PREFACE

Morale and job satisfaction are the vital ingredients of organizational success for they reflect the attitudes and sentiments of an individual and group of employees towards the organizational milieu as a whole. Morale is a group phenomenon. It refers to the operation of the group. It is the way group thinks, feels and acts. It also develops a sense of belongingness and unanimity among the group members. There are research studies endorsing the fact that high morale results in employee enthusiasm, voluntary formity with regulations and orders and willingness to cooperate with each other. Besides, employees' organizational loyalty, their commitment towards the work and organization and their contentment towards the job in a wider sense is the ultimate evidence for high morale. Low morale on the other hand, is a glaring witness for dysfunctioning of an organization.

Job satisfaction is yet an important area for research received the attention of policy-makers, industrialists, industrial psychologists and social researchers. Many experts have held that morale and job satisfaction are mutually interdependent and complimentary each other.

There are research studies on morale and job satisfaction in industrial organizations and stray articles in service organizations like banks. Morale is a dynamic and psychological concept. It will be changing
from individual to individual, group to group, organization to organization and even time to time within the organization.

In the light of Liberalization, Privatization, Globalization (LPG) of economies across the globe brought in changes in management philosophy, human environment and overall functioning of Indian financial institutions in general and banking sector in particular.

Against this backdrop the present research work is undertaken to study the employee morale and job satisfaction in selected commercial banks in Chittoor District. It is hoped that the findings and inferences of the study would help the policy-makers, bankers, organizational experts, researchers and academicians to formulate strategies for enhancing high morale and job satisfaction among the bank personnel especially in the changing competitive business world. The entire theme of the study is presented in five chapters.

First Chapter presents and discusses the theoretical concepts of employee morale and job satisfaction.

Chapter two highlights the statement of the problem, overview of literature, objectives, hypotheses framed and other methodological issues of the study.
A brief profile of the commercial banks and selected employees is discussed in third chapter.

Chapter four measures and analyses the employee morale and job satisfaction on selected dimensions in selected commercial banks.

Summary of findings and suggestions are presented in fifth chapter.