

A STUDY ON EMPLOYEE MORALE AND JOB SATISFACTION AMONG THE EMPLOYEES OF SPINNING MILLS AT DINDIGUL DISTRICT

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Abstract

The aim of this research is to analyze the employee morale and job satisfaction among employees of Spinning mills in Dindigul. The construct used for this research to test the employee morale consists of intrinsic motivation, work meaningfulness, organizational commitment and work pride. The study was conducted on a total of 110 respondents working in spinning mills located in Dindigul District. Findings suggest that high correlation exists between employee morale and job satisfaction among the employees.

Key words: employee morale, job satisfaction, Spinning mills

Introduction

A satisfied worker with higher level of morale enthusiastically involves himself in various activities of the organization which may lead to increased productivity. Morale is stated as 'the professional interest and enthusiasm that a person displays towards the achievement of individual and group goals in a given job situation (Bentley, 2000). The current study examines the relationship between employee morale and job satisfaction among textile employees in Dindigul district. Firstly, the relationship is examined between the different constructs of employee morale such as intrinsic motivation, work meaningfulness, organizational commitment and work pride. Second, the relationship is examined between employee morale and job satisfaction.

Past research on employee morale

In a study on employee morale, McKnight, Ahmad and Schroeder (2001) provide a useful background on the definition of employee morale. They define it as the degree to which an employee feels good about his/her work and work environment, and use the term broadly to encompass constructs such as intrinsic motivation, job satisfaction, work meaningfulness, organizational commitment and work pride. While the term morale has been criticized as being too vague (Roethlisberger, 1941), Weakliem and Frenkel (2006) suggest the term employee morale is an underlying concept of many of the noted constructs and should be used as a general term to refer to feeling about one's job. Employee morale is a fundamental component of business operations; high morale coincides with job satisfaction, high work effort, creativity and initiative, a sense of pride in one's work, a commitment to one's organization, and the desire to put the achievement of group goals ahead of personal goals, thereby enhancing an organization's performance. Low morale, typically corresponding to high absenteeism, labor turnover, unresolved grievances or strikes, impedes the achievement of the organization's desired outcomes. (Susan, Linda, Patricia Huddleston, 2006). Widely recognized in the psychology,

management, and human relations literatures as a primary factor governing worker effort and thus in determining overall company performance (Howitt, 2002), employee morale has nonetheless been difficult to quantify. Because morale is a feeling, rather than an action or outcome, it cannot be measured directly. Moreover, even among studies conducted in developed market economies, the jury is still out regarding whether morale is best evaluated as a group phenomenon (Milton et al., 1984; Smith, 1966 1976) or an individual experience (Doherty, 1988; Evans, 1992; Hart, 1994; Watson, 1988) and some confusion exists regarding how best to differentiate the causes from the manifestations of a particular level of morale (Abbott, 2003; Howitt 2002; Straka, 1993). Despite unanimous agreement in the existing literature about the importance of morale in influencing worker performance and hence firms' profits, neither a well-defined theory nor a well-defined set of factors that contribute to a high level of employee morale has emerged (Howitt, 2002).

Two primary approaches have emerged to develop a proxy for employee morale. The first approach involves measures of job satisfaction and organizational commitment as a proxy for employee morale (Hull & Azumi, 1999; Koeske & Kirk, 1995; McKnight et al., 2001; Pestonjee & Singh, 1977; Reed, 2002). The second approach uses measures of consequences such as quit rates, grievances and strikes (Norsworthy & Zabala, 1990; Straka, 1993). The study utilizes constructs from first approach in developing our three composite measures of employee morale.

Employee Satisfaction

Today's human resource managers evaluate personnel practices to meet those needs with the hope of increasing employee loyalty toward the organization. In addition to this, many organizations have begun to take a role in developing quality of work-life programs (Sakthivel Rani, Kamalanabhan & Selvarani, 2012). Job satisfaction has identified a number of factors like reward system in work, perceived quality of supervision, working conditions, and individual determinates such as status and seniority, age group, marital status, and years of experience that cause people to become satisfied or dissatisfied with their job (Mosadeghrad et al., 2008). The satisfaction of the external customer depends on the satisfaction of the internal customers (Bailey & Dandrade, 1995). Being successful in the competitive markets depends on the level of the satisfaction of the workers in the establishments. The satisfaction or dissatisfaction of the workers affects the performance of the organization. Also the job satisfaction provides positive attitudes and behaviors of the workers (Organ, 1997). One of the most important factors that affect the behaviors of the workers in the establishments is the feeling of working satisfaction, that is to say, job satisfaction. There is growing evidence that current trends in employment conditions may be eroding levels of job satisfaction and directly damaging the physical and mental health of employees (Kenny et al., 2000). New working practices and rapid technological advances are changing the nature of many jobs (Cooper, 1999).

Methodology

The study employed the survey method, which allows for broad coverage, flexibility, and convenience with inputs on related populations or events. The questionnaire used in the study was developed through review of literature to collect the data. The study was conducted on a total of 110 respondents working in Spinning mills located in Dindigul District. The sample chosen is based on convenience sampling method. Respondents were selected based on their willingness to provide relevant information. The responses of the respondents to the structured questionnaire were collected in a lickert scale are numbered from 1 to 5.

Table - I Respondents' demographic profile

Demographics	Number of Respondents	Percentage (%)
Gender		
Male	77	70
Female	33	30
Age Group		
Less than 25 years	15	13.6
26 to 30 years	24	21.8
31 to 35 years	50	45.5
36 to 40 years	11	10
41 to 45 years	6	5.5
Above 45 years	4	3.6
Level of Income		
Below Rs.5000	29	26.4
Rs.5001 to Rs.10,000	33	30
Rs.10,001 to Rs.20,000	44	40
Above Rs.20,000	4	3.6
Total Experience		
Up to 5 years	60	54.5
5 to 10 years	42	38.2
Above 10 years	8	7.3
Nature of Employment		
Temporary	83	75.5
Permanent	27	24.5

Independent sample t - test has been used to find difference of opinion among temporary and permanent employees toward employee morale. Since p-value is less than .001, the null hypothesis is rejected at 1 percent level. Hence conclude that there is significant difference between the opinion of temporary and permanent employees with regard to employee morale. Based on the mean score, permanent employees having more

morale than temporary employees. Multiple regression analysis has been used to find, at what extent the employee morale is determined by intrinsic motivation, work meaningfulness, organizational commitment, and work pride. The result given in Table 2 reveals that, Employee morale has positive relationship with intrinsic motivation, work meaningfulness, organizational commitment, work pride and negatively associated with employee job satisfaction.

Table -II Regression Analysis

Predictors	R square	F	Δ R square	Sig of F	B-value	t-value	Sig -t
Constant	.968	871.28	.967	.001**	-.282	-4.080	.001**
Intrinsic motivation					.054	3.895	.001**
Work meaningfulness					.064	8.524	.001**
Organizational commitment					.108	11.262	.001**
Work pride					.028	2.453	.015*
Employee satisfaction					-.030	-4.163	.001**

** Significant at 1% level

* Significant at 5 % level

The statistical significance of the model and the R square value are shown in table 2. This indicates that the model is statistically significant at a confidence level of .01. The t-test for the significance of independent variables indicates that all the variables except work pride are significant at the level of .01. The variable work pride is significant at .05 level. Correlation refers to any of a broad class of statistical relationships involving dependence. In the present study correlation analysis has been used to find the extent to which two quantitative variables employee morale and quality of work life are related.

Table - III Correlation between Employee Morale and Job Satisfaction

	Mean	SD	Employee Morale	Job Satisfaction
Employee Morale	3.65	1.182	1	.891**
Job Satisfaction	3.76	1.034	.891**	1

** Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient between employee morale and job satisfaction is .891. It shows the existence of correlation between employee morale and job satisfaction in .01 levels. Employee morale has the largest overall effect on quality of work life.

Discussion

The present research contributes to our knowledge by examining the relationship between employee morale and job satisfaction among the employees of spinning mills at Dindigul District. The study indicates that there is significant difference between the opinion of temporary and permanent employees with regard to employee morale. Based on the mean score permanent employees having more morale than temporary employees.

Table - II indicates that all the variables except work pride are significant at the level of .01. The variable work pride is significant at .05 level. Employee morale has positive relationship with intrinsic motivation, work meaningfulness, organizational commitment, work pride and negatively associated with employee satisfaction. Table -III shows perfect positive relationship between job satisfaction and morale of employees.

Conclusion

Human behavior is unpredictable and complex in nature, and it is needed to be studied in any organization for effective utilization and functioning of human resources. Employee morale has higher impact on the level of job satisfaction in Spinning mills. The dimensions of employee morale like intrinsic motivation, work meaningfulness, organizational commitment and work pride directly influences the employee morale. The performance of spinning mills can be improved only when the human resources are satisfied with the higher employee morale and job satisfaction.

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