Employees Morale and Its Impact on Employees Job Satisfaction in Modern Rice Mills Machinery Manufacturing Industries

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Abstract

This research aims to assess employee morale and job satisfaction among employees at Thanjavur and Trichy districts Modern Rice Mills Machinery Manufacturing Industries. Employee morale was measured using a constructed questionnaire that included intrinsic motivation, job meaningfulness, organisational commitment, and work pride. A total of 320 people working in Modern Rice Mills Machinery Manufacturing Industries in the Thanjavur and Trichy districts were interviewed for the study. According to the findings, there is a strong link between employee morale and job satisfaction.

Keywords: Employee morale, Job satisfaction, Modern Rice Mills Machinery Manufacturing Industries
1. Introduction

Morale refers to an employee's attitude toward the entity's many stakeholders and is a psychological state of contentment, composure, and resolution. Morale is a critical aspect in determining an organisation's performance in an organisational concept. This indicates that morale fosters a good attitude among employees, which aids in achieving organisational commitment and goals; hence, morale affects an organisation's performance (Morgan, 2002). A pleased employee with high morale eagerly participates in numerous administrative tasks, resulting in a more excellent production. Morale is defined as a professional passion and excitement for achieving individual and collective goals in a specific job scenario (Bentley, 2000). Similarly, if employees are depressed and dissatisfied with their jobs, they develop a stumpy attitude and act as though they cannot meet their objectives and demands.

2. Background of Employee Morale

According to Dalton & McFarland, morale is primarily a group phenomenon that refers to the aggregate degree of employees' favourable or negative attitudes toward all aspects of their employment, the job, the firm, duties, working circumstances, fellow employees, and superiors. According to the classical view, morality is symbolised by satisfying necessities. According to Robert M. Guion, "morale is defined as the degree to which an individual senses satisfaction as a result of his or her overall job satisfaction." According to the psychological approach, morale is a psychological notion, i.e., a state of mind. According to Juris Fillipo, "morale is a mental state or attitude that influences an individual's or group's readiness to collaborate." According to some scientists, morale is a social phenomenon. According to Davis, "morale may be described as an individual's or group's attitudes toward their work environment and voluntary collaboration to the fullest degree possible in the organisation's best benefit."

Types of Morale:
High morale instils passion in employees, motivating them to achieve better. High morale is necessary since it demonstrates an employee's strength, reliability, pride, confidence, and Loyalty. Several of the benefits of high morale include the following: Willing cooperation toward the organisation's objectives, Loyalty to the organisation and its leadership, Effective Leadership, Sound superior-subordinate relations, A high level of employee interest in their job and organisation, Bribe in the organisation, Reduced absenteeism and labour turnover, Reduced grievance, Reduced industrial conflict, Team building, and Employee empowerment.

Low morale is indicative of mental distress. Mental discontent not only impedes work but also contributes to employee illness. Low morale arises when doubt and mistrust are prevalent, and individuals feel discouraged and disheartened, i.e., when mental stress is high. This circumstance will result in negative consequences: increased absenteeism and labour turnover, decreased quality, decreased productivity, excessive complaints and grievances, worker frustration, and a lack of discipline.

**High morale and low morale:**

Suppose a group's excitement and willingness to work is high. In that case, we may say the group's morale is high, and vice versa, justifying that excellent health is necessary for an individual's high. Confidence is critical for an organisation's satisfaction. A high morale attitude reflects a want to continue and a willingness to work toward the group's goals. When workers have high morale, they have few grievances, disappointments, and complaints. They are self-aware of their personal and organisational goals and content with their human interactions.

**Morale versus motivation**

It is necessary to separate morale from motivation. Both are cognitive concepts, yet they are incredibly distinct. Morale is a collection of emotions, attitudes, and sentiments that contribute to overall workplace satisfaction. However, motivation is something that propels an individual towards action. It is the process of motivating someone to take action to attain a goal. It's a game of drives and requirements. Motivation is concerned with energy mobilisation, whereas morale is affected by sentiment mobilisation.

**Morale affects productivity**

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Productivity is closely related to morale. High morale results in increased production, whereas poor morale results in decreased productivity.

**Factors influencing morale**

- Nature of work
- Service conditions
- Type of managers
- Interpersonal relationships
- Personal factors of an employee
- Consequences of low morale
- Lack of enthusiasm
- Low-performance level
- Poor quality of work
- High rate of absenteeism
- High rate of labour turnover
- Excessive complaints and grievances
- Increase in conflicts in the conflict in the workplace
- Loss due to mishandling of tools and machines
- Scope for industrial accidents
- Loss of goodwill

3. Literature Review

Karen E.Mishra (1998) discussed GE's team approach, which involved sharing critical information about the plant's operations with employees and resolving long-standing issues between union and management. Employee morale is improved through promoting open and honest communication, taking into account the views and perspectives of others, and encouraging participation and risk-taking in decision-making. He concluded that employees had a long-term beneficial effect on employee morale and retention. Employee morale and retention are positively correlated with team performance, individual contribution, team evaluation, and coordination over the long run. Employee morale and retention are unaffected by team harmony.

According to Fard et al. (2010) M.Manivannan et al. (2019), organisational trust results in increased organisational performance and affects the development of interpersonal relationships. Trust establishes a foundation for security and confidence in supervisors, managers, and
corporate leaders, resulting in a good attitude, strong performance, and high morale. A. Vinothkumar and M. Kanimozhi (2018) E. Chandramouli et al. (2021). Employee morale is defined as an employee's sense of well-being in the workplace, and it has been shown to have a significant impact on job satisfaction and productivity. V.P. Velmurugan and Aiswarya V. Kumar (2020) Morale refers to an employee's attitude toward many stakeholders. Employee morale refers to the psychological state of contentment, composure, and resolution.

Ashraf Tag-Eldeen (2017) K. Dhanalakshmi et al. (2021) evaluated the effect of workplace bullying on employee morale, performance, and desire to leave. He discovered that workplace bullying had a considerable influence on various organisational outcomes, including confidence and wanting to go. Additionally, these behaviours undermine cooperation, reduce productivity, and increase employee illness, absence, and turnover rates. Additionally, it wastes time and money, degrades service quality, and tarnishes the organisation's reputation. M. Manivannan, C. Kathiravan (2017) The most critical notion in organisational behaviour and human resource management is job performance.

Osama Samih Shaban (2017) investigates the effect of poor employee morale and motivation on productivity and competitiveness.

As low productivity and decreased competitiveness result from low morale and motivation, they can occasionally result in other undesirable symptoms such as absenteeism and sabotage. Additionally, he advised management to focus on enhancing productivity by increasing employee satisfaction through the system and process reengineering and giving incentives, education, and training.

Surya Rashmit Rawat (2015) demonstrated that leadership affects employee morale and motivation, citing leadership abilities such as communication, developing trust, and team building as examples of how the administration affects morale. It is advised that the ideal fit between the leader's personality, age, experience, and attitude toward the follower entails a great deal of freezing, unfreezing, and re-freezing activities that are appropriate for the work setting. As a result, he assessed the critical influence of leadership on employee morale and motivation.
Daeij Al Hosni (2016) examined the primary concerns surrounding examining personal possessions and their influence on employee morale. He demonstrates that employees comprehend the rationale for the measures, are not resistant, and have no detrimental effect on employee morale. He established a substantial correlation between employee privacy, trust, tolerance, and morale. The primary impediments to security measures are trust and confidentiality.

4. Conceptual Framework

Figure 1 depicts the conceptual framework for this investigation. Employee morale traits are an independent variable that affects the dependent variable, job satisfaction. Employee morale is composed of four components. Following that, job satisfaction is quantified using seven indicators.

5. Objectives of the Study

1. To identify the factors influencing employee morale on job satisfaction
2. To study the relationship between employee morale and job satisfaction.

6. Hypotheses of the Study
1. There is no significant difference between the factors influencing employee morale.

2. There is no linear relationship between employee morale and job satisfaction.

7. Methodology of the Study

The study used the survey approach, enabling extensive coverage, adaptability, and convenience when data on linked people or events are required. The questionnaire used in the study was prepared following a review of the literature. The study surveyed 320 respondents who worked in Modern Rice Mills Machinery Manufacturing Industries in Thanjavur and Trichy districts. The convenience sampling approach was used to choose the sample. Respondents were selected based on their propensity for providing pertinent information. The structured questionnaire responses were gathered using a Lickert scale with a numbering system ranging from 1 to 5.

8. Results and Discussion

Table –I Regression Analysis

<table>
<thead>
<tr>
<th>Predictors</th>
<th>R square</th>
<th>F</th>
<th>Δ R square</th>
<th>Sig of F</th>
<th>B- value</th>
<th>t- value</th>
<th>Sig -t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>0.979</td>
<td>961.37</td>
<td>0.985</td>
<td>0.001</td>
<td>-0.378</td>
<td>-4.093</td>
<td>0.001</td>
</tr>
<tr>
<td>Intrinsic motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.065</td>
<td>3.987</td>
<td>0.001</td>
</tr>
<tr>
<td>Work meaningfulness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.074</td>
<td>8.635</td>
<td>0.001</td>
</tr>
<tr>
<td>Organisational</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.129</td>
<td>11.373</td>
<td>0.001</td>
</tr>
<tr>
<td>commitment</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Work pride</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.037</td>
<td>2.5435</td>
<td>0.016</td>
</tr>
<tr>
<td>Employee satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-.030</td>
<td>-4.163</td>
<td>0.001</td>
</tr>
</tbody>
</table>

Table 1 summarises the model's statistical significance and the R square value. This demonstrates that the model is statistically significant at a 0.01 level of confidence. The t-test for independent variable significance demonstrates that all factors except work pride are significant at the 0.05 level. At the 0.06 level of significance, the variable work pride is significant. Correlation is a wide term that encompasses a diverse set of statistical connections that include
dependency. Correlation analysis was performed in the current study to determine the degree to which two quantitative factors, employee morale and quality of work life, are connected.

<table>
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<th>Table – II Correlation between Employee Morale and Job Satisfaction</th>
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<tr>
<td>Employee Morale</td>
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<tr>
<td>Job Satisfaction</td>
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Employee morale and job satisfaction have a correlation value of 0.983. It demonstrates a 0.01 level link between employee morale and job satisfaction. Employee morale has the most significant overall impact on job quality.

9. Discussion

The current research advances our understanding of employee morale and job satisfaction among Modern Rice Mills Machinery Manufacturing Industries employees in the Thanjavur and Trichy districts. According to the survey, there is a considerable difference in perceptions of employee morale between temporary and permanent personnel. Based on the mean score, permanent employees have a higher morale than temporary employees. According to Table – II, all factors except work pride are significant at the 0.05 level. At the 0.06 level of significance, the variable work pride is significant. Employee morale is positively correlated with intrinsic motivation, job significance, organisational commitment, and job pride but adversely associated with employee satisfaction. The link between job satisfaction and employee morale is excellent in Table –III.

10. Conclusion

Human behaviour is unpredictable and complicated by nature. Therefore it must be researched for an organisation's human resources to be utilised and work effectively. In the Modern Rice
Mills Machinery Manufacturing Industries, employee morale significantly influences job satisfaction. Employee morale is affected directly by innate drive, job purpose, organisational dedication, and work pride. Modern Rice Mills Machinery Manufacturing Industries' performance may be enhanced only when human resources are pleased through increased employee morale and job satisfaction.

11. References


M.Manivannan et al. (2019) A Scale Development Approach To Employees’ Perspective of Knowledge Management In Banks. Restaurant Business Volume 118, issue 7, 1-17