:**

It is inferred from the above table that the calculated value of chi-square is greater than the table value. Hence, the null hypothesis is rejected, so there is a significant association between job related factors and overall job satisfaction.

SUGGESTIONS:

The garment industry should concentrate on the areas in which the employees are dissatisfied. It should take necessary steps to enhance the employees' morale by making employees satisfied. There is a quote that 'a happy and satisfied worker with proper motivation definitely contributes more'.

1. The industry should concentrate on the environment to make it safe and comfortable to the employees, reduction of working hours, changes in shift system and thereby reducing stress. The industry should enable job security to its workers so that the workers might feel their job is secured. The industry should also keep an eye on job rotation because the respondents feel that job is not interesting and challenging. Employees might feel bored on doing routine work. The industry should take care on the aspects such as open communication, proper delegation of authority and responsibility, employee participation in management.

2. The industry should take steps to satisfy the employees in terms of monetary benefits such as increment, annual paid leave and dearness allowance. So that employees were attracted and stimulated to do work.

3. The industry should provide enough measures that promote health of the workers because a healthy worker contributes more to the upliftment of the organization. The industry should improve health measures like cleanliness, ventilation and temperature, lighting, dust and fumes control, noise control and

safety measures such as precautions against fire, medical facilities, uniform/dress. It should give equal importance to the welfare measures such as canteen, first aid appliances, shelters and lunch rooms, facilities for sitting or taking rest.

4. Workers operational efficiency can be increased by motivating them with financial and non financial incentives such as Increase in Pay, Incentives, Promotion, Recognition of work, Respect, Less Supervision, Freedom of work and finally Rewards/awards.

5. Interpersonal relations at work serve a critical role in the development and maintenance of trust and positive feelings in an organization. Although the quality of interpersonal relationships alone is not enough to produce worker productivity, but can significantly contribute to it. It has been observed that targets are achieved at a much faster rate if the employees work together and share a warm relationship with each other. The factors such as employee relationship with superiors, relationship with management, problem handling by the superior, superior's approach, redressal mechanism, conflict

CONCLUSION

The major research issue of the study is to find the influence of personal and organizational variables on morale of garment industries. The findings makes it clear that employees morale is influenced by organizational variables such as work itself, working condition, communication, motivation, advancement, recognition, pay structure.

The study would help the industry in identifying the areas where they have to concentrate to increase productivity. Going through the various findings it is clear that the employees are satisfied with some factors like effective supervision, able to achieve target, no hazards at work, present wage structure, E.S.I, other Medical benefits, house Rent allowance, travelling allowance, provident fund, bonus, accident compensation plan, overall compensation, drinking water, rest rooms, spittoons, safety equipment, hoists and lifts, safety wears, relationship with co-workers, social support from co-workers, grievance handling, and group cohesiveness.

However, factors like Safe and comfortable environment, less stress at work, satisfied working hours, satisfied working shifts, high job security, interesting/challenging job, good/open communication from top to bottom, proper delegation of authority and responsibility,

involvement of employee in management decisions, increment, dearness allowance, annual paid leave, ventilation and temperature, cleanliness, lighting, dust and fumes control, noise control, precautions against fire, medical facilities, uniform/dress, welfare measures are dissatisfied by the employees. The employees' perception towards satisfaction regarding various factors is sailing between neither satisfied nor dissatisfied. The industry should carefully pay special attention to make the employees satisfied.

Thus, it is concluded that enhanced morale in turn increase the efficiency of the workers and it can be channelized for maximum of productivity in the foundries.

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