

Job Morale - Employees Energy Driven Tool for Better Productivity in Automotive Industry

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Abstract

In Business, to attain the target, the organizations' facing major concern in both quality and quantity is Job Morale. Business depends intensely on the proficiency of the production department to ensure that items are fabricated in numbers to meet the demand of the market. Whether the production department is whole responsible for entire cause certainly not, the produced items should meet quality which is in the hand of quality, maintenance, and then logistic, research and development, marketing likewise the entire organization takes responsible. In the event that these representatives do not have the Job Morale to create finished items to fulfill the need, at that point an issue prompting unproductive results is a big challenge. The primary objective of this study is to find out the employee's perception on organizational climate which includes constraints rules and regulations. This study has been carried out with 110 respondent and proper tools of statistical has applied to drive the expected outcome based on the objective of the study. Conclusions were drawn based on the result and recommendation of our research work.

Keywords

Job Morale, Productivity, Job Enrichment, Training, Quality of Work and Management.

Introduction

In today's world, there are many compensation and stable growth that encourages the employee morale across organisations of any industry. Roles that motivate employees to explore their inner potentials, to create innovative challenges, to drive their regular work differently and to continue their learning process are much needed. Key factors to organisations which look for high employee morale and loyalty are recognition for good work, flexibility and employee friendly orientation to help associates progress towards their aspirational career plans. Often businesses which look into exemplary goals, key targets and relevant strategic decisions ignore the key specifics of building a high employee morale culture. Employees tend to feel the differences in this aspect simply when they move between businesses within the same organisation. Lack of clear guidance or transparent processes, inability to engage with a career path, complexity of organizational hierarchy in issues addressal, lack of matured performance monitoring are heavily costing the morale of the lesser experienced especially during their phase towards stability. Seniors are definitely more challenging to win as they had prior glimpse of various organisations and they watch out for differentiators. To name a few, Inadequate Role diversity, complexity and lack of insights on employee connection with the organisation roadmap etc. Building a transparent, sustainable and diligent employee delight across the board becomes inevitable for the organisation to keep the performers connected with them. The cost of losing frontrunners that grew with the organisation is definitely the toughest, sometimes impossible to fix.

Best resources of the organization are their employees though how efficient innovation and advancement in equipment's are there. For the viability and proficiency of the employee there is no other match. In recent days it has been the main focus in organizational research for extensive experimental explores. This authoritative atmosphere research has been exposed to the extensive hypothetical discussion. Several discussion has been focused on the methodological issue of how to develop an atmosphere which can be convert an organization effectively adequacy [1, 2]. In spite of the fact that numerous specialists have introduced various meanings of Job Morale and there has been some confusion with respect to the way in which Job Morale is particular from the idea of hierarchical culture. In addition to the fact that it is critical to explain the development of Job Morale, yet it is additionally imperative to comprehend its handiness for the organization ventures as a potential instrument in looking to improve the viability and nature of their service arrangement [3].

The permanent feature of a well organized organization which recognizes it from other different organizations is Job Morale. Various measures such as self-governance, trust, cohesiveness, support, acknowledgment, development and reasonableness are factor which can be found in a structured organization where employees' satisfaction and morale are higher. Job morale can be the base support towards the employees' cooperation, to handle different kind of circumstance in work environment, to maintain standards, qualities and perspectives of the associations' culture and forms as a source of influence for shaping behavior [4]. Job Morale has much to offer in terms of its ability to explain the behavior of people in the workplace. The paper is organized in a way that section 2 describes literature study; section 3 and 4 is about objective and research methodology of this study. Analysis and interpretations are discussed in section 5, followed by findings in section 6 and suggestion in section 7.

Literature Survey

Schaefer (1996) examined job morale, organizational climate and work pressure by analyzing 405 employees. Working with unity, good working environment has shown attachment, commitment towards their job and organization [5]. Evans L (1998 & 2001) studied the job satisfaction and morale of teaching community, also teachers association with their superiors and self enriching process. Factors like motivation, satisfaction influences the leadership and confidence were examined [6, 7]. Priebe S et.al (2005) analyzed job morale and awareness in health care system. Team work, working environment, satisfactory level, difficulties, expertise and their pleasure of working were examined [8]. Minor K. I (2014) examined job morale on employees working in justice department; examination is carried out on 975 respondents. Various factors like their work experience in that organization, age, gender, work load decision making capability, qualification and work environment were analyzed. On their findings work pressure associated negatively with job morale [9]. Chow et.al (2007) studied hotel employees' job morale and their satisfactory level. Employees from 46 hotels in San Diego were considered for their analysis. Training were given to the employees later their performance were analyzed, finally they arrived at a conclusion of better association between job morale and satisfaction [10]. Ukwoma and Ngulube (2019) discussed the need of training and awareness program among the teaching staff as well as their management for proper maintenance and storage of their institutional records. The study was carried out in Nigeria among 491 institutions as a result of their investigation they suggested managements to plan for proper storage system with some policies and awareness program [11]. Montoro Rodriguez (2006) examined the job satisfaction, morale and capability of staff nursing in communication among the inhabitants. Statistical

technique namely multivariate analysis has been used to infer their association with job satisfaction and involvement in work culture [12]. Islam et.al (2012) analyzed job satisfaction and morale of bank employees in Bangladesh. Performance in work environment played a major role in satisfaction and morale. Factors such as working together as a group, timed appraisal, job security and control in implementing their right thoughts improved their job satisfaction [13]. Beam R. A (2009) studied job morale and satisfaction among 400 US journalists. Their study carried how journalists are encouraged, secured and motivated when they come up with different reporting. Job morale apparently depends on dedication in their work and job satisfaction [14]. Hagopian A et.al (2009) examined the job satisfaction of health employees of Uganda. In their analysis 25% of the employees were ready to migrate because of dissatisfaction in their working environment. Reasons for being disappointment were poor work environment, less remuneration, heavy rules and work pressure [15]. These Studies has shown the way to conduct this work in Automotive Industry.

Objectives of the Study

The primary objective is to identify motivational factors by which performance of the employees can be improved better and also to distinguish the different issues which causes demotivating factors among the employees with respect to ensure proper level of job morale at work place. Our study has the secondary objective which is to identify most significant issues which contribute towards developing proficiency of the employees and also ready to advice administration with respect to certain adjustments in the current framework which will contribute towards better Job Morale features in future.

Research Methodology

This paper is aimed to find the impact of job morale of an employee to ensure the proper amount of productivity and how it is making the success in automotive industry. This will be drawn and implemented through two stages by questionnaire, and collecting primary data from 110 respondent of the industry. The feasibility and validity test has been conducted through the classical test to justify the quality of this work. Finally the conclusion has been framed based on the results and finding of analysis, and drawn the area of future research for upcoming researchers.

Analysis and Interpretation

Successful use of data depends largely upon the manner in which it is arranged, displayed and summarized. First, the presentation of data is made in different classification and tabulation and then it is analyzed and interpreted for the selected variables.

1) Analysis on Employees Profile

Basic survey analysis shows that the age group of the employee's majority comes in 31 to 40 years. 70% of the examined employee falls in that category. Under the age group 41 to 50, 19% of the examined employees are there in the organization. 9% of the employees are fresh graduates and they come in the age group 20 to 30. Above age 50 2% are there. Employees' age group distribution is as shown in table 1.

Table 1 Employees Age group from Respondents

Age group in years	Total number of Employees with Percentage
[20, 30]	10 (9%)
[31, 40]	77 (70%)
[41, 50]	21 (19%)
≥ 50	2 (2%)
Total	110

Analyzing the education background of the randomly selected employees 35% have completed under graduate, 33% are diploma graduate. Most of the employees of the organization fall in these two categories. With industrial technical knowledge 19% are found. 13% of the employees are post graduates and professional qualification holders. Employees' educational level distribution is as shown in table 1.

Table 2 Employees Educational level from Respondents

Education Level	Total number of Employees with Percentage
Qualification - Diploma	37 (33%)
Qualification - Graduate	38 (35%)
Qualification - ITI	21 (19%)
Qualification - Post Graduate	12 (11%)
Qualification - Professional	2 (2%)
Qualification - Total	110

Investigating the impact of compensation provided by the organization that put together employees happy at work, 45% fully agreed with their employer's contribution. Employers were asked to respond their level as fully agree, agree what their employers

provide, disagree and no comments on their contribution with rating 1 to 4 from lower order to the highest. Table 3 describes employers' level of agreement with what compensation they are getting. As an important factor for job morale employer's contribution plays a major role 48% agreed with their organization. None of them oppose their employers' contribution and 7% refused to mention remark on this.

Table 3 Impact of Compensation that make Employee happy at work

Impact of Compensation with degree of level	Compensation impact - with Percentage
4(highly agreed)	50 (45%)
3(agreed)	53 (48%)
2 (no comments)	7 (7%)
1(not agreed)	0 (0%)
Total	110

Next to compensation what employees get, their job load plays a role in job satisfaction and interest towards their work. Satisfactory level were rated with degree of level from 1 to 4, with that 40% refused to give their comments, on their work load 12% were not satisfied which can lead to distraction in job morale. 32% satisfied with their allocation and 16% highly satisfied with their work allotment. Employees feel towards their work allotment is represented in table 4.

Table 4 Employees feel on their work load

Impact of work load with degree of level	No. of Respondents	% of Respondents
Highly Satisfied-4	18	16%
Satisfied-3	35	32%
No Comments-2	44	40%
Not Satisfied-1	13	12%
Total	110	100%

2) Analysis on Relation between Employees Experience and Productivity Level

One of the major factor that influences the productivity level of an organization is experience. Analysis on how the productivity depends on the years of experience of the employees is carried out by using Chi-Square test as shown in table 5 and 6. The likert scale are denoted as scale 1 to scale 4, where scale 4 refers agree strongly and scale 1 refers disagree.

H0: Experience in years and the level of productivity due to optimum job morale of an employee are independent.

H1: Experience in years and the level of productivity due to optimum job morale of an employee are dependent.

Table 5 Levels of Productivity & Experience

Experience and productivity level in year	Scale 4	Scale 3	Scale 2	Scale 1	Total
< 1	9	10	8	1	28
1 to 2	5	15	3	1	24
2 to 3	1	3	2	1	7
> 3	19	26	5	1	51
	35	54	18	4	110

Table 6 Contingency Table for Level of Productivity & Experience

LP / E	Scale 4	Scale 3	Scale 2	Scale 1	Row Totals
Group 1	9 (8.65) [0.01]	10 (13.75) [1.02]	8 (4.58) [2.55]	1 (1.02) [0.00]	28
Group 2	5 (7.42) [0.79]	15 (11.78) [0.88]	3 (3.93) [0.22]	1 (0.87) [0.02]	24
Group 3	1 (2.16) [0.63]	3 (3.44) [0.06]	2 (1.15) [0.64]	1 (0.25) [2.18]	7
Group 4	19 (15.76) [0.66]	26 (25.04) [0.04]	5 (8.35) [1.34]	1 (1.85) [0.39]	51
Column Totals	34	54	18	4	110

The chi-square statistic is 11.4279. The p-value is.247517. The result is not significant at $p < .05$.

Therefore experience in years and the level of productivity due to optimum job morale of an employee are dependent.

3) Analysis on Relation between Employees Qualification and Monthly Income

Another factor that influences the job morale is employees' qualification and their monthly salary. To analyze the dependency of these two attributes Chi-Square test has been used and shown in table 7 and 8.

Ho: Qualification in education and monthly income are not related to each other.

H1: Qualification in education and monthly income are related to each other.

Table 7 Employees Qualification and Monthly Income

Educational qualification Income	Diploma	Graduation	ITI	Post Graduation	Total
Below 5000	5	12	8	3	28
5000 – 10000	7	6	10	7	40
10000 – 15000	12	9	1	1	23
Above 15000	13	10	1	5	29
	37	37	20	16	110

Table 8 Contingency Table for Employees Qualification and Monthly Income

EQ / I	Diploma	Graduation	ITI	PG	Row Totals
Group 1	5(9.42)[2.07]	12(9.42)[0.71]	8(5.09)[1.66]	3(4.07)[0.28]	28
Group 2	7(10.09)[0.95]	6(10.09)[1.66]	10(5.45)[3.79]	7(4.36)[1.59]	30
Group 3	12(7.74)[2.35]	9(7.74)[0.21]	1(4.18)[2.42]	1(3.35)[1.64]	23
Group 4	13(9.75)[1.08]	10(9.75)[0.01]	1(5.27)[3.46]	5(4.22)[0.14]	29
Column Totals	37	37	20	16	110

The chi-square statistic is 24.0259. The p-value is.004261. The result is significant at $p < .05$.

Alternate hypothesis is accepted hence qualification in education and monthly income are related to each other.

Findings

Study shows that the age group of employee’s majority comes in 31 to 40 years with 70% of the examined employees are in that category. Analyzing the educational background of the randomly selected employees 35% are under graduate degree holders. Study on impact of compensation provided by the organization that put together employees happy at work, 45% fully agreed with their employer’s contribution. In analyzing the employees’ allocation of work load 40% refused to give their comments, 32% satisfied with their allocation and 16% highly satisfied with their work allotment. Almost 80 % of the respondents agreed that there are dependency between experience and level of productivity. Inference using chi-square test also has shown that experience in years and the level of productivity due to optimum job morale of an employee are dependent. Examination also has shown that qualification in education and monthly income are related to each other. Finally we found that maximum percentage of employees are feeling and satisfied with the exposure and portion freedom given by the companies in

automotive industry that helps the employee to increase their job morale and motivate them to give best in the production process in terms of result.

Suggestions

To build positive and constructive job morale among the employee's with the organization there must be strong association between everyone. Job roles and work load should be allocated to employees according to their potential for effective utilization and better for outcome. Job morale and satisfaction can be enhanced for better productivity with proper training, providing added benefits to employees' and letting them in knowing their responsibilities. Over a period of time repetitive of work assignment can make the employees to sense uninteresting and experiencing as overloaded. To overcome this issue job rotation and working in shift basis can be implemented. Even it would help them in learning new tasks, developing their skills which may motivate for better outcome. Employers can support workers by implementing Self testing employments and by fixing some targets. Employees must be provided with precise skill training and with appropriate incentive, which should attract them to complete their activity effectively.

Conclusion

Each and every employee in the automotive industry is in urge of proving their USP (Unique Selling Proportion) due to the large volume of completion in the new arena. They are in a demand of upgrading themselves to face the challenges in the industry and also should have the intention to enlarge their skill to produce the quality output as per the expectation market demand. Here we found that the concept of employee job morale is a tool to attempt the efficacy of their value and show their uniqueness in all aspect of business process. Industries also agreed to induce the morale to get the better motivation for provide the dedicative work with commitment. In this regard this study has derived through proper analysis of data and application of various statistical tools for valid output. According to our study, we recommend that the job morale is best tool and motivational factor to the employee to maximize their productivity with interest and team effort in the automotive industry.

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