



## Employee Morale at CPC Pvt Ltd, Coimbatore

### KEYWORDS

employee morale, benefits, employee satisfaction, attitude.

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### ABSTRACT

*Employee morale is the description of the emotions, attitude, satisfaction, and overall outlook of employees during their time in a work place environment. In part of effective productivity is thought to be directly related to the morale of the employees. Academician and employees often are very skeptics in their mind over the process of staff promotions and corporate recognitions given those promotions in today's corporate environment may not always seem to go to those individuals who seem to deserve the acknowledgement of their achievements to the corporation's vision, values and goals. Data collected from 125 respondents of the CPC Pvt Ltd, Coimbatore, with a request to survey the questionnaire. Descriptive research design was followed in this research. The data collected was through percentage analysis and Chi-square test.*

### INTRODUCTION:

Prof. Mee, However, holds the view that "good employee morale is the mental attitude of the individuals, or of the group, which enables an employee to realize that the maximum satisfaction of his drives coincides with the fulfillment of the objectives with those of the company, and subordinates his own desires to those of the company". The Individual 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 height. Individual's morale is a single person's attitude towards life. While group morale reflects the general expired corps of a collective group of personalities. High morale is represented by the use of such terms as team spirit, zest, enthusiasm, loyalty, dependability and resistance to frustration. Low morale, on the other hand, is described by such words and phrases as apathy, bickering, jealousy, pessimism, fighting, disloyalty to the organization, disobedience of the orders of the leader, dislike of, or lack of interest in, one's job, and laziness. The indicators of morale are the various attitudes and behavior patterns of employees, which have to be properly and correctly interpreted to determine the kind of organizational climate and mores which prevail at a given time.

### The most commonly used methods for measuring morale are

- Observation
- Attitude or morale surveys
- Company records and
- Counseling

Signs of low morale are generally not noticed till it is obviously low or when something has gone amiss. By the time the management recognizes the fact that morale has deteriorated, it is faced with one crisis or another. Perceptive managers are, therefore, constantly on the lookout for clues to any deterioration in the morale of the employees,

### Among the more significant of the warning signals of low morale are

- ❖ High rate of absenteeism
- ❖ Tardiness
- ❖ High labour turnover
- ❖ Strikes and sabotage
- ❖ Lack of pride in work and
- ❖ Wastage and spoilage.

### REVIEW OF LITERATURE

The purpose of the literature review was to determine what information is available on the relationship of morale and employee performance. Although the specific word morale was not used in this text, the Successful Manager's Handbook dedicates two chapters concerning leadership and motivational skills (Davis 1992). The authors express the need to foster teamwork, coach and develop others, and the importance of motivating others. This text was more of a self-help book that did not involve quantifiable data concerning my premise, but clearly the importance of a workforce that feels good about, what they do is significant in the overall mission of any organization.

Richard Arwood, a retired Fire Chief and renowned NFA adjunct wrote in an issue of "Speaking of Fire" points out the potentially most cost effective way in which a fire service can increase productivity is through a formal positive reinforcement program. In other terms highly motivated employees are more productive employees (Arwood 1989).

Randy Novak, now director of Fire Service Training in Stillwater Oklahoma, wrote an article entitled " Much More To Morale Than You Might Think." This 1990 article appeared in the Minnesota Fire Chief magazine. In it, he mentions several of the external factors that influence morale that were listed in this research project's survey instrument. Listening, keeping people informed, encouraging participation, promoting a positive attitude as leaders are all cited by Novak as being effective means in responding to employee concerns (Novak 1990).

Rodney Nordstrom of Nordstrom and Associates (a private consulting firm specializing in employee productivity) had the ominous task of rebuilding the morale of the Codes Administration for the City of Kansas City Missouri, following the tragedy and subsequent scandal surrounding the Hyatt skywalk collapse. Inspectors were thrown into the mix of corruption in expose' that showed them loafing on the job. Nordstrom sites feedback as being the single most positive influencing factor in restoring the employee's morale. He sites feedback as being effective in the treatment of all productivity concerns from accident reduction to increasing the number of inspections (Nordstrom 1985).

William Ransom, President of Ransom & Associates (a management advisory firm) writes: " The morale of a business

allows it to accomplish more than its cumulative talents would suggest. It operates in a synergistic mode using management, employee and 5 customer participation to resolve its problems." He further lists three characteristics of a high morale organization: 1. Gives workers the freedom and autonomy to do their jobs. 2. Rewards the employee for exceeding expectations. 3. Listens to employees, and swiftly act to resolve any disputes. Ransom also sites that high morale organizations are more productive than the competition (Ransom 1995).

Other publications reviewed included an applied research project from the National Fire Academy: Developing an Employee Moral Index in the Emergency Services Organization (Hunter 1997). This was an effort to index morale based on employee satisfaction. The following factors were constructed to determine employee satisfaction: 1. Mean hours of sick leave taken 2. Ratio of refusals to acceptances to volunteer for overtime with pay. 3. Number of grievances filed in a given period. 4. Composite scores of job satisfaction 5. Mean performance evaluation scores.

**OBJECTIVES:**

- To identify the morale values of the employees.
- To find out the attributes that influences their morale.
- To find out the supporting factors of morale in the following areas:
  - ❖ Training and development programme
  - ❖ Wages & Incentives
  - ❖ Trust level
  - ❖ Social and Working environment

**LIMITATIONS OF THE STUDY**

- Due to the time constraint the study is made only among 125 respondents.
- There is a chance of personal bias which affects the original data.
- Some of the respondents are illiterate; they might have not understood the questions correctly.

**SCOPE OF THE STUDY**

The top management can use the information obtained through the study in the following areas:

- To identify the drawbacks in the existing system.
- Adopt as a tool to
  - To enhance the opportunities for improvement and self development
  - To provide creative job to the employees.
  - To improve participative management techniques.
- To improve the system in human resource development area

**RESEARCH METHODOLOGY:**

Research Design: Descriptive research design was undertaken in this research.

Sampling Technique: The sampling technique that is used in this research work is Convenience sampling.

**Method of data collection:**

The primary data are those, which are collected a fresh and for the first time. And thus happen the original in character. The primary data was collected through the observation. The secondary data are those which have already been collected by some one else and which already had been passed though the statistical process. Information for this study has been collected from the secondary data, like records, old reports, journals and internet.

**TOOLS USED FOR THIS STUDY**

- ü Chi – Square analysis
- ü Percentage analysis

**FORMULA**

Chi-square =  $(O - E)^2 / E$

Where,

O = Observed Frequency

E = Expected Frequency

Degrees of freedom =  $(r-1). (c-1)$

Level of significance is 5 %

TABLE-1: OPPORTUNITIES FOR IMPROVEMENT AND SELF-DEVELOPMENT VS RELATIONSHIP WITH SUPERIORS AND CO-WORKERS

**HYPOTHESIS**

**H0:** There is a significant relationship between opportunities for improvement and Self-development and relationship with superiors and co-workers.

**Ha:** There is no significant relationship between opportunities for improvement and Self-development and relationship with superiors and co-workers.

**OBSERVED TABLE**

|           | Very often | Often | Some times | Rarely | Very rarely | Total |
|-----------|------------|-------|------------|--------|-------------|-------|
| Very good | 58         | 22    | 8          | 2      | 2           | 92    |
| Good      | 26         | --    | --         | --     | --          | 26    |
| Moderate  | 4          | --    | --         | --     | --          | 4     |
| Poor      | 1          | --    | --         | --     | --          | 1     |
| Very poor | 2          | --    | --         | --     | --          | 2     |
| Total     | 91         | 22    | 8          | 2      | 2           | 125   |

**EXPECTED TABLE**

|           | Very often | Often  | Some times | Rarely | Very rarely | Total |
|-----------|------------|--------|------------|--------|-------------|-------|
| Very good | 66.976     | 16.192 | 5.888      | 1.472  | 1.472       | 92    |
| Good      | 18.928     | 4.576  | 1.664      | 0.416  | 0.416       | 26    |
| Moderate  | 2.912      | 0.704  | 0.256      | 0.064  | 0.064       | 4     |
| Poor      | 0.728      | 0.176  | 0.064      | 0.016  | 0.016       | 1     |
| Very poor | 1.456      | 0.352  | 0.128      | 0.032  | 0.032       | 2     |
| Total     | 59         | 48     | 11         | 3      | 4           | 125   |

**CHI – SQUARE TABLE**

| O      | E      | O - E  | (O - E) <sup>2</sup> | (O - E) <sup>2</sup> /E |
|--------|--------|--------|----------------------|-------------------------|
| 58.000 | 66.976 | -8.976 | 80.569               | 1.203                   |
| 22.000 | 16.192 | 5.808  | 33.733               | 2.083                   |
| 8.000  | 5.888  | 2.112  | 4.461                | 0.758                   |
| 2.000  | 1.472  | 0.528  | 0.279                | 0.189                   |
| 2.000  | 1.472  | 0.528  | 0.279                | 0.189                   |
| 26.000 | 18.928 | 7.072  | 50.013               | 2.642                   |
| 0.000  | 4.576  | -4.576 | 20.940               | 4.576                   |
| 0.000  | 1.664  | -1.664 | 2.769                | 1.664                   |
| 0.000  | 0.416  | -0.416 | 0.173                | 0.416                   |
| 0.000  | 0.416  | -0.416 | 0.173                | 0.416                   |
| 4.000  | 2.912  | 1.088  | 1.184                | 0.407                   |
| 0.000  | 0.704  | -0.704 | 0.496                | 0.704                   |
| 0.000  | 0.256  | -0.256 | 0.066                | 0.256                   |

|       |       |        |       |        |
|-------|-------|--------|-------|--------|
| 0.000 | 0.064 | -0.064 | 0.004 | 0.064  |
| 0.000 | 0.064 | -0.064 | 0.004 | 0.064  |
| 1.000 | 0.728 | 0.272  | 0.074 | 0.102  |
| 0.000 | 0.176 | -0.176 | 0.031 | 0.176  |
| 0.000 | 0.064 | -0.064 | 0.004 | 0.064  |
| 0.000 | 0.016 | -0.016 | 0.000 | 0.016  |
| 0.000 | 0.016 | -0.016 | 0.000 | 0.016  |
| 2.000 | 1.456 | 0.544  | 0.296 | 0.203  |
| 0.000 | 0.352 | -0.352 | 0.124 | 0.352  |
| 0.000 | 0.128 | -0.128 | 0.016 | 0.128  |
| 0.000 | 0.032 | -0.032 | 0.001 | 0.032  |
| 0.000 | 0.032 | -0.032 | 0.001 | 0.032  |
| TOTAL |       |        |       | 16.752 |

Calculate value: 16.752

Degrees of freedom = (r-1). (c-1)= (5-1). (5-1) = 16

Level of significance: 5 %

Significance table value = 26.296

26.296 > 16.752

Therefore H0 is accepted.

**INTERPRETATION**

From the analysis it reveals there is a significant relationship between opportunities for improvement and Self-development and relationship with superiors and co-workers.

**TABLE-2: OPPORTUNITIES TO UPDATE KNOWLEDGE AND SKILLS VS GOALS FOR ACHIEVEMENT HYPOTHESIS**

**H0:** There is a significant relationship between opportunities to update knowledge and skills and goals for achievement.

**Ha:** There is no significant relationship between opportunities to update knowledge and skills and goals for achievement.

**OBSERVED TABLE**

| 14&15 | Strongly agree | Agree | No. opinion | Disagree | Strongly disagree | Total |
|-------|----------------|-------|-------------|----------|-------------------|-------|
| Yes   | 67             | 26    | 11          | 4        | 3                 | 111   |
| No    | 14             | --    | --          | --       | --                | 14    |
| Total | 81             | 26    | 11          | 4        | 3                 | 125   |

**EXPECTED TABLE**

| 14&15 | Strongly agree | Agree  | No. opinion | Disagree | Strongly disagree | Total |
|-------|----------------|--------|-------------|----------|-------------------|-------|
| Yes   | 71.928         | 23.088 | 9.768       | 3.552    | 2.664             | 111   |
| No    | 9.072          | 2.912  | 1.232       | 0.448    | 0.336             | 14    |
| Total | 81             | 26     | 11          | 4        | 3                 | 125   |

**CHI - SQUARE TABLE**

| O      | E      | O - E  | (O - E)2 | (O - E)2/E |
|--------|--------|--------|----------|------------|
| 67.000 | 71.928 | -4.928 | 24.285   | 0.338      |
| 26.000 | 23.088 | 2.912  | 8.480    | 0.367      |
| 11.000 | 9.768  | 1.232  | 1.518    | 0.155      |

|        |       |        |        |       |
|--------|-------|--------|--------|-------|
| 4.000  | 3.552 | 0.448  | 0.201  | 0.057 |
| 3.000  | 2.664 | 0.336  | 0.113  | 0.042 |
| 14.000 | 9.072 | 4.928  | 24.285 | 2.677 |
| 0.000  | 0.912 | -0.912 | 0.832  | 0.912 |
| 0.000  | 1.232 | -1.232 | 1.518  | 1.232 |
| 0.000  | 0.448 | -0.448 | 0.201  | 0.448 |
| 0.000  | 0.336 | -0.336 | 0.113  | 0.336 |
| TOTAL  |       |        |        | 6.564 |

Calculate value: 6.564

Degrees of freedom = (r-1). (c-1)= (2-1). (5-1) = 4

Level of significance: 5 %

Significance table value = 9.488

9.488 > 6.564

Therefore H0 is accepted.

**INTERPRETATION**

From the analysis it documents there is a significant relationship between opportunities to update knowledge and skills and goals for achievement.

**TABLE-3:TOP MANAGEMENT APPRECIATION IN QUALITY WORK VS CONSIDERING SUGGESTION FOR THE IMPROVEMENT OF THE COMPANY**

**HYPOTHESIS**

**H0:** There is a significant relationship between top management appreciation in quality work and considering your suggestion for the improvement of the company.

**Ha:** There is no significant relationship between top management appreciation in quality work and considering your suggestion for the improvement of the company.

**OBSERVED TABLE**

|                   | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | Total |
|-------------------|----------------|-------|---------|----------|-------------------|-------|
| Strongly agree    | 53             | 28    | 11      | 1        | 1                 | 94    |
| Agree             | 22             | --    | --      | --       | --                | 22    |
| Neutral           | 4              | --    | --      | --       | --                | 4     |
| Disagree          | 4              | --    | --      | --       | --                | 4     |
| Strongly disagree | 1              | --    | --      | --       | --                | 1     |
| Total             | 84             | 28    | 11      | 1        | 1                 | 125   |

**EXPECTED TABLE**

|                   | Strongly agree | Agree  | Neutral | Disagree | Strongly disagree | Total |
|-------------------|----------------|--------|---------|----------|-------------------|-------|
| Strongly agree    | 63.168         | 21.056 | 8.272   | 0.752    | 0.752             | 94    |
| Agree             | 14.784         | 4.928  | 1.936   | 0.176    | 0.176             | 22    |
| Neutral           | 2.688          | 0.896  | 0.352   | 0.032    | 0.032             | 4     |
| Disagree          | 2.688          | 0.896  | 0.352   | 0.032    | 0.032             | 4     |
| Strongly disagree | 0.672          | 0.224  | 0.088   | 0.008    | 0.008             | 1     |
| Total             | 84             | 28     | 11      | 1        | 1                 | 125   |

CHI – SQUARE TABLE

| O      | E      | O - E   | (O - E) <sup>2</sup> | (O - E) <sup>2</sup> /E |
|--------|--------|---------|----------------------|-------------------------|
| 53.000 | 63.168 | -10.168 | 103.388              | 1.637                   |
| 28.000 | 21.056 | 6.944   | 48.219               | 2.290                   |
| 11.000 | 8.272  | 2.728   | 7.442                | 0.900                   |
| 1.000  | 0.752  | 0.248   | 0.062                | 0.082                   |
| 1.000  | 0.752  | 0.248   | 0.062                | 0.082                   |
| 22.000 | 14.784 | 7.216   | 52.071               | 3.522                   |
| 0.000  | 4.928  | -4.928  | 24.285               | 4.928                   |
| 0.000  | 1.936  | -1.936  | 3.748                | 1.936                   |
| 0.000  | 0.176  | -0.176  | 0.031                | 0.176                   |
| 0.000  | 0.176  | -0.176  | 0.031                | 0.176                   |
| 4.000  | 2.688  | 1.312   | 1.721                | 0.640                   |
| 0.000  | 0.869  | -0.869  | 0.755                | 0.869                   |
| 0.000  | 0.352  | -0.352  | 0.124                | 0.352                   |
| 0.000  | 0.032  | -0.032  | 0.001                | 0.032                   |
| 0.000  | 0.032  | -0.032  | 0.001                | 0.032                   |
| 4.000  | 2.688  | 1.312   | 1.721                | 0.640                   |
| 0.000  | 0.869  | -0.869  | 0.755                | 0.869                   |
| 0.000  | 0.352  | -0.352  | 0.124                | 0.352                   |
| 0.000  | 0.032  | -0.032  | 0.001                | 0.032                   |
| 0.000  | 0.032  | -0.032  | 0.001                | 0.032                   |
| 1.000  | 0.672  | 0.328   | 0.108                | 0.160                   |
| 0.000  | 0.224  | -0.224  | 0.050                | 0.224                   |
| 0.000  | 0.088  | -0.088  | 0.008                | 0.088                   |
| 0.000  | 0.008  | -0.008  | 0.000                | 0.008                   |
| 0.000  | 0.008  | -0.008  | 0.000                | 0.008                   |
| TOTAL  |        |         |                      | 20.067                  |

Calculate value: 20.067

Degrees of freedom = (r-1). (c-1)= (5-1). (5-1) = 16

Level of significance: 5 %

Significance table value = 26.296

26.296 > 20.067

Therefore H0 is accepted.

**INTERPRETATION**

From the analysis it results there is a significant relationship between top management appreciation in quality work and considering your suggestion for the improvement of the company.

**FINDINGS**

- From the analysis it reveals there is a significant relationship between opportunities for improvement and Self-development and relationship with superiors and co-workers.
- From the analysis it documents there is a significant relationship between opportunities to update knowledge and skills and goals for achievement.
- From the analysis it results there is a significant relationship between top management appreciation in quality work and considering your suggestion for the improvement of the company.

**SUGGESTIONS**

- Organization can make arrangements of exact pay in bonus where it facilitates the employees to work in better way.
- Employee welfare facilities like resting rooms and sanitary conditions can be maintained well. Health & safety measures also to be adopted in protection.
- Employee rating of responsibilities can be viewed in a standard way and feedback can be provided to the employees.
- Organization has to develop the environment with proper outline of policies & procedures that prevail now.
- Work stress stays a factor for absenteeism from observation, so organization can make employee feel to work in stress free by implementing any stress relating factors.
- Job specifications do not give any creative sense for the employees. So management can enrich the job by motivating with different constraints.

**CONCLUSION**

The study employee morale has observed in CPC Pvt Ltd, Coimbatore, with conducting the procedures of various analyses where the research reveals that the overall morale in the organization is fair. But with small areas of low coverage like health, safety measures, welfare facilities and stress factors has to be taken steps for better improvements. Organization employee morale is the major factor to determine the environment. Organization can take steps that make the firm to perform effectively in organization culture and better productivity.

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