



# **iJRASET**

International Journal For Research in  
Applied Science and Engineering Technology



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# **INTERNATIONAL JOURNAL FOR RESEARCH**

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

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**Volume: 7      Issue: III      Month of publication: March 2019**

**DOI: <http://doi.org/10.22214/ijraset.2019.3196>**

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# Factors Affecting Employee Morale in the Indian Automobile Industry - A Literature Review

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**Abstract:** *In the subject of human resource development, the 'Employee morale is defined as the individual employee's job satisfaction, outlook, and his own feelings about wellbeing within the workplace setting. The organisation is the place where people mingling and do their assigned work within their working premises now, that's not the problem because human behaviour is not always good and be oriented its always changing like a monkey in the branches of trees .so, the organisation must conduct the research within the stipulated period to measuring the employee's morale will help the organisation to develop its own businesses into the next level using human power.*

**Keywords:** *employee morale, organization, Indian business practice, organisation behaviour.*

## I. INTRODUCTION

Employee morale defined by various knowledgeable authors in the world Author Larry Flippo also defined the employee morale in his words its suited to the anytime in the business it never gets old that is "Mental condition or attitude of individual and groups which determines their willingness to co-operate .morale is basically a group phenomenon.it describes the level of favourable and unfavourable attitudes" human being is never satisfied with their needs and wants organisation also gives so many welfare ,safety provisions regarding to their health and their opinion but ,in return what the company can get only satisfied employees with their full work regarding to the productivity/efficiency . now a days the organisation is more changed from old/tradition method to modern method and day-to-day its developed and makes by the corporates to engage with employees .Also the definition of the management is also changed its only 'getting things done through the people",not controlling the group of people and ordered to them to work with efficiency , because human resource is an asset and it's not a machine to obey anyone's orders .it may make some troubles , conflicts . Sometimes machines also commit the mistakes affected by the heavy workload and wrong commands human error also. When we need 100% quality product/service producing using human power first we need to understand the human behaviour and what practice have been used to get things done in the organisation .some of the factors also affecting the employee morale in the organisation especially in Indian segmented automobiles. That is

## II. FACTORS AFFECTING EMPLOYEE MORALE IN INDIAN AUTOMOBILE INDUSTRY

- 1) *The Organisation:* The main and primary factor affecting employee morale in Indian industry is the organisation itself. The organisation means the entire goodwill, public reputation image of the company among its competitors. It's one of the main factor because of most of the time in a day an individual called employee spent his time in the office and organisation premises. His giving his works towards his job in return of something called wages/salary he must proud of his job and his working organisation if suppose he is not do his job correctly or non-effectively it's the fault of the organisation his mistakes too.
- 2) *The nature of Work:* Another factor that affect the employee morale is the nature of the work of the employee what he doing in the organisation .if the employee did his routine job over and over he may tired or getting bored ,it must affecting his morale towards the organisation and job .day to day he is getting loss his interest towards the working condition of the organisation .and another view is the employee never getting feel about he is just a small part of the business organisation he feel proud to do the job , the condition get worse when he feels about his profession or feel imperiority complex .when the 'Neil Armstrong' landed on moon at the first person he proud to did the assigned job , even the last an landed on moon he never feels about demotivated because it's not about the who is first and who is last they are important to do the job because they are proud of human being.
- 3) *The level of Satisfaction:* satisfaction the word describes lots of meanings itself in this world no one can satisfy the entire human being or no one can satisfy even they are getting lots of properties or money .even the employees also when the company fully engaged with the employee and give him more salary compared to its competitors and give him all welfare activities and good food and entire environment he never satisfied with his all belongings because, human beings never been

satisfied .in return company only expects them to work with full intension and interest .the human beings wants and needs more grower day to day it never reaches the peak. And never gets lower .An old Indian story named “tree cutter and axes” it not possible in today’s world because everyone wants golden axe and more than that

- 4) *The Level of Supervision:* it is the factor more than placed the important place the factors that affecting employee morale. In India more employee turnover happened because of the supervision “follow the leader is not just the word that describes all of his actions is focused and surveillance by his followers . and he must doing the good things and more engaged with the co-workers and employees when he is not focused in his interest towards the perspective employees and co-workers the situation and the relationship among employees and management goes to end .the employee morale is more directly or indirectly connected with his superiors action .if suppose the subordinate doing the great thing but his superior not get interest and don’t give him an motivation , he never been a good employee and don’t do the right things next time . good supervision is a identity of good leadership ,the best example for the good supervision is ‘Sathish dhawan’ the senior most scientist in the ISRO and he is the leader of the mission of the rocket launching under his leadership Dr.A.P.J.Abdul kalam and 6 other members also in the team but, the mission is unfortunately fail , after that press people gathered in front of the press meet place ,all the team members have some embarrassment and fear to face the press media .but, Dr. Sathish dhawan took the preference to said his team mates “all of you go to your houses and take rest, thank you I’ll face the media”, he entered to the meeting hall press people raise various questions about the mission failure he simply said “As a leader of the mission it’s my mistake, I take full responsibility for the failure, within next 6 months we’ll give our best to accomplish the mission” after the 6 months the mission gonna big success and it’s the great story in the Indian space history .media people waiting outside to celebrate the great victory , In this time Sathish sir said to his team mates “I’m very tired ,I’m going to my home you may go and celebrate the success with media and public in this story we can come to know that how one should be a leader and good supervisor.
- 5) *Workers Perception of Reward System:* the monetary benefit like reward system of the organisation is the one of the factor that determines the employee morale because the every employee in the organization is working for the salary obviously. When the company can’t give the adequate salary to the people and not good monetary motivation is directly affect his high morale towards the job and the company. The other reward systems such as bonus, salary hike and incentive when there are not payable to honour the employees. It’s getting worse.
- 6) *Employee’s Educational Level:* the one of the indirect factor that affects the employee morale is their educational level. Now a days employment is the hardest things to get, most of the qualified personnel’s getting the jobs not suitable to them, when they are entered into the another organization they may not I interested to their job because of the educational qualification is not allow them to do the job effectively. For example in India most of the engineering graduate students getting their employment in the information technology companies in all over the India but they may not interested to their job, it is also suitable for automobile industry also.
- 7) *Employee’s Occupational level:* this one factor obviously attached to the employee’s interest towards is job. The employee must engage with the companies vision mission and values, he must try to achieve the company’s goal along with his goals too like pursuing the highest position in the hierarchy within the stipulated period. It is possible only if the employee understand the organization goals and values.
- 8) *Quality of work Life:* this factor is one of the debatable topics in India because of most of the Indian working employees affected by psychological issues like hyper tension, depression is happened because of their quality of work life is very low. Many of the Indian organization won’t give the psychological counselling how to maintain the work life balance some of them do. When the employee involved in his work and working hours he never thing about his family and his own problems. It may decrease the productivity and efficiency towards his job. After the working hours he must spent his valuable time with his family, when the above format is not reach its good level the employee morale never been earned by the organization.
- 9) *Other factors like financial and nonfinancial*

FINACIAL	NON-FINANCIAL
Base pay ranks highest	Being treated with respect
Benefits and incentive pay	Quality of co-workers
Retaining trained employees	Quality of leadership
Rewarding employees	Work life balance

## II. REVIEW OF LITERATURE

- 1) "A Study On Employee Morale And Its Impact On Employee Efficiency At Jaypee Cement Rewa .M.P"(2014) Dr.Usha tiwari 'her study is to examine the relationship between the employee morale and its impact on employee efficiency in the cement factory, she's good with her research her research shows that the employees of Rewa cement factory having high morale because of the organisation's environment ,relationship with the fellow workers ,team spirit ,leaves and holidays provided by the organisation to engage with employees ,it will resulted on their productivity in the workplace ,we comes to know that from her research is the good friendly environment will help to retain the employees with high morale and also the employees of the cement factory allow its employees to share the valid ideas to develop the management and innovations if they having any queries or grievances they can directly access the management to get support from them"
- 2) "A Study On Employee Morale With Special Reference To Butterfly Gandhimathi Appliance Pvt Ltd" (2018) P.Suganyadevi 'her study will support the organisation know the strength and opportunity to develop the employee's morale and to know the happy employees and their productive work. Her research is fully based on the welfare practices taken by the management that way they construct the employee's morale. The practice of giving welfare measures to the employees wills purely helps to develop their business and also it comes under the 'scientific management'. She also finds that the some of the employees feel that the management can give the freedom to communicate and share the feelings with other ,and also they feel to develop their own association of employees will help them to solving the grievances ,because giving more welfare measures is not only enough to develop the employee morale and their productivity at the working place'.
- 3) "The Effect Of Employee Relation On Employee Morale At st.john's medical hospital,Bengaluru"(2018)N.Hillary ' his research is the very needed one in today's world because ,all of them quit busy with their research on production side no one handles the service sector, his research simply says that the hospital is the place of many of the employees will come and go , their servicing staffs if having high morale with their work the service will also be good when the morale gets low the employees of the organisation also treats the employees that way. he segregates the study into two manners one is employees who having high morale and employee who having low morale and how they treated the patients , his study will give the same answers as expected high morale employees treated the patients with good care , the employees who have low morale treated the employees with non-satisfactory , not even good care ,with low respect they are involving with their work'
- 4) "Conceptual frameworks on employee morale and satisfaction in workplace"(2016) P. Kandhakumar ' this article aims to understand the relationship between the employee performance ,employee morale and employee satisfaction ,in this article the researcher try to understand the various authors , researchers views to develop the new concept for the indian industries , the conceptual frameworks of the researcher will resulted in the best working environment is directly having the relationship with the employee morale , it's also directly impact on their productivity also .researchers finds the best way to develop the employee performance through effective employee morale and finally they have implement their work in the factory successfully'

## III. CONCLUSION

finally we comes to the end of the review of the study , I hope this study would help to basically know about the employee morale and the factors which are directly or indirectly affect the employee morale. And views of the various researchers findings and suggestions to improve the employee performance. According to the study as a researcher I'm going to research about the employee morale with special reference to such automobile manufacturing industry in south India. The employee morale is never arguing factor that directly having relationship with the employee productivity in both production and service sector respectively.

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