



Morale in Teaching Staff of the Tirumala Tirupathi Devasthanams' Higher Educational Institutions

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ABSTRACT

Morale is internal cognitive, positive and internal in an individual or group of individuals. If there is high morale among the employees it is an easy task to the organisation to achieve co-operation and co-ordination among the employees. It reflects general feeling of wellbeing, satisfaction and happiness. It shows their overall satisfaction with the whole situation. It is the healthy and positive state of mind".

Tirumala Tirupati Devasthanams (TTD) is the autonomous body. It is not only the religious organisation, it also maintains so many social activities, among them education is one of the important activity. It maintains 33 educational institutions and funded for some of the other institutions at various levels from primary to post graduation (PG) level and also universities.

KEYWORDS

Morale is internal cognitive, positive and internal in an individual or group of individuals. It is a very important to any organisation to achieve desirable goals or targets. If there is high morale among the employees it is an easy task to the organisation to achieve co-operation and co-ordination among the employees. If morale is high, productivity levels are also increased in many folds, but sometimes may not. Productivity sometimes is high with high morale, but at other times, may be low even when morale is high and vice versa¹. "It enhances the sense of commitment and interest in the activities of the organisation. It reflects general feeling of wellbeing, satisfaction and happiness. It shows their overall satisfaction with the whole situation. It is the healthy and positive state of mind".²

To inculcate or enhance the morale levels among the employees some of the facilities should be provided to the employees like participation in management or decision making, healthy relations between employer and employees, welfare programmes (Housing, Medical facilities Free Education etc.), Training etc.

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Objectives of the study:

1. Importance of morale
2. Morale of the teaching staff in Tirumala Tirupati Devasthanams' Degree Colleges.

Methodology

The study is based on both primary and secondary data. The primary data is elicited from the sample respondents through a specially designed structured questionnaire. The secondary data is collected from various books, websites.

Sample Design

All the three Degree & PG colleges in Tirupati (TTD) i.e. Sri Venkateswara Arts College, Sri Govindarajaswamy Arts College and Sri Padmavati Women's College have been selected for the study. From each degree college 15 teaching staff members have been selected at random. Thus, on the whole, the sample consists of 45 in number.

Period of the Study

The reference period of the study is 2014-15 academic year.

Tools of Analysis

Though the present study is descriptive in nature, certain tables are presented for analytical purpose. The tools such as descriptive statistics, Averages, Chi-square are computed by using SPSS software.

1. Perceptions of Teachers:

The teaching staff was asked to give their opinion about various aspects regarding participative management welfare facilities; the respondents have given different opinions, which are noted below.

1.1 Participative Management:

One of the important aspects of success for any organisation depends upon the participative management of the personnel. Participative Management enhances the morale of the personnel. Table 1.1 shows the respondents opinion about the participative management in the TTD.

Table 1.1: Perceptions on Participative Management

Teaching staff	Cordial Relations between Management & Employees	Employees are free to set their own performance goals	Management always consults before taking any decision
Strongly Disagreed	No. 05(11.1)	06(13.3)	08(17.8)
Disagreed	No. 13(28.9)	08(17.8)	07(15.6)
Undecided	No. 03(6.7)	08(17.8)	05(11.1)
Agreed	No. 20(44.4)	20(44.4)	19(42.2)
Strongly Agreed	No. 04(8.9)	03(6.7)	06(13.3)
Total	No. 45(100)	45(100)	45(100)

Note: Figures in parentheses indicate the percentage to the total

Source: Field Survey

*Significant at 5% level

As per Table 1.1, 24 out of 45 (53.34 percent) respondents expressed the view that there existed cordial relations between the TTD management and employees, while only 18 out of 45 (nearly 40 percent) respondents opined negatively. The undecided category falls more than six percent. In the case of

freedom to set their own performance goals, higher percent (more than 50 percent) and with regard to consultation before taking decisions, a greater percentage (55.6 percent) replied positively. Thus in the case of participative management, there is a majority positive response on the whole.

The Chi-square value is significant at 5 percent level and it infers that the teaching staff is positive regarding the participatory management policy of the TTD.

1.2 Welfare Facilities

Welfare means care or doing well. It is a comprehensive term and refers to the physical, mental, moral and emotional well-being of an individual.³ Any good management would provide welfare measures for employees, like medical aid, free education to their children and housing accommodation etc., to encourage and to boost up the morale of its employees. So, the TTD management also provides a variety of welfare facilities for its employees.

Table 1.2 shows the perceptions of the respondents on welfare facilities provided by the TTD.

Table 1.2: Perceptions on Welfare Facilities Provided by the TTD

Teaching staff	Medical facilities provided	Qualitative educational services to the children of TTD Employees	Housing accommodation at reasonable cost
Strongly Disagree	No. 07(15.6)	04(08.9)	05(11.1)
Disagree	No. 04(08.9)	08(17.8)	03(06.7)
Undecided	No. 00(00.0)	01(02.2)	03(06.7)
Agree	No. 19(42.2)	22(48.9)	22(48.9)
Strongly Agreed	No. 15(33.3)	10(22.2)	12(26.7)
Total	No. 45(100)	45(100)	45(100)

Note: Figures in parentheses indicate the percentage to the total

Source: Field Survey

@Not significant

The TTD is well appreciated in providing welfare facilities to its employees. A very high percentage of respondents agree or strongly agree with the welfare activities like medical facilities provided (42.2 percent and 33.3 percent), qualitative educational services (48.9 percent and 22.2 percent), housing accommodation (48.9 percent and 26.7 percent); but 15.6 percent and 8.9 percent strongly disagree or disagree with regard to medical facilities, regarding qualitative educational services 17.8 percent and 8.9 percent expressed negative opinion; 6.7 percent and 11.1 percent expressed disagreement in the case of housing accommodation. Those who were undecided form a small percentage only 0.0 per cent, 02.2 per cent and 06.7 per cent only with the respective matters. Thus, the teaching

staff in TTD educational institutions has expressed greater positive opinion in matters of welfare facilities like medical facilities, qualitative educational services and housing accommodation.

Chi-square is not significant and it infers that welfare schemes are implemented excellently and there is no different opinion about various contents. TTD is always in forefront in implementing the welfare schemes.

1.3 Satisfaction towards Administration

Satisfaction towards administration indicates the morale and support of the employees in an organization. . Table 1.3 presents the perceptions of the teaching staff towards administration.

Table 1.3: Satisfaction towards Administration

Teaching staff	Being an employee in TTD	Administration policies	Retirement benefits	Transfer Policy	Over all working conditions in TTD
Highly Dissatisfied	No. 02(04.4)	04(08.9)	07(15.6)	07(15.6)	02(04.4)
Dissatisfied	No. 02(04.4)	18(40.0)	00(00.0)	08(17.8)	02(04.4)
Undecided	No. 01(02.2)	07(15.6)	04(08.9)	06(13.3)	02(04.4)
Satisfied	No. 19(42.2)	13(28.9)	21(46.7)	19(42.2)	31(68.9)
Highly Satisfied	No. 21(46.7)	03(06.7)	13(28.9)	05(11.1)	08(17.8)
Total	No. 45(100)	45(100)	45(100)	45(100)	45(100)

Note: Figures in parentheses indicate the percentage to the total

Source: Field Survey

**Significant at 1% level

Table 1.3 shows that a majority of the sample staff are highly satisfied and satisfied (58.9 percent) for being a TTD employee. Only 02 (04.4 percent) employees each are dissatisfied or highly dissatisfied, while only 01 is undecided. The same level of satisfaction is expressed regarding retirement benefits (more than 75 percent), and while only 8.8 percent are either dissatisfied or highly dissatisfied. A little level of satisfaction is expressed with regarding to transfer policy and also more than 50 percent satisfied and highly satisfied with regard to administrative policies. Thus the TTD has evoked greater levels of satisfaction from its employees with regard to Working conditions, Retirement benefits, Transfer policy and Administrative policies.

Chi-square value is significant at 1 percent level and it infers that the employees are having different opinions regarding various contents of the satisfaction towards administration.

Finally we can say that the Tirumala Tirupati Devasthanams teaching staff of higher educational institutions has high satisfaction regarding the participative management, welfare facilities and administration.

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