CHAPTER VII

SUMMARY, SUGGESTIONS AND CONCLUSION

In this chapter an attempt is made to briefly summarize the whole thesis and to give concrete suggestions on the basis of findings of this study.

CHAPTER I

Every organization irrespective of its nature is made up of people. Utilizing employee services, developing their skills, motivating them to reach higher levels of performances and ensuring that they continue to maintain their commitment towards the organization are essential in attaining organizational objectives. Organizations which are able to acquire, develop, stimulate and retain outstanding employees are effective and efficient. Human resource thus plays a vital role in the success or failure of an organization. In today’s competitive business environment quality and productivity are the two important factors for the survival and growth of any organization. Satisfied employees can facilitate these two factors and thereby help the organization to compete in the market.

Increasing productivity is the ultimate aim of every industrial organisation, for which the provision of labour welfare is the most important path. Labour welfare implies providing good working conditions. The job performance of employees is based on the
appropriate working condition. Enquiries were made initially with twenty-five employees in textile mills to understand the working condition and the various problems faced by them. The articles published in The Hindu, a leading English newspaper in the southern part of India, highlighting the problems faced by the workforce in textile mills and subsequent enquiries with the employees revealed that they face multidimensional problems ranging from economic, social and environmental to psychological. It initiated the researcher carried out this research.

Morale is an intangible and subjective concept. It cannot be measured directly. Employees are reluctant to express their true attitudes towards the work, environment, and management. The level of morale can be measured through observation, attitude survey, company records and counselling. Attitude survey is generally used to discover the feelings of employees towards their jobs, their supervisors, company policies and the organisation as a whole. Research shows no direct and consistent relationship between morale and productivity. Productivity sometimes is high with high morale but at other times productivity may be low even when the morale is high. For instance, Herzberg found that in 54% of the studies, high morale was related to high productivity, while in 11% cases, high morale was associated with low productivity. In 35% there was no relationship between morale and productivity. There are many issues which are considered relevant for morale.
There is also a general feeling that the level of morale of the employees is not up to the expectation and satisfaction of the management of textile mills. Therefore, an attempt is made to study the employees’ morale in textile mills in Dindigul district and to identify the factors influencing employee morale.

The present study not only intends to examine the multidimensional aspects of employee morale in textile mills but also attempts to present constructive suggestions on the basis of the prevailing level of morale and also on the basis of the relative weightage given to each determinant of morale by respondents.

**CHAPTER II**

The review of Literature paves the way for a clear understanding of the areas of research already explored and throws light on the potential areas which are yet to be covered. Any effective research must be based upon past-knowledge that helps to eliminate the duplication of what has already been done and provides useful and important information for research. Keeping this view in mind, an attempt has been made in this chapter to briefly survey the previous works undertaken on the field of industrial relations in this chapter.

The studies reviewed clearly indicated the importance of the morale among the various industries. These studies have made use of various parameters to measure the determinants of morale. It can be noted that majority of these studies could establish their
view on morale in isolation. However, it cannot be denied that the level of morale are strongly influenced by the socio-economic background of the employees, and none of the studies attempted to identify the extent of influence of these factors on the level of morale towards their organisation. This study, apart from analyzing the level of morale of the employees, would examine the extent of influence of socio-economic background on the morale levels of the employees. In this regard this is a maiden attempt and exploratory in character.

By and large the study is aimed at providing empirical evidence on few issues relating to the morale of textile mills, which in deed will be of much use to the decision makers, for effective changes in the system. There is no exclusive study which covers the profile of the employees and their level of morale toward their organisation. Hence the present study has made an attempt to fill up the research gap.

**CHAPTER III**

This chapter presents a complete picture of employee’s morale in the context of textile industry. It deals with conceptual explanation of Employee morale, the nature and characteristics of morale, Features of morale, Approaches of morale, Assumptions in the understanding of morale, Individual and group morale, Types of morale, Importance of morale, Factors influencing employee morale, Measurement of morale, and Effects of morale.
Human resource is considered to be the most valuable asset for any organisation. It is the sum of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise executives, supervisors, and employees. It may be noted here that human resources should be utilized to the maximum possible extent in order to achieve individual and organisational goals.

Morale refers to the spirit of the organisation. It represents the attitudes of individuals and groups in an organisation towards their work environment and voluntary cooperation to the full extent of their capabilities for the fulfillment of organisational goals. Thus, morale is an indicator of the attitudes of employees to their jobs, superiors and environment. It is the sum total of employees’ attitudes, feelings and sentiments towards these variables. Morale is a by-product of motivation and group relationships in an organisation. It is a mental process which, once started, permeates to the entire group, creating a mood which results in the formation of a common attitude.

Employee morale is a very complex phenomenon and is influenced by many factors on the shop floor. For example, the job, the supervisor, the company and the working conditions, obtaining in it as well as its policies; the group and inter-personal relations prevailing in that group; salary and other benefits; the employee’s family and home life; his social and community life; the policies
and attitudes of the top management to its employees and trade unions – all these influence employee morale to a certain extent.

CHAPTER IV

In this chapter, an attempt has been made by the researcher to present the socio-economic conditions of the employees in service industries and their families.

Age become relevant because each job is a time bound process it requires energy and skill. It is found that around forty eight per cent respondents belong to age group 31–45 years. It is also found that more than fifty per cent respondents belong to community group backward class.

The religion wise distribution of sample employees showed that 52.73 per cent respondents belong to the religion of Hindu. Marriage increases men or women with heavier responsibilities. Married employees are supposed to bear responsibility of the family members and be more to the society. . Majority of the employees are married (56.97%).

Education can also be used to create new attitude or to generate a work force with new values, work ethic and new skills and positive orientation. Income of the respondents determines the command of the household over the range of available goods and services which determines the standard of living. It is found that very low percentage of respondents is having their monthly income above Rs.20,000 per month. It is inferred that the total family
income of the 43.03 per cent respondents ranged between Rs.20,001 and Rs. 30,000 per month, followed by 42.42 per cent respondents having it up to Rs. 20,000. The mean family income of the respondents is Rs.24,136.

Health decides the quality of life which enables a person to live better and serve best. General health of the respondents has a great significance in managing their role. It is observed that 47.88 per cent respondents are keeping ‘good’ health followed by 34.85 per cent respondents keeping ‘fair’ health. It is found that about 50 per cent respondents spend less than Rs.500 and about 32 per cent respondents not spend for medical aid. ‘Excellent’ and ‘good’ state of health might be reason for this.

It can be said that because of ‘excellent’ and ‘good’ state of health of the respondents they did not avail of an average leave for more than 3 days. Security in the job is assured when the person has certain amount of experience and specialized knowledge of a particular subject. Higher qualification in the subject is essential to occupy higher level in their organization.

It is inferred that 44.75 per cent respondents are serving only to strengthen the financial position of the family. In the present circumstances it is the need of the family. Ambition and liking for the profession is the reason reported by 30.50 per cent of the respondents. Negligible percentage of respondents gave
reasons like, ‘use of education’, ‘get the job easily’, ‘social status’, ‘for getting experience and feel like working’, and ‘to pass time’.

It is clear from the study that 54.85 per cent are nuclear families and 45.15 per cent are joint families. Surprisingly joint family system (45.15) seems to be common particularly when recent trend is towards establishing nuclear families. This is probably because employed respondents do need the help of family members. It is worthy to mention that negligible percentage of families (16.36) is having more than six members.

The study revealed that more families (54.24 per cent) are in the beginning stage of family life cycle. However 37.88 per cent belongs to expanding stage. Negligible percentage of families is in the contracting stage of family life cycle. The same trend is also observed at selected industries. Thus, it can be concluded that majority of the families are in their beginning stage of family life cycle.

**CHAPTER V**

In this chapter, the extent of morale of the employees of textile mills has been measured with the scale called ‘Employees Morale Scale’. Based on the scores, the employees are divided into three groups namely those with Low level morale, Medium level morale and High level morale. A brief summary of findings is given below.
The average morale score of the sample of respondents is 403.21 out of the maximum score of 525.

The old aged respondents have high level of morale than the young and middle aged respondents. The female employees have high level of morale than the male employees. Married employees have high level of morale than the unmarried employees. The employees with school/diploma level of education have high level of morale than the employees with Graduation and Post-graduation level education.

The employees of rural based have high level of morale than their counterparts. Employees with small family have high level of morale than the middle size and large size family respondents.

Short period of experienced employees have high level of morale than medium and long period experienced employees. The employees on expanding stage of family life cycle have high level of morale than their counterparts.

Twelve factors are identified and their influence on morale has been analyzed. The influence of each factor has been tested with the help of this analysis show that the following factors are having significant relationship with the level of morale.

Age
Education
Size of family
Nature of employment
Multiple Regression Analysis of four significant factors revealed that Age, Family size, Income and Membership have significant influence on morale, when the influence of other factors is kept constant.

CHAPTER VI

In this chapter the analysis of the morale of employees of textile mills was presented on the basis of the mills in which they are working. The result shows that non-corporate mill employees were not good when compared to other forms of organisation of textile mills in Dindigul district.

The top rating determinants are Organisational policy, Employee remuneration/incentives, Employee motivation, Employee interpersonal relation and Work environment.

Employee fringe benefits, Employee participation in management, Safety and health of the employee, Employee welfare facilities and Job satisfaction get the medium rating.

Performance appraisal, Image of your mill, Training and development, Employee grievance handling and Trade union get the low rating.

The study suggests that to improve the level of morale, the determinants Performance appraisal, Image of your mill, Training
and development, Employee grievance handling and Trade union are the main areas to be focused upon immediately.

**SUGGESTIONS**

On the basis of the information obtained from the employees, the researcher feels that it is his duty to offer some suggestions for the purpose of improving morale, so that the effectiveness and performance of individuals and textile mills will increase manifold, resulting in increased production.

Clean, safe, comfortable and pleasant work conditions are morale boosters. It is found that while applying the perception scores on work environment the level of morale in non-corporate mills and private limited mills is moderate. Hence it is suggested that adequate lighting, proper ventilation, noise free work place, regular rest periods and other facilities should be provided to employees. Such facilities will avoid monotony and boredom for employees and will generate enthusiasm and interest in the minds of the employees. Congenial work environment helps to improve the attitudes of employees.

To-days market situation, besides the skill development call for change in the mindset, attitude and behaviour of the employees. Therefore sufficient provision should be made before adopting new strategies to bring about the required changes in mindset and attitude in the employees and creating knowledge to align with organizations goal. Liberalization has opened up several
opportunities for organizational growth as well as personal growth. The human resource management must aim at integrating personal development of the individual with that of organization plan so that both organization and individuals gain. The need of the hour is to align the human resources to the organizational needs and strategies.

Health is wealth for employees as well as for organizations. Realizing these textile mills should provide necessary health services to their employees. Health protection is a legal requirement too.

The management should consistently follow a personnel policy ensuring the security of employment and income to the competent employees so that they can build their future. If he works under a constant fear of losing his job, he cannot put his soul into the work and cannot work with high morale. The study has revealed that about one fourth of the sample respondents are permanent employees. Hence it is suggested that reasonable security of job should be guaranteed by the textile mills to improve the level of morale.

In times of organizational change all personnel need to develop clear achievable goals. This process clarifies and matches expectations and provides an overall guide for all activities. Included in these objectives should be specific goals for staff to develop change/stress management skills and attitudes.
Time management has been identified as a useful resource in helping employees develop coping responses. Time norms for various activities can be worked out. It may help the employees to formulate and design more effective methods of carrying out their responsibilities. Knowledge of time norms may prove as a valuable aid in checking one’s own practices or methods of work and use of time. The time management training given to employees should focus on knowledge acquisition, skills development, prioritization of work, goal setting and identification of ‘time robbers’. Such a comprehensive training, conducted for employees will go a long way in improving morale.

The managements of textile mills should evince sincere and keen interest in the safety and security of the employees. It can be achieved by way of providing proper facilities for their safety and security by offering compensation and medical aid for accident victims. The study has revealed that employees of all the three forms of textile mills perceived that their level of morale with regard to employees safety and health is moderate. Hence, it is suggested that the mills should evince sincere and keen interest in the welfare of the employees to provide them with facilities for their safety and security during the hours of work. Though the Factories Act guards the interests of the employees relating to their safety, the provisions are not so stringent. The officers responsible for implementing the provisions of this Act may be instructed by
the government to inspect periodically and checkup the facilities available with regard to the safety and health in the mills. In addition to these measures, steps have to be taken by the mills to ensure the safety of the employees at the work place and the employees have to be offered a reasonable amount of compensation for the accidents, which take place within the mills. By adopting these measures, the level of morale can be increased.

The chances available for promotion are not at all encouraging in the textile industry in this district. As regards the promotion, priority should be given to professional efficiency rather than other qualities. The employees of this industry are not provided with the proper training facilities. The mills hesitate to depute their employees to undergoing the training courses offered by various institutions like SITRA (South Indian Textile Research Association), Coimbatore. Moreover the improvement in the efficiency of the employees as a result of such training is not properly and adequately rewarded by the mills.

Hence, it is suggested that to increase the efficiency of the employees and create an interest in the work, suitable promotional opportunities have to be given to the employees. Seniority along with efficiency may be considered for the promotion of the employees for higher positions in the mills. In addition to this, whenever new machinery or methods are introduced, the employees may be given suitable training to cope with the changes.
To encourage the employees to undergo training, incentives may also be offered to them. The opportunity for promotion and training given to the employees for improving their efficiency will increase the level of morale.

Job redesigns involving changing some aspects of the job to improve efficiency or effectiveness in work; Job enrichment involving redefining or restructuring of a job to make it more meaningful, challenging and intrinsically rewarding and job enlargement which is a strategy that adds duties or responsibilities to a job without taking any responsibility away are practical suggestions which can increase the level of morale.

An employee expects to be paid just and fair wage which provide for the employee and his family a reasonable level of subsistence including entertainment. A wage structure based upon a sound incentive scheme coupled with bonus earnings is conducive to high morale. An ideal wage structure will provide for a systematic procedure for the fixing of just wage-rates for different categories of employees based upon the job contents and provide incentives to encourage greater productivity. The remuneration must be fair and equitable. It should be fair in relation to employees’ skills and abilities and equitable in relation to wages prevailing in the industry.
There should be a proper incentive system in the mill to ensure monetary and non-monetary rewards to the employees to motivate them. Morale has been found to be low in organisations where the economic needs of the work-force are not met adequately. A sound wage structure with proper incentive should be designed for efficient performance and for building morale.

The employees do not expect monetary benefit alone from the employment but also non-monetary benefits. The provision of various non-monetary benefits such as medical benefits, educational facilities to the children of the employees, employees education schemes, crèches for the children of the female employees safety measures, first aid facilities, washing facilities, canteen facilities, maternity benefits, rest room facilities, recreation facilities, participation in management etc., are not up to the expectations of the employees of this industry. The study also revealed that the employees incur a huge amount of medical and educational expenses for their children. Because of their inability to meet such heavy expenditures, they are unhappy with the present educational and medical facilities and various other non-monetary facilities offered by the mills and to a certain extent it affects their work performance also.

Hence, it is suggested that the mills have to take some concrete steps for the improvement of the non-monetary benefits offered to the employees. To provide better medical treatment to the
employees and their family members the mills can appoint part time or full time doctors to look after the medical treatment of the employees as well as their family members and the management can meet the medical expenses. By providing better treatment to the employees, the physical health of the employees can be improved and it will reduce the problem of absenteeism of the employees due to sickness.

Canteen facilities are a must to improve the efficiency of the employees. The managements of the textile mills should come forward to establish and manage canteen in their mills. Though it is not possible for all the mills to provide such facilities directly, they can offer nutritional food stuff in a subsidized rate to the employees or can provide some allowance for tea and lunch.

Moreover the mills have to concentrate on the provision of such non-monetary facilities up to the expectations of the employees. It will help the employees to save a considerable amount of their salary. As it helps to increase the standard of living of the employees, the level of the morale of the employees will improved. The management’s concern for the employees’ welfare will increase its image in the eyes of the employees.

To deal with role overload and role under load, the management of mills should analyze and consider the extent to which employees believe that they can discuss their feelings of being overloaded or under loaded. Such an open environment
would allow employees to say ‘no’ to excessive work demands and to work collaboratively to develop solutions when they experience stress. Thus open and clear discussions about job roles and expectations, between managers and their subordinates, help in improving the level of morale.

To deal with job ambiguity and job conflict the technique of job analysis and clarification which involves both the employee and his superior, who go through effective discussions about the job results in increased understanding of the perception held by each other.

Enrichment is a process of making jobs more responsible, challenging and interesting. Enriched jobs offer employees opportunities for achievement, recognition and growth. This involves a greater use of the factors which are intended to motivate the employees rather than to ensure their continuing satisfaction with the job performance. The idea is to reduce employee discontent by changing or improving a job ensures that he is better motive. Job enrichment also opens up for the employees the opportunity for greater recognition, growth, advancement and responsibility. It is suggested that greater authority should be delegated to provide work autonomy to the employees.

The use of a well-established procedure helps in redressing employee grievances promptly. A sound procedure should be installed for quick and impartial redressal of employee grievances.
Such a procedure will help to avoid dissatisfaction and negative attitudes among employees.

In order to solve the problems existing between the management and the employees, free, fair and frank discussions between the management and the employees have to be encouraged and steps have to be taken for convening meetings at regular intervals between the management and employees to discuss various problems and this will smoothen the relationship between the management and the employees. By practicing this, the management can protect the economic interest of the employees and it can also provide better working conditions. The management of textile mills by practicing a democratic style of administration, with participation in decision making, open communication and developing healthy interpersonal relationships, can help the employees to realize higher status in the workplace as well as in society.

The role of trade union still continues as the protector of the employees and that of a bargainer for increase in the wages and bonus only. They neglect to pay due attention to insist the management of mills providing the necessary non-monetary benefits and better working conditions. It is suggested that the trade unions have to develop and implement programmes that strive to improve employee satisfaction. The Trade Unions themselves have to organize various schemes to improve the health
and hygiene of the employees and interpersonal relationship between the employees and they have to insist on the managements strictly implementing the various welfare measures outlined in various Acts and Laws.

Many a time, grievances are the cause of low employee morale. The use of a well-established procedure helps in redressing employee grievances promptly. A sound procedure should be installed for quick and impartial redressal of employee grievances. Such a procedure will help to avoid dissatisfaction and negative attitudes among employees.

The textile mills must possess separate Redressal Cells to redress the grievances of employees. Instead of depending upon the trade unions for this purpose, within the unit, they can have committees consisting of the representatives of various trade unions and such committees can meet periodically to discuss the issues relating to the employees. A grievance box can be maintained to receive petitions from employees and such petitions can be placed before the committee for timely discussion and appropriate solution.

Textile mills can take the services of behavioural scientists in order to tackle the important cause of poor employee morale, i.e., absenteeism, tardiness, turnover, etc. The counsellor’s basic function is to assist employees with their problems and complaints and put them on the right track promptly. Managers should
regularly provide guidance, advice and assistance to employees to help them in tackle their personal and work-related problems. Counselling will create confidence among employees and improve their attitudes.

To improve the efficiency and satisfaction of the employees, housing facilities are very essential. But it is not possible to expect all the mills to provide housing facilities to their employees. It is suggested that the managements should come forward to help the employees to avail the housing loan facilities offered by the banks and Housing Financial Corporations. This will help them to possess asset in the form of a house.

The Tamil Nadu Government may organize cooperative housing societies in various Blocks in Dindigul which will reduce considerably the housing problems of the employees. The managements of textile mills may be persuaded to contribute funds to these housing societies.

The organisational structure should be redesigned. Tall structures increase the distance between the manager and his employees. Communication gets distorted often and control becomes difficult. Flat structures permit the employees to be closer to the manager and discuss the implication of commands on a face-to-face basis. A healthy interchange of ideas can take place often, paving the way for positive work climate. The study has revealed that the level of morale in non-corporate mills is not good and it is
perceived as moderate in private limited mills. Hence it is suggested that a clear flat structure with well-defined duties and responsibilities should be designed by the non-corporate sectors and private limited mills to improve the level of morale.

CONCLUSION

The study has been a rewarding experience in the sense that it has identified the level of morale of textile mill employees in Dindigul district. Though the employees of this industry are engaged in satisfying one of the basic needs of human life i.e. cloth, there is a general feeling among the employees that they have not been properly and adequately recognized. It is hoped that this type of study and the suggestions contained therein will be useful for improving the level of morale. If the study could be useful to the policy makers and the managements of textile mills for making such an attempt, the researcher shall feel that he is amply rewarded.

The researcher will have the satisfaction of having undertaken a socially relevant project and submitting a thesis which may pave the way for improving the ability of the employees and the thesis may provide the basis for further research in this field to future researchers.