Abstract

Today, employees are considered as the main actors and valuable capitals of organizations. Morale is one of the outstanding dimensions of healthy organization. Morale is psychological concept. Morale is not a cause but rather the effect or result of many going awry. Morale differs 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. Morale in a business organization is an attitude of emotional readiness, which enables an employee to improve his productivity. When an organization motivates its employees to a higher degree, resultant morale in the organization will be equally high. Motivation is the process and morale is the product. Therefore, continuous monitoring and improvement of morale is necessary for an organization. High morale compensates the weakness in other required resources for increasing the productivity. Totally, it is said that the high morale is associated with the job satisfaction, creativeness and innovation, job honorability, commitment to organization, eagerness to satisfy group objective instead of individual objectives and finally improving the organizational performance. The study was conducted in employees of Strides Shasun Pharamaceuticals Ltd, Kudikadu, Cuddalore. The descriptive research design is adopted in the present study. The study sample constitutes 100 respondents. An attempt has been made to study the level of morale of the employees and suggest measures to increase morale of the employees for the long running of the business.

I. INTRODUCTION

Employee Morale refers to an attitude of satisfaction with a desire to continue and strive for attaining the objectives of a factory. Morale is purely emotional. It is an attitude of an
employee towards his job, his superior and his organization. It is not a static thing, but it changes depending on working conditions, superiors, fellow workers pay and so on.

Morale may range from very high to very low. High Morale is evident from the positive feelings of employees such as enthusiasm; desire to obey orders, willingness to cooperate with co-workers. Poor or low Morale becomes obvious from the negative feelings of employees such as dissatisfaction, discouragement or dislike of the job.

1.1 Importance of Employee Morale: Employee Morale plays vital role in the origination of success. High Morale leads to success and low Morale brings to defeat in its wake. The plays of Morale are no less important for an industrial undertaking. The success or failure of the industry much depends up on the Morale of its employees.

1.2 Types of Morale:

i.) **High Morale**: It will lead to enthusiasm among the workers for better performance. High Morale is needed a manifestation of the employees strength, dependability, pride, confidence and devotion.

ii.) **Low Morale**: Low Morale indicates the presence of mental unrest. The mental unrest not only hampers production but also leads to ill health of the employees. Low Morale exists when doubt in suspicion are common and when individuals are depressed and discouraged i.e., there is a lot of mental tension.

1.3 Factors affecting morale:

Employee Morale is a very complex phenomenon and is influenced by many factors on the shop floor. Several criteria seem important in the determinants of levels of workers Morale such as Objectives of the organization, Organizational design, Personal Factors, Rewards, Good Leadership and Supervision, Work Environment, Compatibility with fellow employees and Job Satisfaction and Opportunity to share profit.

1.4 Measurement of morale:

Since morale is a subjective concept, there are some difficulties associated with its measurement. Employees are naturally reluctant to express their true attitude towards the work and management. Employee morale can be measured through:

i.) **Observations**: A keen observation of employee’s behavior, talk, gestures should help the manager to identify any change in the level of morale.

ii.) **Attitude surveys**: Attitude surveys are conducted mainly in two ways.

a. **Interview method**: Under this method, a face to face talk is carried out with the employee. The interviewer asks several persons about their feelings and opinions on various aspects of their job and the organization.

b. **Questionnaire Method**: In this method of morale measurement, a questionnaire is served to the employees asking them about their opinions on all factors that affect morale.

iii.) **Company records**: Certain reports from the personnel department provide the information as to labour turnover, rate of absenteeism, number of workers grievances, the number of goods rejected, strikes and such other things, which are indicators of the level of morale.
II. REVIEW OF LITERATURE

- H. C. Ngambi (2010), the study 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.

- Neely's (1999) research explored the relationship between employee morale and productivity, as well as possible measures that a supervisor can take to improve employee morale. His results revealed a pattern that links the productivity of employees with their level of morale.

- Ewton (2007) emphasises the fact that employee morale is associated with absenteeism, which has been reported to cost large businesses in the United States $760 000 per year in direct payroll costs, and even more when lower productivity, lost revenue, and other effects of low morale are considered. Low morale can be costly to an institution. Morale is also regarded to be the fuel that drives an organisation forward or the fuel that feeds the fires of employee discontent and poor performance. Low morale carries a high cost: the Gallup Organisation.

- Millett (2010) gives six reasons why staff morale is important: improved productivity; improved performance and creativity; reduced number of leave days; higher attention to detail; a safer workplace; and increased quality of work.

- Stevens (2009) provides five management solutions for dealing with low employee morale. He suggests that managers should begin by attracting the right talent, and hiring for skill and behaviour, looking at best practice from the best, hiring for passion and focusing on the customer.

- The study by Psychometrics Canada (2010) on employee morale recommends that leaders should be more effective in addressing issues of morale, should talk less and listen more, provide clear expectations, have more informal interaction with staff, clearly communicate how the organisation plans to manage change, assign tasks to staff based on skills rather than office politics, hold people accountable, give employees more responsibility, overcome resistance to change, and defer to people with greater expertise.

III. STATEMENT OF THE PROBLEM

India, which is regarded as the original home of Pharmaceuticals being the largest producer of dying equipment has considerable potential for the drugs industry to meet domestic demands and parts of the overseas demand. The Chemicals industry provides direct employment to a large number of people and indirect employment to million. The process of nation’s growth, say in specific industrial growth not only requires the availability of raw materials and infrastructure but also the adoption of sound human resource management practices by the industry. The improper human resource management could lead to loss in profit, loss in human resources and nation’s benefits and ultimately
resulting in the failure of business. Only limited studies have been conducted on employee morale of Pharmaceuticals industries as such the case study has been taken up. Hence, the present study is an attempt to study employee morale of the pharmaceutical industry selected for study and suggest measures to increase morale of the employees for the long running of the business the study is considered much important.

IV. SCOPe OF THE STUDy
The scope of the study has been extended to all departments in the organization to measure the morale of employees. The scope of the study has been limited to few samples in each division/departments. A considerable number of employees will be surveyed to achieve the objectives of the study. A systematic sampling technique has been followed to make the study convenient, at the same time to correlate with the objectives of the study.

V. OBJECTIVES OF THE STUDY
1) To study the profile of the Strides Shasun Pharmaceuticals Ltd, Kudikadu, Cuddalore District.
2) To find out the factors determining the employee morale in Strides Shasun Pharmaceuticals Ltd, Kudikadu, Cuddalore District.
3) To study the level of morale of the employees working in Strides Shasun Pharmaceuticals Ltd, Kudikadu, Cuddalore District.
4) To suggest measures to increase employee morale in Strides Shasun Pharmaceuticals Ltd, Kudikadu, Cuddalore District.

VI. HYPOTHESIS
There is significant relationship between Experience and opinion of the respondents on work environment.

VII. RESEARCH METHODOLOGY
The value of any systematic research lies in its methodology which is a way to systematically solve research problems. The descriptive research design was adopted in the present study. The data for the study were collected from both Primary and Secondary sources. The primary data are collected from the employees in Strides Shasun Pharmaceuticals Ltd, Kudikadu, cuddalore District. The researcher met the respondents personally with well prepared sequentially arranged questions. The questionnaire was prepared on the basis of objectives of the study. Direct contact was used for survey, i.e., contacting employees directly in order to collect data. The study sample constitutes 100 respondents. Secondary data are collected form company profile, website, company register, company magazine and books for use of research study. The collected data were analyzed by using the statistical and mathematical techniques like percentages, correlation, chi square, weighted average method, bar and pie diagrams.
VIII. FINDINGS

Following are the findings based on the responses from the employees:

1. 82% of the employees are male and 18% of the employees are female under the study.
2. 50% of the respondents are married and 50% of the respondents are unmarried under the study.
3. Majority of 42% of the employees have passed Diploma, 32% of the employees have passed SSLC, 12% of the employees possess PG degree, 10% of the employees have passed HSC and 10% of the employees are degree holders.
4. Majority 62% of the respondents have one dependent in their family
5. Majority of 42% of the respondents are getting monthly salary below 5000 and 26% of the respondents are getting monthly salary above 15000.
6. 20% of respondents are work gives a feeling accomplish and pride, 35% of employees are work gives a feeling about accomplish and pride.
7. Majority of 40% of the employees felt that their job challenging and only 10% of the employees as poor.
8. 30% of respondents were highly dissatisfied with their present salary, 25% of respondents were highly satisfied with their present salary, 20% of respondents were satisfied with their present salary, 15% of respondents have neither satisfied nor dissatisfied with their present salary and 10% of respondent in dissatisfied with their present salary.
9. Majority 70% of respondents have salary Problem and problem in working hours in the company.
10. Majority 65% of respondents were satisfied with the health care and security provided by the company.
11. 40% of respondents are feeling good, 25% of the respondents are satisfied, 35% are not satisfied with the leave and holiday facilities provided by the company.
12. Majority 62% of the respondents felt that the shift system is good.
13. Only 17% of the respondents always felt happy to work every morning and a majority of 45% of the respondents never felt happy to work every morning.
14. 46% of the respondents felt that they work with fear and only 25% of the respondents felt that they always work without fear.
15. Only 32% of the respondents always feel secured in employment.
16. Majority of 60% of the respondents never feel supported valued and appreciated by the management.
17. 45% of the respondents always have access to manager and only 18% of the respondents never have access to manager when they needed decision.
18. Only 25% of the respondents are always known that what is excepted of them in this job.
19. Only 32% of the respondents always felt that the training authority and resources given is adequate.
20. Majority 51% of the respondents always felt that feedback on their job performance which is helpful to them.
21. 38% of the respondents never felt that the working environment is safe physically and mentally.
22. Only 15% of the respondents said that their duties were always clearly defined in the position.
23. 42% of the respondents said that they were always given sufficient responsibility in their job.
24. Only 28% of the respondents felt that they always treated equally with respect in the company.
25. Only 32% of the respondents said that they always maintain reasonable balance between their work and family.
26. Only 35% of the respondents always feel happy with employee review system in this organization.
27. 40% of the respondents never participate in solving problem in the company.
28. 54% of the respondents felt that the management supports them in their professional development.
29. 32% of the respondents never that the workload is fairly allotted among employees in the organization.
30. Only 33% of the respondents said that the management always provides orientation to new employees.
31. 52% of the respondents felt that the senior management is never open and honest with them.
32. Majority 54% of the respondents never feel that the company has great internet communication.
33. 24% of the respondents always have optimistic view features of about the company.
34. 34% of the respondents always feel that the company is managed well and they trust the leadership.
35. 30% of the respondents never feel that the company provides great employee benefits.
36. Majority 65% of the respondents never enjoyed the good morale of the company.
37. 40% of the respondents always satisfied with job and place of company.
38. 60% of the respondents said that their morale has direct influence on production.
39. There is significant relationship between experience and their opinion on work environment.
40. It can be interpreted from the above table that the respondents have rated first to their Internet communication, second rating to their good management and leadership, third to balance between work and family and fourth to professional development.

IX. SUGGESTIONS
1. Management should hear and respond of employees regarding their pay, promotion and transfer.
2. It will be more effective if the management take steps to introduce suggestion scheme system for the employees and necessary steps to be taken immediately for the suggestion given by the workers.

3. The management should pay reasonable salary and allowances to the employees according to the cost of living.

4. It is better the management should recognize the needs of employees and encourage them to develop their special talents.

5. It will be better if the management provides incentives to employees so as to boost in their morale and productivity.

6. Supervisors should maintain cordial relationship with workers and recognize their efforts and provide needed guidance to workers.

7. To improve the morale of employee, the management can give performance awards to high performing employees.

8. The company should give a good pay and other monetary benefits to the employees which satisfy them, which will give a sense of motivation to the employees to boost up their performance.

9. Transport facility found to be the most lacking facilities in the organization. The employees coming from far places are not offered such facilities. So the management must take steps to provide better transport facilities.

X. CONCLUSION

From this study it is clear that there are various factors which influence morale and productivity of the employees such as social security, health and security, leaves and holidays, shift system salary, adequacy of training, employees benefits are getting much importance. It is also noteworthy that the factors contributing to low morale could also distrust of management, poor interpersonal relations, labour negotiations and promotion related disputes, changes in leadership, and so on. To conclude employee morale plays very important role in every organisation. Good employee morale helps to success of the organization. Unless an employee has poor morale if always a possibility of employee disharmony and also have an effect on smooth running of the organization. Though the organization has good work environment and good relationship between the employees, most of the respondents are satisfied with facilities provided by organization, shift system and also are dissatisfied with job, pay, workload and relationship with superiors. Thus, the Employee morale in the organization is found to be of dissatisfied. Hence, the management must take stunning effort in improving employee morale in the organisation.

XI. REFERENCES

BOOKS:

JOURNALS:


WEBSITE:

[20] www.incoequa.ger.in
[21] www.uvsc.edu.in
[22] www.management.org
[23] www.moraleinfo.com
[25] www.workforce.uk