A STUDY ON EMPLOYEE MORALE AND ITS IMPACT ON THE ORGANISATIONAL PERFORMANCE

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Abstract: Employee morale refers to the satisfaction of employees towards their job if an employee is highly satisfied then he/she will work hard towards the attainment of organisational objective. So from this it is clear that morale is completely based on human emotions. Attitude varies from person to person. Different person reacts differently to a similar situation. Each and every employee in an organisation have their own attitudes towards their superiors, subordinates, co-workers etc. and this attitude can be defined as morale of an employee. It is not a thing that will not change rather it changes depending on working conditions, superiors, fellow workers, pay and so on. Morale shows the level of eagerness or enthusiasm by which the individuals in a group work together to achieve the common goal. The main objective of this study is to understand the employee morale in the organisation. The study is conducted to know satisfaction level of factors affecting the employee’s morale and also known employee’s attitude towards the organization, benefit and other facilities given to employees. For fulfilling the objective of the study exploratory research design has been used. The data is collected from the 100 employees who has been working in the organisation. This study reveals that most of the employees are satisfied and have high level of morale and the organisation is recognizing the importance of satisfaction of employees and retaining them.

Index Terms – Employee morale, job satisfaction, work-life balance

1. Introduction

Morale is one of the most frequently used term in an organisation structure. Social scientists unanimously agree that morale is very important for sound behavioral climate. Some social scientists consider morale as a feeling of an individual whereas other regard it a ‘group has towards the organizational objectives. Morale is the capability of a group of people to work together persistently in pursuit of a common purpose. When people are enthusiastic in their work environment, we generally label them as having ‘high morale’. People who have high morale work for the growth of the organisation and it leads to success of the organisation. Morale can be of two types high morale and low morale. We can identify high morale from the positive feeling of employees such as : desire to obey orders, enthusiasm willingness to co-operate with co-workers. Also low morale become evident from the negative feeling of employees such as discouragement dissatisfaction, or dislike of the job.

Performance and behaviour of an employee is very much important for success of an organisation. And this performance and behaviour can be determined by the attitude, emotions and feelings of the employees. These in turn determine the success and growth of the organization. It is for this reason that personnel experts as well as line managers are now paying increasing attention to the problems of motivation and morale of the industry.

Every individual have their own attitudes and behaviours towards different situation. And in an organisation people are not working as an individual they always need to work in a group and while working in a group they need to work to achieve the objectives of the group. So when we say about morale in an organisation we can say it as a common attitude or pattern of behaviour that an individual need to possess while working in a group. It influences and influenced by such factors as confidence, optimism and determination. Morale may seriously affect both well-being and performance of the employees and so it will also affect the growth of the organisation.

When morale is high, the sense of confidence of an individual or a group is generally good and resulting in high level of performance. Morale is an important part of organizational climate. It is a vital content of organization success because it reflects the attitudes and sentiments of organizational members towards the organization objectives and policies. These attitudes and sentiments largely affect the output and satisfaction of individuals. Morale is the total satisfaction a person derived from his job, his work group, his boss, his organization and his environment. High morale exists when employees attitudes is favorable towards their jobs their company and their fellow workers favorable to the total situation group and to the attainment of its objectives. Low morale exists when the attitude inhibits the willingness and ability of group to attain.

2. Review of Literature

A review of literature is designed to identify related research to set the current research, to set current research work with a conceptual and theoretical context. Review of literature is an important step in a research work which has to done adequately in order to reveal the significance of the study. This study throws light on need for employee morale also it will be useful when similar kind of research is undertaken.

According to Flippo, Morale is a mental condition or attitudes of individuals and groups which determines their willingness to corporate. Good morale is evidenced by employee enthusiasm, voluntary conformance with regulations and orders, and a willingness to co-operate with others in the accomplishment of an organization’s objectives. Poor morale is evidenced by insubordination, a feeling of discouragement and dislike of the job, company and associates.

In the words of Juicous, “Morale is a state of mind or willingness to work which in turn affects individuals and organizational objectives.”

Juicous answers his own questions thus:
What is it? It is an attitude of mind, an spirit de corps, a state of well-being and an emotional force.
What Does it Dolt affects output, the quality of a product, costs, cooperation, discipline, enthusiasm, initiative, and other aspects of success.
Where Does it Reside? It resides in the minds, attitudes and emotions of individuals themselves and in the reactions of their group. Whom Does it Affect? It affects the employees and executives in their interactions. Ultimately it affects the consumers and the community.

What Does it Affect? It affects an employee’s or group’s willingness to work and cooperate in the best interest of the individuals or groups and the organization for which they work.

According to Viteles, “Morale is the willingness to strive for the goals of a particular group”. According to Blum, “Morale is the possession of feeling of being accepted by and belonging to a group of employees through adherence to common goals and confidence in desirability of these goals. “Quite simply, morale is a group concept. It is the spirit decors or the summation of attitudes of all employees making up a group towards various aspects of their work.

According to Alexander, “morale is the capacity of a group of people pull together persistently and consistently in pursuit of a common purpose”. According to Bennet and Hess, “morale is a state of mind, a mood and mental condition. According to Dale S Beach, “Morale is the total satisfaction of a person derives from his job, his work group, his boss, his organization and his environment.

3. Research Methodology

Research methodology is the systematic way to solve the research problem. It gives an idea about the various steps adopted by the researcher in a systematic manner with an objective to determine various manners. Research methodology explains why we are using a particular method and not using another so that research results are capable of being evaluated by the researcher or others.

RESEARCH DESIGN

A research design is simply the framework or plan for a study that guides the collection and analysis of data. It is a blueprint that is followed in completing a study.

The research design followed for this study is exploratory research design.

UNIVERSE OF THE STUDY

The universe of the present study is the entire employees of the organization i.e. from top level to the lower level. Number of employees in the organization is 1000.

SAMPLE FRAME

Sampling frame may be defined as the list of general components of the individual units that comprises the defined population. It contains the name list of staff of the organization.

SAMPLE UNIT

The sample unit of this research study consists of various levels of employees of the organization. In the sample units various levels of employees from different departments are taken into consideration.

SAMPLE SIZE

The whole number of sample unit on which survey is conducted is known as a sample size. In the survey, the sample size is 100 employees.

DATA COLLECTION METHOD

Data was collected using questionnaire. This method is quite popular in case of big inquiries. A questionnaire consist of a number of questions involve both specific and general question related to employee morale. Data used for the study is primary data and secondary data.

Primary data

Primary data is specially argued to fulfill data needs for problem solving. Primary data is necessary for data collection. Primary data is collected from primary source that is employee with the help of questionnaire and through formal interviews.

Secondary data

Data which are not originally collected by the interviews, but obtained from published or unpublished source are known as secondary data and that is collected from.

1. Company Reports
2. Annual Reports
3. Various Reports

After the collection of data from the workers each questions were classified and tabulated in the following ways:

1. Percentage Method.
2. Graphic Method.

4. Findings and discussions

General Details

- Most of the respondents are female.
- 40% of the respondents fall under the age group 21-25.
- Around 20% of the respondents have a work experience of more than 10 years in the company.
- Most of the respondents are satisfied to work in this company.
- Most of the respondents are satisfied with their job.
- Most of the respondents are highly satisfied with the working environment of the organization.
Most of the respondents are satisfied with their working hours of the organization.
Most of the respondents are highly satisfied with the leaves and holidays provided in this company.
Most of the respondents are highly satisfied about the work load of the company.

**DISCUSSIONS**

- For overall development of the employees the organisation should improve the level of encouragement given to the employees.
- Welfare measures for the employees should be improved.
- As per company law organisation should improve the health and safety measures.
- Organization should improve the leave and holidays.
- Increments offered by the organisation should be improved.

**Limitations of the Study**

- Due to time and resources constraints the in depth study of all the employees of the company could not be carried out.
- Some of the employees are not willing to reveal their facts.
- Lack of co-operation from the part of the respondents.
- Organisation is not ready to reveal the financial and confidential matters.

**5. Conclusion**

The study on employee morale helped to find out the morale of employees working in the organisation. It gives an opportunity to see daily routine of a company with mass production and helped to know the conditions of the employees working there. The morale of employees must be boosted to increase their confidence and satisfaction level. A change in the working environment can bring a change in the attitudes of the employees towards work.

Employee plays an inevitable role in efficient management of the company. If the employees are not efficient then the company will not able to function properly. Employees showing high morale are efficient and effective. So it is needed to motivate the employees through training and development programs and solving their problems. Thus making them more competent and increasing the morale.

**References**


**Tables and Figures**

<table>
<thead>
<tr>
<th>Age</th>
<th>No. of respondents</th>
<th>percentage</th>
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<tbody>
<tr>
<td>21-25 years</td>
<td>40</td>
<td>40%</td>
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<tr>
<td>26-30 years</td>
<td>15</td>
<td>15%</td>
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<tr>
<td>31-35 years</td>
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<tr>
<td>36-40 years</td>
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<td>41-45 years</td>
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<td>10%</td>
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<td>Total</td>
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Table 2 showing the educational qualification of the respondents

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<tr>
<td>SSLC</td>
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<tr>
<td>Technical Education</td>
<td>13</td>
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<tr>
<td>Graduate</td>
<td>46</td>
<td>46%</td>
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<tr>
<td>Post Graduate</td>
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<td>27%</td>
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<tr>
<td>Total</td>
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<td>100%</td>
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</table>
Table 3 shows the satisfaction level towards the working environment of the organization.

<table>
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<tr>
<th>Particulars</th>
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<tr>
<td>Highly Satisfied</td>
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<td>45%</td>
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<tr>
<td>Satisfied</td>
<td>33</td>
<td>33%</td>
</tr>
<tr>
<td>Neutral</td>
<td>22</td>
<td>22%</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Highly Dissatisfied</td>
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<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100%</td>
</tr>
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</table>

Table 4 shows the satisfaction level of employees towards job.

<table>
<thead>
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<th>Particulars</th>
<th>No. of respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Satisfied</td>
<td>28</td>
<td>28%</td>
</tr>
<tr>
<td>Satisfied</td>
<td>61</td>
<td>61%</td>
</tr>
<tr>
<td>Neutral</td>
<td>11</td>
<td>11%</td>
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<tr>
<td>Dissatisfied</td>
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<td>0</td>
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<tr>
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<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100%</td>
</tr>
</tbody>
</table>
Highly satisfied: 0%
Satisfied: 28%
Neutral: 61%