

## **STUDY ON MORALE OF EMPLOYEE IN THE NATIONAL CO-OPERATIVE SUGAR MILLS LIMITED, B.METTUPATTY, MADURAI DISTRICT**

**P. JAYASELVI**

Assistant Professor PG and Research Department of Commerce, Arulmigu Palaniandavar Arts College for Women, Chinnakalayamputhur, Tamil nadu, India

### **ABSTRACT**

Management is also genuinely interested in high production and high productivity of workers to achieve the desired goal. Higher productivity is the direct result of the attitude of the workers about work, i.e. high morale will yield more production and better quality at lower cost and is an index of good feelings about the fellow workers and the organization.

**KEYWORDS:** Production and Better Quality at Lower Cost and is an Index of Good Feelings

### **INTRODUCTION**

Many organizations never attempt to find out if their employees enjoy and derive satisfaction from their work and if they are happy with their roles or feel valued and appreciated for their work. In the ever growing competition, organizations expect attrition. For that purpose recruitment of the best personnel is not only important but also to retain the top talented employees within the organization by conducting morale survey among its employees.

Researcher makes an attempt to study the level of morale of employees in the National Co-operative Sugar Mills Limited, B.Mettupatty, Madurai District and also study the association between the demographic factors and the level of morale. Each factor has been taken and tested by formulating a null hypothesis and applying a chi-square test.

### **OBJECTIVES OF THE STUDY**

- To find out the association between demographic factors and the level of morale among the sample employees.
- To offer suggestion to the management for improving the morale of employees.

### **METHODOLOGY**

This study is based on survey method. The primary data were collected from a sample of 100 employees of the National sugar Mills limited through an interview schedule. The secondary data were collected from the libraries of Madurai Kamaraj University, Bharathiyar University and PSG Institute of Management. And also from various books, journal, newspaper and journal reports of the organization.

For the present study a sample of 100 employees were selected by applying multi-stage sampling technique. The employees are divided into three shifts and one shift is selected at random. The shift is again subdivided into five department and based on the strength of the employees in each department, the sample is selected.

After the data have been collected, the information was coded by preparing a master table. Then the information

was transcribed on transcription cards which is a store house of all information. From the transcription cards, classification tables were prepared and used for analysis. For the present study, statistical tools like

- Percentage and
- Chi- square

**ASSOCIATION BETWEEN DEMOGRAPHIC FACTORS AND THE LEVEL OF MORALE**

**AGE**

Age is an important factor that is directly related to morale. Since, the older employees seem to have higher morale, because younger workers are more dissatisfied with high expectations than their elders.

**H<sub>0</sub>:** There is no significant association between age and the level of morale

**Table 1: Age and the Level of Morale**

S. No	Age	Level of Morale			Total
		High	Medium	Low	
1	Below 40 years	4	37	9	50
2	Above 40 years	14	31	5	50
	Total	18	68	14	100

Calculated  $\chi^2$  value with Yates correction: 7.3695                      Table value (5%) :5.99

Degrees of freedom:2    Table value (1%) :9.21

Out of 100 respondents, 50 respondents are up to the age of 40 years. Of which, 4 respondents are with high level of morale, 37 respondents are with medium level of morale and the rest 37 respondents with low level of morale.

Fifty respondents are above the age of 40 years. Of which, 14 respondents are with high level of morale, 31 respondents are with medium level of morale and the rest 5 respondents with low level of morale.

Since the calculated value is greater than the Table value at 5% level, the null hypothesis is rejected. Hence, there is a significant association between age and the level of morale.

**GENDER**

Gender of the respondents is another factor influencing the level of morale.

**H<sub>0</sub>:** There is no significant association between gender and the level of morale

**Table 2: Gender and the Level of Morale**

S. No	Gender	Level of Morale			Total
		High	Medium	Low	
1	Male	16	60	7	83
2	Female	2	8	7	17
	Total	18	68	14	100

Calculated  $\chi^2$  value with Yates correction: 11.7962                      Table value (5%):5.99

Degrees of freedom: 2    Table value (1%):9.21

Out of 100 respondents, 83 respondents are male. Of which, 16 respondents are with high level of morale, 60 respondents are with medium level of morale and the rest 7 respondents with low level of morale.

Seventeen respondents are female. Of which, 2 respondents are with high level of morale, 8 respondents are with medium level of morale and the rest 7 respondents with low level of morale.

Since the calculated value is greater than the Table value, the null hypothesis is rejected. Hence, there is a significant association between Gender and the level of morale.

## MARITAL STATUS

Marital status of the respondents has been considered as one of the important factors that determine the morale. Generally married employees will have high morale than the unmarried employees.

**H<sub>0</sub>:** There is no significant association between marital status and the level of morale

**Table 3: Marital Status and the Level of Morale**

S. No	Marital Status	Level of Morale			Total
		High	Medium	Low	
1	Unmarried	1	15	1	17
2	Married	17	53	13	83
	Total	18	68	14	100

Calculated  $\chi^2$  value with Yates correction: 4.879

Table value (5%) :5.99

Degrees of freedom: 2

Table value (1%) :9.21

Out of 100 respondents, 17 respondents are unmarried. Of which, only one respondent with high level of morale, 15 respondents are with medium level of morale and only one respondent with low level of morale.

Eighty three respondents are married. Of which, 17 respondents are with high level of morale, 53 respondents are with medium level of morale and the rest 13 respondents with low level of morale.

Since the calculated value is less than the Table value, the null hypothesis is accepted. Hence, there is no significant association between marital status and the level of morale.

## EDUCATIONAL QUALIFICATION

Education shapes a man, gives him courage and enriches his knowledge. The higher the educational level of an employee, the lower is his morale because he compares his own attainments with those of others. The higher he thinks, the more dissatisfied he is.

**H<sub>0</sub>:** There is no significant association between educational qualification and the level of morale

**Table 4: Educational Qualification and the Level of Morale**

S. No	Educational Qualification	Level of Morale			Total
		High	Medium	Low	
1	Up to Higher Secondary	15	51	12	78
2	Above Higher Secondary	3	17	2	22
	Total	18	68	14	100

Calculated  $\chi^2$  value with Yates correction: 1.6748

Table value (5%) :5.99

Degrees of freedom: 2

Table value (1%) :9.21

Out of 100 respondents, 78 respondents have studied up to higher secondary. Of which, 15 respondents are with high level of morale, 51 respondents are with medium level of morale and the rest 12 respondents with low level of morale.

Twenty two respondents have studied above higher secondary. Of which, 3 respondents are with high level of morale, 17 respondents are with medium level of morale and the rest 2 respondents with low level of morale.

Since the calculated value is less than the Table value, the null hypothesis is accepted. Hence, there is no significant association between educational qualification and the level of morale.

## PLACE OF RESIDENCE

Place of residence of the respondents is taken as one of the factors influencing the level of morale.

**H<sub>0</sub>:** There is no significant association between place of residence and the level of moral

**Table 5: Place of Residence and the Level of Morale**

S. No	Place of Residence	Level of Morale			Total
		High	Medium	Low	
1	Urban	3	19	2	24
2	Semi – Urban	3	12	4	19
3	Rural	12	37	8	57
	Total	18	68	14	100

Calculated  $\chi^2$  value with Yates correction: 3.0669

Table value (5%) :9.49

Degrees of freedom: 4

Table value (1%) :13.3

Out of 100 respondents, 24 respondents are from urban area. Of which, 3 respondents are with high level of morale, 19 respondents are with medium level of morale and the rest 2 respondents with low level of morale.

Nineteen respondents are from Semi-urban area. Of which, 3 respondents are with high level of morale, 12 respondents are with medium level of morale and the rest 4 respondents with low level of morale.

Fifty seven respondents are from rural area. Of which, 12 respondents are with high level of morale, 37 respondents are with medium level of morale and the rest 8 respondents with low level of morale.

Since the calculated value is less than the Table value, the null hypothesis is accepted. Hence, there is no significant association between place of residence and the level of morale.

## TYPE OF FAMILY

Type of family of the respondents has been considered as one of the important factors that determine the morale. Generally employees in a joint family will have low morale because they have more responsibilities, duties and spend a lot of money for their family members.

**H<sub>0</sub>:** There is no significant association between type of family and the level of morale

**Table 6: Type of Family and the Level of Morale**

S. No	Type of Family	Level of Morale			Total
		High	Medium	Low	
1	Nuclear family	9	52	9	70
2	Joint family	9	16	5	30
	Total	18	68	14	100

Calculated  $\chi^2$  value with Yates correction: 4.8041

Table value (5%) :5.99

Degrees of freedom: 2

Table value (1%) :9.21

Out of 100 respondents, 70 respondents are from nuclear family. Of which, 9 respondents are with high level of morale, 52 respondents are with medium level of morale and the rest 9 respondents with low level of morale.

Thirty respondents are from joint family. Of which, 9 respondents are with high level of morale, 16 respondents are with medium level of morale and the rest 5 respondents with low level of morale.

Since the calculated value is less than the Table value, the null hypothesis is accepted. Hence, there is no significant association between type of family and the level of morale.

## INCOME

Income is an another important factor, that is directly related to morale. The high income group employees have high morale when compared to low income group employees.

**H<sub>0</sub>:** There is no significant association between income and the level of morale

**Table 7: Income and the Level of Morale**

S. No	Income	Level of Morale			Total
		High	Medium	Low	
1	Below Rs.4000	4	21	9	34
2	Above Rs.4000	14	47	5	66
	Total	18	68	14	100

Calculated  $\chi^2$  value with Yates correction: 7.0681                      Table value (5%) :5.99

Degrees of freedom: 2    Table value (1%) :9.21

Out of 100 respondents, 34 respondents are under the income level of below Rs.4000 per month. Of which, 4 respondents are with high level of morale, 21 respondents are with medium level of morale and the rest 9 respondents with low level of morale.

Sixty six respondents are under the income level of above Rs.4000 per month. Of which, 14 respondents are with high level of morale, 47 respondents are with medium level of morale and the rest 5 respondents with low level of morale.

Since the calculated value is greater than the Table value at 5% level, the null hypothesis is rejected. Hence, there is a significant association between income and the level of morale.

## NATURE OF JOB

Nature of job of the respondents has also been considered as one of the important factors that determine the morale. Generally, permanent employees have high morale than the temporary employees.

**H<sub>0</sub>:** There is no significant association between nature of job and the level of morale

**Table 8: Nature of Job and the Level of Morale**

S. No	Nature of Job	Level of Morale			Total
		High	Medium	Low	
1	Permanent	10	24	10	44
2	Temporary	8	44	4	56
	Total	18	68	14	100

Calculated  $\chi^2$  value with Yates correction: 7.338                      Table value (5%) :5.99

Degrees of freedom: 2    Table value (1%) :9.21

Out of 100 respondents, 44 respondents having permanent job. Of which, 10 respondents are with high level of morale, 24 respondents are with medium level of morale and the rest 10 respondents with low level of morale.

Fifty six respondents having temporary job. Of which, 8 respondents are with high level of morale, 44 respondents are with medium level of morale and the rest 4 respondents with low level of morale.

Since the calculated value is greater than the Table value at 5% level, the null hypothesis is rejected. Hence, there is a significant association between nature of job and the level of morale.

## LEVEL OF SKILL

Level of skill is another factor influencing the level of morale.

**H<sub>0</sub>:** There is no significant association between level of skill and the level of morale

**Table 9: Level of Skill and the Level of Morale**

S. No	Level of Skill	Level of Morale			Total
		High	Medium	Low	
1	Skilled	5	14	3	22
2	Semi Skilled	10	24	3	37
3	Unskilled	3	30	8	41
	Total	18	68	14	100

Calculated  $\chi^2$  value with Yates correction: 6.8931                      Table value (5%): 9.49

Degrees of freedom: 4    Table value (1%): 13.3

Out of 100 respondents, 22 respondents are skilled workers. Of which, 5 respondents are with high level of morale, 14 respondents are with medium level of morale and the rest 3 respondents with low level of morale.

Thirty seven respondents are semi-skilled workers. Of which, 10 respondents are with high level of morale, 24 respondents are with medium level of morale and the rest 3 respondents with low level of morale.

Forty one respondents are unskilled workers. Of which, 3 respondents are with high level of morale, 30 respondents are with medium level of morale and the rest 8 respondents with low level of morale.

Since the calculated value is less than the Table value, the null hypothesis is accepted. Hence, there is no significant association between level of skill and the level of morale.

## WORK EXPERIENCE

Experienced employees know their responsibilities, work and power. But inexperienced employees do not have any clear idea about their job. Therefore, experienced employees have high morale than the inexperienced employees.

**H<sub>0</sub>:** There is no significant association between work experience and the level of morale

**Table 10: Work Experience and the Level of Morale**

S. No	Work Experience	Level of Morale			Total
		High	Medium	Low	
1	Below 10 years	3	28	4	35
2	Above 10 years	15	40	10	65
	Total	18	68	14	100

Calculated  $\chi^2$  value with Yates correction: 4.4547                      Table value (5%) :5.99

Degrees of freedom: 2

Table value (1%) :9.21

Out of 100 respondents, 35 respondents having below 10 years experience. Of which, 3 respondents are with high level of morale, 28 respondents are with medium level of morale and the rest 4 respondents with low level of morale.

Sixty five respondents having above 10 years experience. Of which, 15 respondents are with high level of morale, 40 respondents are with medium level of morale and the rest 10 respondents with low level of morale.

Since the calculated value is less than the Table value, the null hypothesis is accepted. Hence, there is no significant association between work experience and the level of morale.

## SUGGESTIONS

- Adequate benefits and incentives may be provided to the employees as in the earlier periods.
- Efficient in performance shown by the employee may be given due recognition in the form of rewards (cash or otherwise).
- As the nature of work is seasonal, the management may start an additional unit to make use of the wastes and by-products of the sugar mills.
- Equal treatment with regard to promotion, nature of job, benefits and incentives ect., may be given to both male and female employees,

## CONCLUSIONS

Morale contributes to sound superior- subordinate relationship. It leads to employee satisfaction. The satisfied employees stay within the organization continuously. It reduces labour turnover and absenteeism. Morale and employee satisfaction reduce employee grievances. Further, satisfied employees follow the company rules and regulations. It reduces employees' indiscipline. It leads to employee commitment to industrial peace by avoiding the occurrence of industrial dispute. Thus the study helps to analyses the morale of employees in the sugar mill.

