
Published by: Abhinav Publication

***Abhinav International Monthly Refereed Journal of Research in
Management & Technology***

**A STUDY ON EMPLOYEE MORALE AND ITS IMPACT ON
EMPLOYEE EFFICIENCY AT JAYPEE CEMENT PLANT
REWA (M.P.)**

Dr. Usha Tiwari

Lecturer, APS University, Rewa (M.P.), India

Email : skandbt@gmail.com

ABSTRACT

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 et. al. measured employee morale, using job satisfaction, organizational commitment, turnover rates, complaints and employee strikes as a proxy. 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. In the present study an attempt has been made to study the employee morale and its impact on employee efficiency at Jaypee Cement Plant Rewa.

Study shows the employees morale and its impact on employees efficiency at. Jaypee Cement Plant Rewa , appears Good. The average mean score and percentage score has been computed at 3.60(65%). The most important factor contributing employees morale are: relationship with the fellow workers ,team spirit in direct work environment ,working condition of work place ,leaves and holidays provided, management and employees are allowed to talk freely.

Keywords: Employee Morale; Employee Efficiency; Jaypee Cement Plant Rewa

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, et, al. measured employee morale, using job satisfaction, organizational commitment, turnover rates, complaints and employee strikes as a proxy.

High morale contributes to high levels of productivity, high returns to stakeholders, and employee loyalty. Low morale may cause high absenteeism and turnover. Respect, involvement, appreciation, adequate compensation, promotions, a pleasant work environment, and a positive organizational

culture are morale boosters. Many companies offer diverse benefits to boost morale and satisfaction (Kongala 2013).

Nowadays the relationship between employees and employers may be seen upside down. Since there the number of job opportunities available for employees has been increasing in a growing worldwide economy, not just employees but also employers need to readjust themselves in order to cope up with the dynamics of business life. Therefore, HR executives need to consider new strategies for recruiting and retaining best fit talents for their organizations. Higher salaries and compensation benefits may seem the most likely way to attract employees. However, quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people. Some factors in workplace environment may be considered keys affecting employee's engagement, productivity, morale, comfort level etc. both positively and negatively.

Although convenient workplace conditions are requirements for improving productivity and quality of outcomes, Good management and effective leadership help to develop team work and the integration of individual and group goals. Leaders have to sustain performance, sustaining and improving performance for the future is essential for the survival of the organisation. While keeping eyes on performance indicators, leaders encourage creativity and innovation, risk taking and skills for future development¹¹. Performance of all workforces has to be maintained and morale rebuilt. The vital role of the leader in shaping performance and coaching becomes fundamental to the success of an organisation in all ramifications.

REVIEW OF LITERATURE

Chopade (2012): revealed the relationship between survivors' perception of rightsizing 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' rightsizing 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.

To achieve high levels of employee productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results (Mohr, 1996) and employee well-being (Huang, Robertson and Chang, 2004) Ensuring adequate facilities are provided to employees, is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization (Weiss, 1999).

Haynes (2008) explains the behavioral office environment behavioral components of the office environment that have the greatest impact on office productivity. In all of the work patterns, it was found that interaction was perceived to be the component to have the most positive effect on productivity, and distraction was perceived to have the most negative..

Employee's welfare and social security are important because it frees the employee to work with his utmost efficiency and effectiveness to the organizations task and thus organization's productivity and efficiency get increased. It also play important role in reducing absenteeism and employee turnover. Social security measures are the part of welfare activities which play important role in rapid industrialization, growth of national economy as they improve employee's morale by providing sense of security to them against various industrial hazards(Shelar and Phadatare ,2013).

Usmani *et. 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.

Zial (2011) concluded is that teambuilding has long term positive relationship between employee morale and employee retention. Team performance, individual contribution, team evaluation and coordination have long term positive relationship between employee morale and employee retention. Team unity has no significant effect on employee morale and employee retention.

Employee morale within an organization has a direct impact on the satisfaction level of its customers and the company's ultimate success. When relationship-based leaders promote core competency development of its workforce throughout the organization, an opportunity exists for ensuring high employee morale and customer satisfaction, an increase in employee and customer retention rates, and a positive long-term outlook for the company's successful performance Barbara (2002).

Upadhyay and Gupta (2012) conclude that communication plays a major role in increasing the satisfaction of an employee. Satisfied employees are reported to have high morale. Welfare measures and work experience does not necessarily relates to satisfaction .Therefore its recommended that company should provide for adequate welfare measures but should not burden itself by increasing the cost part of it in greed to earn the competitive edge and declare itself as most desired company. Other factors like good and open communication, providing motivating factors, empowerment etc should be taken into consideration for increasing the employee satisfaction level.

OBJECTIVES

1. To assess the level of morale of the employees of Jaypee Cement Plant Rewa.
2. To find the various factors leading to employees morale in the organization.
3. To evaluate the impact of employee morale on their efficiency.
4. To suggest measures for improve morale of the employees of organization.

HYPOTHESIS

There is a significant impact of Employee morale on employee efficiency.

METHODOLOGY

With a view to analysing the Employees morale and its impact on employees efficiency at. Jaypee Cement Plant Rewa (M.P.) India, the questionnaires distributed among the various cadres of employees. To measure the Employees morale and its impact on employees efficiency 18 items questionnaire was administrated to the selected respondents. The scoring was analysed on five point scale and score was simplified in percentage as per the formula of Rao (1991) i.e. **Percentage score=Mean score - 1x 25**

Five categories of gradation were very good, fairly good, good, average and poor.

RESULT / FINDING

The table 1& 2 and fig.1&2 under reference show the item wise mean score and percentage score of 20 items obtained in study Employees morale and its impact on employees efficiency at. Jaypee Cement Plant Rewa (M.P.) .Some of trend notice is given below:

Abhinav International Monthly Refereed Journal of Research In Management & Technology

The study of Employees morale and its impact on employees efficiency at Jaypee Cement Plant Rewa (M.P.) appear Good. The average mean score and percentage score of the overall of 18 items has been computed at 3.60(65%).

The most important factor contributing very good score are: (i) is your relationship with the fellow workers (item-10); (ii) Team spirit in direct work environment (item-18). Other important factor resulting good score are: (i) you find the working condition in your work place (item-2); (ii) the leaves and holidays provided in this company (item-7); (iii) management and employees are allowed to talk freely (item-9).

The factor contributing good score are: (i). happy with the working hours (item- 1); (ii) your relationship with the employers (item-3); (iii) your management encourage in over all development of the employees (item-4); (iv) opinion about safety and welfare measures provided to this Company (item-6); (v) you have congenial workload in this company (item-8); (vi) your supervisor encourage your special talent (item-11); (vii) What do you think of your job (item-12); (viii) feel that all are satisfied with each other (item -13); (ix) job security in your company (item-14); (x) Staff views and participation are valued (item-16).

The factor resulting average score are: (i) your company takes care of your health and security as per company law (item-5); (ii) your opinion about shift system in this company (item-15); (iii) Role models, setting a clear vision for the future(item-17).

Table 1. Item wise mean score, percentage score and categories of Employee Morale and its impact on Employee efficiency at Jaypee Cement Plant Rewa (M.P.)

Statement	MS	%	CAG
Are you happy with the working hours?	3.67	66.75	G
How do you find the working condition in your work place?	3.89	72.25	FG
How is your relationship with the employers?	3.71	67.75	G
Does your management encourage in over all development of the employees?	3.57	64.25	G
Do you felt that your company takes care of your health and security as per company law?	3.37	59.25	AV
What is your opinion about safety and welfare measures provided to this Company?	3.69	67.25	G
What do you think about the leaves and holidays provided in this company?	3.91	72.75	FG
Do you have congenial workload in this company?	3.74	68.5	G
Is management and employees are allowed to talk freely?	3.82	70.5	FG
How is your relationship with the fellow workers?	4.24	81	VG
Does your supervisor encourage your special talent?	3.74	68.5	G
What do you think of your job?	3.65	66.25	G
Do you feel that all are satisfied with each other?	3.47	61.75	G
Do you have job security in your company?	3.72	68	G
What is your opinion about shift system in this company?	3.37	59.25	AV
Staff views and participation are valued in your company?	3.78	69.5	G
Role models, setting a clear vision for the future in your company?	3.26	56.5	AV
Team spirit in direct work environment in your company?	4.32	83	VG
Average	3.60	65	Good

Abhinav International Monthly Refereed Journal of Research In Management & Technology

Table 2. Categories wise items of Employee Morale and its impact on Employee efficiency at Jaypee Cement Plant Rewa (M.P.)

S.N.	Statement	Percentage (Range)	Item No.	Total No. of Item.
1.	Very Good.	80 and above.	10,18	02
2.	Fairly Good	70 and above.	2,7,9	03
3.	Good	60 and above.	1,3,4,6,8,11,12,13,14,16	10
4.	Average	50 and above.	5,15,17	03
5.	Poor	Less than 40.	Nil	Nil

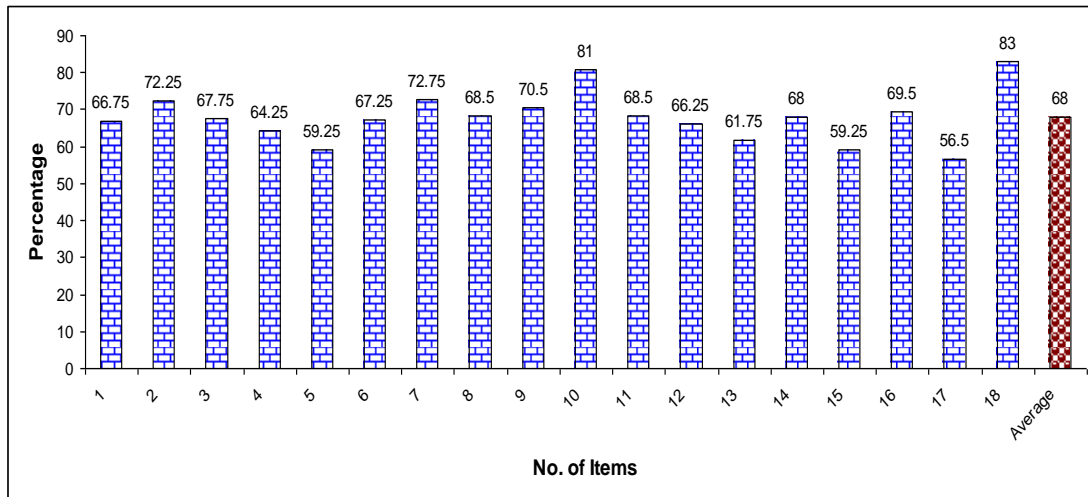


Fig. 1. Item wise percentage score and categories of Employee Morale and its impact on efficiency at Jaypee Cement Plant Rewa (M.P.)

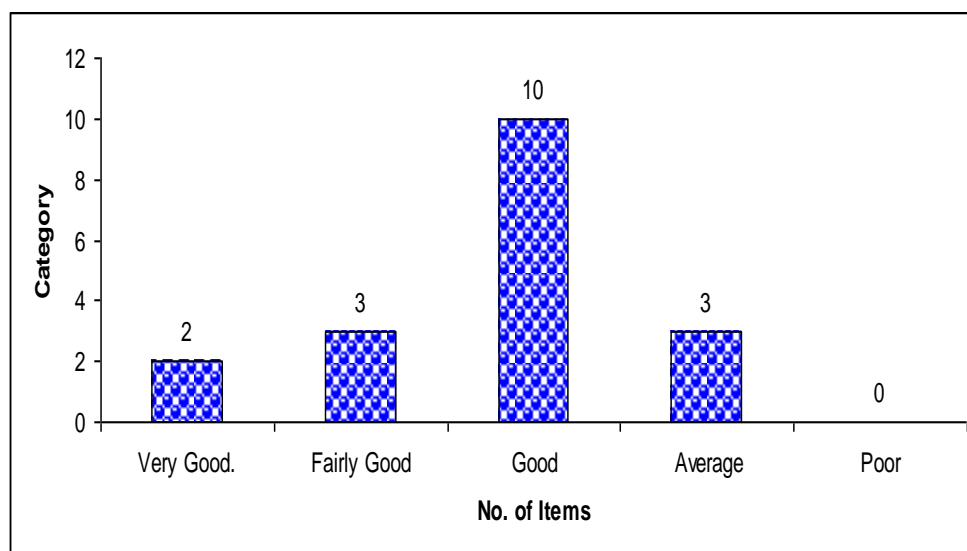


Fig. 2. Categories wise items of Employee Morale and its impact on Employee efficiency at Jaypee Cement Plant Rewa (M.P.)

CONCLUSION

Study show the employees morale and its impact on employees efficiency at Jaypee Cement Plant Rewa , appears Good. The average mean score and percentage score has been computed at 3.60(65%). The most important factor contributing employees morale are: relationship with the fellow workers,

Abhinav International Monthly Refereed Journal of Research In Management & Technology

team spirit in direct work environment ,working condition of work place ,leaves and holidays provided, management and employees are allowed to talk freely.

SUGGESTION

1. Clear and timely communication and feedback.
2. Defining goals and direction of the work unit and company.
3. Defining and reinforcing clear lines of authority, responsibility and accountability.
4. Rewarding and recognizing positive performance and addressing negative or limited performance in a timely manner.
5. Identifying gaps in knowledge and providing focused, individualized training.
6. Reducing unrealistic fears and anxieties regarding job security.
7. Encouraging knowledge and specific skill building in all dimensions of the core competencies which impact the overall performance of the company.
8. Allowing employees to rehearse newly acquired competencies.

REFERENCE

1. Barbara J. Fretwell,(2002): Promoting Organizational Competency: A Solution To Increasing Employee Morale And Customer Satisfaction. *CERES Innovations*, pp.1-9.
2. Chopade Pallavi (2012): An Impact of Rightsizing on Existing Employees' Commitment and Morale: Study of Indian IT Companies. *International Journal of Management and Social Sciences Research (IJMSSR)*. Vol.1 (2) pp.6-10.
3. Haynes. B. P. (2008). An Evaluation of the Impact of the Office Environment on Productivity. *Journal of Facilities*, 26 (5/6), pp. 178-19.
4. Huang, Y. H., Robertson, M. M., and Chang, K. I. (2004). The role of environmental control on environmental satisfaction, communication, and psychological stress: effects of office ergonomics training. *Environment and Behavior*, 36(1), 617-638.
5. Islam J.N., Mahajan H.K. and Datta R. (2012) : A study on Job Satisfaction and Morale of Commercial Banks in Bangladesh. *International Journal of Economics and Research* Jul-Aug. pp. 152-172.
6. Kongala Ramprasad(2013): Motivation and Workforce Performance in Indian industries. *Res. J. Management Sci.* Vol. 2(4)pp 25-29.
7. Linz S. J., L. K. Good, and P. Huddleston(2006) Worker morale in Russia: An exploratory study. *Journal of Managerial Psychology*, Vol. 21 (5) pp. 415-437.
8. Linz S.J., Good L.K. and Huddleston P. (2006) : *Worker Morale in Russia : An exploratory study*. Michigan State University. PP 1-24
9. Mandeep Kaur(2012): Employee Morale and Organizational trust. Shodh, Samiksha Aur Mulyankan *International Referred Research Journal*, Vol.III 36N-p.69.
10. Mohr, R. (1996). Office Space is a Revenue Enhancer, Not an Expense. *National Real Estate Investor*, 38(7)46-47.
11. Ngamb H. C.(2011): The relationship between leadership and employeemorale in higher education. *African Journal of Business Management* Vol. 5(3), pp. 762-776.
12. Patel Bhoomi and Tarjani Desai (2013) Effect of Workplace Fun on Employee Morale and Performance. *International Journal Of Scientific Research* Vol,2(5)323-325.

13. Rao T.V. (1991): *Reading in Human Resource Development*. Oxford & IBH Publication New Delhi
14. Saxena Chhavi Rani (2012) : Employee morale an indicator of success or failure of an organization. *Bauddhik* Vol. 3(2) PP. 16-21.
15. Shelar Chitra M. and R.G. Phadatare (2013): A Study of Employee's Welfare and Social Security Measures with Special Reference to Selected Industrial Units in Karad Taluka, Dist. Satara. *International Interdisciplinary Research Journal*, Volume-III, Issue-IV, July-Aug 2013pp.228-242.
16. Tiwari Usha and Tiwari Rasmi (2013): Impact of organisation culture on employee retention at Jaypee Cement Plant Rewa (M.P.). *Indian Jour. of Management and Indian Business Studies*. Vol. 1 (1) Jan-March PP. 1-12.
17. Upadhyay Devina and Anu Gupta (2012) : Morale, welfare measure, job satisfaction : The key mantras for gaining competitive edge. *International Jour. of Physical and Social Sciences*. Vol. 2 (7) PP. 80-94.
18. Usmani Sania, Kumari Kalpina, and Hussain Javed(2013): Diversity, Employee Morale and Customer Satisfaction: The Three Musketeers. *Journal of Economics, Business and Management*, Vol. 3, No. 1, Jan.pp.11-18.
19. Weiss, E. M. (1999). Perceived Workplace Conditions and First-year Teachers Morale, Career Choice Commitment and Planned Retention: A Secondary Analysis. *Teaching and Teacher Education*, 15, 861-879.
20. Zia1 Sayma(2011): Effects of organizational team building on employees' morale & job retention. *Business Management Dynamics* Vol.1(.7) pp.31-37