Women Employees' Morale in Textile Mills

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ABSTRACT

Human Resource Management is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, and the rank and file employees.

Morale is an intangible and subjective concept. It cannot be measured directly. Employees are reluctant to express their true attitudes towards the work, environment, and management. The level of morale can be measured through observation, attitude survey, company records and counselling.

The ranking given in the table suggests that to improve the level of women employees morale, the determinants Performance appraisal, Image of your mill, Training and development, Employee grievance handling and Trade union are the main areas to be focused upon immediately

Introduction

Human Resource Management is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, and the rank and file employees. It may be noted here that human resources should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee's performance which ultimately decides and attainment of goals. However, the employee performance is to a large extent, influenced by motivation and level of morale.

The study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which facilitated it in decision making and correcting the path of organizational policies and behavior. It indicates the general level of satisfaction in the organization about its programmes, policies etc. Secondly, it is a diagnostic instrument for knowing employees' problems, effecting changes and correcting with least resistance. Thirdly, it strengthens the communication system of the organization and management can discuss the result for shaping the future course of action. Fourthly, it helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization. Fifthly, it helps unions to know exactly what employees want and what management is doing. Thus, it facilitates mutual settlement of grievances and other unwanted situations. Lastly, it facilitates in determining the training and development needs of the both, employees and the organization. If we can improve job satisfaction and morale, we can improve job performance as well.

Morale is an intangible and subjective concept. It cannot be measured directly. Employees are reluctant to express their true attitudes towards the work, environment, and management. The level of morale can be measured through observation, attitude survey, company records and counselling. Attitude survey is generally used to discover the feelings of employees towards their jobs, their supervisors, company policies and the organization as a whole. Research shows no direct and consistent relationship between morale and productivity. Productivity sometimes is high with high morale but at other times productivity may be low even when the morale is high. For instance, Herzberg found that in 54% of the studies, high morale was related to high productivity, while in 11% cases, high morale

was associated with low productivity. In 35% there was no relationship between morale and productivity. There are many issues which are considered relevant for morale. There is also a general feeling that the level of morale of the employees is not up to the expectation and satisfaction of the management of textile mills. Therefore, an attempt is made to study the employees' morale in textile mills in Dindigul District and to identify the factors influencing employee morale.

The present study not only intends to examine the multi-dimensional aspects of women employee morale in textile mills but also attempts to present constructive suggestions on the basis of the prevailing level of morale and also on the basis of the relative weightage given to each determinant of morale by respondents. The information which was required for this study from the employees of textile mills in Dindigul was sought using interview schedule. The sample for this study was comprised of the women employees who were employed at textile mills in Dindigul district. The entire sample of 120 respondents was selected from the district of Dindigul in Tamilnadu State, on the basis of purposive sampling.

Level of Morale

The textile mills on the form of organisations are classified into three namely non corporate sector mills, private limited mills and public limited mills. The fifteen determinants of morale are individually examined to make a comparative study of morale in various forms of organisations in textile mills in Dindigul district. The level of morale in different forms of textile mills is classified as good, moderate and not good. If the total score is equivalent or more than mean score (+) standard deviation, the level of morale is good. If the total score is less than mean score (-) standard deviation, the level of morale is not good. If the total score is in between the good and the not good, the level of morale is perceived to be moderate. The following table gives the overall picture of the forms of organization and the determinants of morale.

FORMS OF ORGANISATION & DETERMINANTS

S.No	Determinants	Level of Morale in		
		Non- Corporate	Private Limited	Public Limited
D1	Organizational policy	Not Good	Moderate	Good
D2	Work environment	Moderate	Moderate	Good
D3	Training and development	Not Good	Moderate	Good

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D4	Performance appraisal	Moderate	Moderate	Moderate
D5	Employee remuneration/incentives	Moderate	Good	Moderate
D6	Employee fringe benefits	Moderate	Moderate	Moderate
D7	Employee motivation	Good	Moderate	Moderate
D8	Employee participation in management	Moderate	Moderate	Moderate
D9	Employee Interpersonal relation	Moderate	Moderate	Moderate
D10	Employee welfare facilities	Not Good	Moderate	Good
D11	Safety and health of the employee	Moderate	Moderate	Moderate
D12	Trade unions	Not Good	Moderate	Moderate
D13	Employee grievance handling	Moderate	Moderate	Good
D14	Job satisfaction	Moderate	Moderate	Good
D15	Image of your mill	Moderate	Moderate	Moderate

The morale of the employees towards their organization had given some direction in the analysis. In order to facilitate further in-depth analysis, an attempt is made to rank the various determinants of morale. The overall mean and standard deviations for the determinants of morale and their ranking scores are given below.

OVERALL MEAN AND STANDARD DEVIATION FOR DETERMINANTS

Determinants Number	Determinants	Mean	SD	Rank
D1	Organizational policy	26.84	4.21	1
D2	Work environment	26.16	4.13	5
D3	Training and development	25.56	3.70	13
D4	Performance appraisal	25.70	3.83	11
D5	Employee remuneration/incentives	26.80	3.99	2
D6	Employee fringe benefits	26.11	3.61	6
D7	Employee motivation	26.32	3.86	3
D8	Employee participation in management	25.92	3.89	7
D9	Employee interpersonal relation	26.20	3.82	4
D10	Employee welfare facilities	25.75	3.68	9
D11	Safety and health	25.81	3.88	8
D12	Trade union	25.22	4.06	15
D13	Employee grievance handling	25.52	3.39	14
D14	Job satisfaction	25.71	3.47	10
D15	Image of your mill	25.61	3.28	12

It is clear from the table that all the determinants of morale do not receive the same attention from the respondents.

The Determinants Organizational policy (D1), Employee remuneration/incentives (D5), Employee motivation (D7), Employee interpersonal relation (D9) and Work environment (D2) are getting the top rating.

Employee fringe benefits (D6), Employee participation in management (D8), Safety and health of the employee (D11), Employee welfare facilities (D10) and Job satisfaction (D14) get the medium rating.

Performance appraisal (D4), Image of your mill (D15), Training and development (D3), Employee grievance handling (D13) and Trade union (D12) get the low rating.

Conclusion
The ranking given in the table suggests that to improve the level of women employees morale, the determinants Performance appraisal, Image of your mill, Training and development, Employee grievance handling and Trade union are the main areas to be focused upon immediately.

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