

Employee Morale with Special Reference to Sodecia India Pvt. Ltd. Chennai

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ABSTRACT

Employee morale plays a very important part in the organization success. High morale leads to success and low morale brings to defeat. In an organization if the employees possess high morale then their attitude to stay in the organization will increase otherwise the vice versa. The play of morale is not less important for an Industrial undertaking. The success and failure of the Industry depends on the morale which the employees have towards their organization. The Organization needs employees with high morale and moreover morale is a psychological factor and measures can be adopted to build a high level of morale in an employee's mindset.

Keywords: attitude, employee, organization, measures, morale, performance, success

INTRODUCTION

Morale is an employee's attitude toward his or her job, employer, and colleagues. Employee morale as the psychological state with respect to satisfaction, confidence and resolve; the attitude of an individual or group of employees, resulting in courage, devotion and discipline; level of fulfillment one has with intrinsic work aspects, such as variety and challenge, feedback and learning, and space to grow and extrinsic circumstances of employment such as fair and adequate pay, job security, and health and safety. A high morale means the employee is satisfied with the job, puts in effort, is creative, takes initiative, is committed to the organization and focuses on achieving organizational goals rather than personal goals. Low morale leads to high skiving, high turnover, unsolved complaints and strikes, thereby encumbering firm's performance. According to the business dictionary morale is defined as the depiction of emotions, satisfaction, and overall attitude towards a workplace. Productivity is directly related to morale. Happy employees have high morale while dissatisfied and unhappy employees have low morale. Linz, etc., .al. measured employee morale, using job satisfaction, organizational commitment, turnover rates, complaints and employee strikes as a proxy.

NEED FOR THE STUDY

Provide feedback information about the level of Morale of Workers.

- Provide information which helps to give Suggestions for betterment of Organization.
- To prevent grievances and in disciplinary activities.
- Highlighting the employee needs and for personal growth and development.
- Promoting understanding between the supervisor and the subordinates.

OBJECTIVES OF THE STUDY

Primary Objective:

- A Study on Employee Morale in With reference to **SODECIA INDIA PVT LTD.**
- To know about the Employee Satisfaction level on the company while working.

Secondary Objective:

- To find the expectation of employees towards job, work environment and financial benefits.
- To know about the safety and welfare measures provided to employees.
- To know the inter relationship between supervisors and employee

PROBLEM OF THE STUDY

- The performance appraisal study is limited only to the **SODECIA INDIA PVT LTD.**
- The survey period was one month.
- The respondent may be biased while answering the questions so the sample result cannot be applied to the population in whole. Some of the respondents can't able to give real data due to fear on management.
- The Employee morale study is conducted on a limited number of employees and on the entire work force. The answers given by the respondents highly depend on the mood and interest and thus the accuracy fluctuates sometimes.

RESEARCH METHODOLOGY

Research Methodology is a way to find out the result of a given problem on a specific matter or problem that is also referred as research problem. In Methodology, researcher uses different criteria for solving/searching the given research problem. Different sources use different type of methods for solving the problem. If we think about the word “Methodology”, it is the way of searching or solving the research problem.

RESEARCH DESIGN:

The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data.

DESCRIPTIVE METHOD:

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

DATA COLLECTION

Data is collected from a variety of sources. The requirements may be communicated by analysts to custodians of the data, such as information technology personnel within an organization. The data may also be collected from sensors in the environment, such as traffic cameras, satellites, recording devices, etc.

a). Primary data b). Secondary data

SAMPLE DESIGN

The **sample size** is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. In practice, the sample size used in a study is determined based on the expense of data collection, and the need to have sufficient statistical power.

SAMPLING:

POPULATION – 400

SAMPLE SIZE-132

TOOLS

The main tool for the data collection is Questionnaire. It can be classified into 2 types:

- Open ended questionnaire
- Close ended questionnaire

TOOLS FOR ANALYSIS

The tools used in the project for analysis are

- Percentage analysis

INDUSTRY PROFILE

The Indian auto-components industry has experienced healthy growth over the last few years. Some of the factors attributable to this include: a buoyant end-user market, improved consumer sentiment and return of adequate liquidity in the financial system. The auto-component industry of India has expanded by 14.3 per cent because of strong growth in the after-market sales to reach at a level of Rs 2.92 lakh crore (US\$ 43.52 billion) in FY 2016-17.

Market Size

The Indian auto-components industry can be broadly classified into the organized and unorganized sectors. The organized sector caters to the Original Equipment Manufacturers (OEMs) and consists of high-value precision instruments while the unorganized sector comprises low-valued products and caters mostly to the aftermarket category.

The Indian automotive aftermarket is expected to grow at a CAGR of 10.5 per cent and reach Rs 75,705 crore (US\$ 13 billion) by the year 2019-20, according to the Automotive Component Manufacturers Association of India (ACMA). These estimates are in sync with the targets of the Automotive Mission Plan (AMP) 2016-26.

The Indian Auto Component industry is expected to grow by 8-10 per cent in FY 2017-18, based on higher localization by Original Equipment Manufacturers (OEM), higher component content per vehicle, and rising exports from India, as per ICRA Limited.

COMPANY PROFILE

Sodecia India Private Limited is a Private incorporated on 30 May 1995. It is classified as Non-govt company and is registered at Registrar of Companies, Chennai. Its authorized share capital is Rs. 450,000,000 and its paid up capital is Rs. 438,720,000. It is involved in Manufacture of other fabricated metal products; metal working service activities. Sodecia India Private Limited's Annual General Meeting (AGM) was last held on 17 December 2016 and as per records from Ministry of Corporate Affairs (MCA), its balance sheet was last filed on 31 March 2016. Directors of Sodecia India Private Limited are Ramamurthy Chandrasekar, Andre Manuel Dias Freitas, Carlos Armando Rodrigues Gomes, Sodecia India Private Limited's Corporate Identification Number is (CIN) U28939TN1995PTC031591 and its registration number is 31591. Its Email address is mani.pandurangan@india.sodecia.com and its registered address is Tapalmedu Pukkathurai Madhuranthakam Taluk Tn 603308 India.

REVIEW OF LITERATURE

Chopade(2012):revealed the relationship between survivors' perception of right sizing and their continuance commitment, affective commitment and morale. During this intervention, if employees' positive perception of rightsizing would have positive impact on their continuance as well as affective commitment. But, survivors' right sizing perception has negative impact on their morale. Employees were satisfied with their pay and amount of work done. They were worried about their job security. So that respondents has shown high commitment but low morale.

Usmaniet. al. (2013) explores the relationship between diversity and customer satisfaction mediated by employee morale. Exploratory Factor Analysis, Confirmatory Factor Analysis and Structural Equation Modelling were run to test the relationship and significance of the model. The results rejected the mediated relationship of diversity and customer satisfaction but showed positive direct association between diversity and employee morale.

Ngamb (2013) revealed that there is a relationship between leadership and morale, and those leadership competencies such as communication, fostering trust and team building set a clear direction for the college impact on morale. It is recommended that morale surveys should be conducted to obtain the requisite information before developing strategies that relate to employee morale, retention and performance

DATA ANALYSIS AND INTERPRETATION

TABLE 4.1Table showing Job Satisfaction

OPTIONS	NUMBER OF RESPONSE	%
Highly satisfied	59	44.70%
Satisfied	24	18.18%
Neutral	23	17.42%
Dissatisfied	16	12.12%
Highly Dissatisfied	10	7.58%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

44.70% of employees are highly satisfied with the job 18.18 % of employees are satisfied with the job 7.58% of employees are highly dissatisfied with the job

TABLE 4.2 Table Showing Years Of Experience.

OPTIONS	NUMBER OF RESPONSE	RESPONSE IN PERCENTAGE
Less than 1 year	21	15.91%
1 – 4 years	41	31.06%
More than 4 years	70	53.03%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

53.03% of employees are working more than four years, 31.06% experience is between 1-4 years and 15.91% experience is less than a year

Table 4.3

Classification of the respondents based on education qualification.

Particular	Frequency	Percentage
School level	17	12.87
ITI/Diploma	86	65.15
Graduate	26	19.69
Post-graduate	3	2.27
Total	132	100

(Source: Primary Data)

INTERPRETATION

From the above table indicates that 65% of respondents have completed ITI/Diploma, and 3% of respondent have completed post graduate.

TABLE 4.4

Table showing getting opportunities for improvement and self-development

OPTIONS	NUMBER OF RESPONSE	RESPONSE IN PERCENTAGE
Very often	7	5.30%
Often	27	20.46%
Sometimes	36	27.27%
Rarely	32	24.24%
Very rarely	30	22.73%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

27.27% of says they get getting opportunities for improvement and self-development sometimes, only 5.30% says very often

TABLE 4.5 Table showing how is your working environment facility (resting facility, sanitary condition, ventilation & lighting, water facilities)

OPTIONS	NUMBER OF RESPONSE	RESPONSE IN PERCENTAGE
Highly satisfied	64	48.48%
Satisfied	34	25.76%
Neutral	17	12.88%
Dissatisfied	12	9.10%
Highly Dissatisfied	5	3.78%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

48.48% are highly satisfied with the work environment and only 3.78% are highly dissatisfied with the working environment

TABLE4.6

Table showing relationship with your superiors

OPTIONS	NUMBEROF RESPONSE	RESPONSE IN PERCENTAGE
Highly satisfied	41	31.06%
Satisfied	33	25%
Neutral	33	25%
Dissatisfied	15	11.37%
Highly Dissatisfied	10	7.57%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

31.06% of employees are highly satisfied with the relationship with superiors 7.57% are highly dissatisfied.

TABLE 4.7

Table showing do you have the independence to express your views or ideas

OPTIONS	NUMBEROF RESPONSE	RESPONSE IN PERCENTAGE
Highly satisfied	30	22.72%
Satisfied	21	15.91%
Neutral	14	10.61%
Dissatisfied	35	26.52%
Highly Dissatisfied	32	24.24%
TOTAL	132	100

Source: Primary Data

INTERPRETATION: 26.52%are dissatisfied and 24.24% are highly dissatisfied with the independence to express their views and ideas.

TABLE 4.8

Table showing are you comfortable with the policies and administrative practices of the company.

OPTIONS	NUMBER OF RESPONSE	RESPONSE IN PERCENTAGE
Highly satisfied	20	15.15%
Satisfied	36	27.27%
Neutral	23	17.43%
Dissatisfied	24	18.18%
Highly Dissatisfied	29	21.97%
TOTAL	132	100

Source:Primary Data

INTERPRETATION:

26.52%are dissatisfied and 24.24% are highly dissatisfied with the independence to express their views and ideas.

TABLE 4.9

Table showing how often you avail leave

OPTIONS	NUMBEROF RESPONSE	RESPONSE IN PERCENTAGE
Veryoften	0	0%
Often	15	11.37%
Rarely	66	50%
Very Rarely	51	38.63%
TOTAL	132	100

Source: Primary Data

INTERPRETATION: 50% of respondents will take leave rarely and 38.63% take leave very rarely and11.37%will take leave often

TABLE4.10

Table showing do workers involve in Decision making process

OPTIONS	NUMBEROF RESPONNSE	RESPONSE IN PERCENTAGE
YES	30	22.72%
NO	102	77.28%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

77.28% of them says workers doesn't involve in Decision making process, 22.72% says they do involve in Decision making process

TABLE 4.11

Table showing is being able to trust the management is important factor to achieve high morale.

OPTIONS	NUMBEROF RESPONSE	RESPONSE IN PERCENTAGE
YES	105	79.55%
NO	27	20.45%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

79.55%of respondents think being able to trust the management is important factor to achieve high morale and 20.45% don't think it is that much important for to achieve high moral

TABLE 4.12

Table showing Do you able to maintain a good balance between your work life and your family life

OPTIONS	NUMBEROF RESPONSE	RESPONSE IN PERCENTAGE
YES	87	65.91%
NO	45	34.09%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

65.91% of employees said that they are maintaining a good balance between your work life and family life and 34.09% says no

TABLE4.13

Table showing is being recognized and rewarded by management improves employee morale.

OPTIONS	NUMBEROF RESPONSE	RESPONSE IN PERCENTAGE
YES	132	100%
NO	0	0%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

100% of employees think that being recognized and rewarded by management improves employee morale.

TABLE 4.14

Table showing is appreciated by supervisor makes the employee to gain high morale.

OPTIONS	NUMBEROF RESPONSE	RESPONSE IN PERCENTAGE
YES	132	100%
NO	0	0%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

100%ofrespondentsthinkbeingappreciatedbysupervisormakestheemployeeetogainhigh morale

Table 4.15

Classification of the respondent's opinion about company providing necessary tools and equipment to perform the duty.

Particular	Frequency	Percentage
StronglyAgree	77	58
Agree	33	25
Neutral	20	15
Disagree	2	22
Total	132	100

(Source: Primary Data)

INTERPRETATION

From the above table indicates that 58% of respondents strongly agree that company provides necessary tools and equipment to perform the duty and 1.5% of respondents disagree.

TABLE 4.16

Table showing are you feeling as if you belong to a work team or work family.

OPTIONS	NUMBER OF RESPONSE	RESPONSE IN PERCENTAGE
YES	118	89.39%
NO	14	10.61%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

89.39% of the respondents are feeling they belong to a work team or work family and 10.61% are not.

Table 4.17

Classification of the respondent's satisfaction towards their present position in the department.

Particular	Frequency	Percentage
Highly Satisfied	102	77.27
Satisfied	19	14.34
Minimal satisfaction or Dissatisfaction	7	5.3
Dissatisfied	4	3.03
Total	132	100

(Source: Primary Data)

INTERPRETATION

From the above table indicates that 77% of respondents are highly satisfied towards their present position in the department and 3% of respondents dissatisfied.

TABLE 4.18

Table showing your level of satisfaction with the parameters like health, safety and social service.

OPTIONS	NUMBER OF RESPONSE	RESPONSE IN PERCENTAGE
Highly satisfied	43	32.57%
Satisfied	41	31.06%
Neutral	20	15.15%
Dissatisfied	16	12.12%
Highly Dissatisfied	12	9.10%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

32.57% are highly satisfied, 31.06% are satisfied, 12.12% are dissatisfied and 9.10% are highly dissatisfied with parameters like health, safety and social service.

TABLE4.19

Table showing is work flexibility an important factor for high employee morale.

OPTIONS	NUMBEROF RESPONSE	RESPONSE IN PERCENTAGE
YES	132	100%
NO	0	0%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

100% of employees think work flexibility an important factor for achieving high employee morale.

TABLE4.20

Table showing is Motivation an important factor for Employee morale

OPTIONS	NUMBEROF RESPONSE	RESPONSE IN PERCENTAGE
YES	109	82.58%
NO	23	17.42%
TOTAL	132	100

Source: Primary Data

INTERPRETATION:

82.58% of them say that Motivation an important factor for Employee morale and 17.42% think motivation is not an important factor

FINDINGS

- 44.70% of employees are highly satisfied with the job 18.18% of employees are satisfied with the job 7.58 % of employees are highly dissatisfied with the job
- 53.03%ofemployeesareworkingmorethanfouryears,31.06%experienceisbetween1 - 4 years and 15.91% experience is less than a year
- 47.73% Persons working are highly satisfied with the organizational benefits 21.97% are thinking its neither satisfied not dissatisfied and 6.06% are highly dissatisfied with organizational benefits of the company.
- 27.27% of says they get getting opportunities for improvement and self-development sometimes, only 5.30% says very often.
- 48.48% are highly satisfied with the work environment and only 3.78% are highly dissatisfied with the working environment.
- 31.06% of employees are highly satisfied with the relationship with superiors 7.57% are highly dissatisfied.
- 26.52%aredissatisfiedand 24.24%are highly dissatisfied with the independence to express their views and ideas.
- 27.27% are satisfied and 15.15% are highly satisfied with the policies and administrative practices of the company but 18.18% are dissatisfied 21.97% are highly dissatisfied with it.
- 50% of respondents will take leave rarely and 38.63% take leave very rarely and 11.37% will take leave often.
- 77.28% of them says workers doesn't involve in Decision making process, 22.72% says they do involve in Decision making process.
- 79.55% of respondents think being able to trust the management is important factor to achieve high morale and 20.45% don't think it is that much important for to achieve high morale.
- 65.91% of employees said that they are maintaining a good balance between your work life and family life and

34.09% says no.

13. 100% of employees think that being recognized and rewarded by management improves employee morale.
14. 100% of respondents think being appreciated by supervisor makes the employee to gain high morale.
15. 43.94% are highly satisfied, and says that the top management does appreciate the quality work and 11.37% are dissatisfied with the appreciation.
16. 89.39% of the respondents are feeling they belong to a work team or work family and 10.61% are not.
17. 27.27% are highly dissatisfied, 25.75% are dissatisfied and says that the company won't take suggestions from employees for the improvement of the company.
18. 32.57% are highly satisfied, 31.06% are satisfied, 12.12% are dissatisfied and 9.10% are highly dissatisfied with parameters like health, safety and social service.
19. 100% of employees think work flexibility an important factor for achieving high employee morale.
20. 82.58% of them say that Motivation an important factor for Employee morale and 17.42% think motivation is not an important factors.

SUGGESTIONS

Based on the study, the following suggestions are given. The company may look into these suggestions:

1. Improving job satisfaction among employees by implementing appropriate job enhancement & enrichment techniques. Increasing organization's benefits for their workers.
2. Provide opportunity to improvement of the employees.
3. Improving good working environment in order to increasing employees' involvement in their job.
4. Provide the employees independence to express their views and ideas for the improvement.
5. Providing good policies and administrative practices to the employees by the company.
6. Make other workers also involve in decision making process to get right decisions.
7. Providing adequate appreciation for quality work.
8. Good relationship between the employees will result to high morale, so look forward that no employees have conflicts with other employees.
9. Providing Flexibility in time and working hours will lead to high employee morale.
10. Provide proper recognition and reward to the employees so that high morale of the employees will be there.
11. Make Employees to get involve and give suggestions for the improvement of the company and employees will get high employee morale because of their involvement.
12. To achieve high morale of the employees have open communication with the management.

CONCLUSION

Morale is psychological concept. Morale is not a cause but rather the effect or result of many going away. Morale drifts from person to person, industry to industry, level of education, age, nature of work etc. Morale may be range from very high to very low. By this study it is clear that various faction which influences morale and productivity of the employees each as Social Security measures, welfare facilities, salary status, Bonus, health condition, shift system and recognition of work are getting much importance. To conclude employee morale plays very important role in every organization. Good employee morale helps to success of the organization. Unless an employee has poor morale if always a possibility of employee disharmony and also affect smooth running of the organization.

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