CHAPTER II

REVIEW OF LITERATURE

The review of literature paves the way for a clear understanding of the areas of research already explored and throws a light on the potential areas which are yet to be covered. Keeping this view in mind, an attempt has been made to make a brief survey of the previous works undertaken in the field of industrial relations.

There are a number of similar studies in the field of human resource management in many industries. But so far no attempt has been made to study the human resource aspects of textile employees’ morale which covers all kinds of employees. In the present chapter, a review of the available studies is to help the methodological improvement in the present study.

P.N. Singh, et al., (1963)\(^1\) the morale factors arrived at from the descriptive scale were (1) pride in group and status; (2) belief in the foreman; (3) Fellow workers verses, foreman–centeredness; (4) Pride in the recognition of contribution (5) Pride in growth and advancement and (6) Satisfaction through security and safety work (or) steady work.

Shina J.N and Sawhey P.K measured the productivity trends in the Indian cotton textile industry during the period 1950-53 and estimated the share of labour and capital in

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productivity gains as well as in the entire pool of net output. According to them, out of the total productivity gains labour enjoyed a share comparatively larger than its share in incremental input.

According to the study of F. Herzberg et al., (1964)² higher job level and higher wages generally contribute to higher job satisfaction and the type of leadership as beneficial effects on job satisfaction. But these efforts are modified greatly by situational factors, like age and tenure.

Raj Krishna and Mehta S.S (1968)³ studied the labour productivity and total factor productivity in the large scale industry in India for the period of 1946-64. During this period, labour productivity showed increase in the cotton textile industry. Total factor productivity declined steadily over this period and most of the gains in labour productivity were due to capital deepening.

Swamuggi M.B.N.(1968)⁴ examined the trends in wages in seven important industries during the period 1951–61 and compared the trends in wages with the trends in labour productivity and cost of production during the same period. They observed an increase in labour productivity and attributed it to capital deepening.

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The study by **Ishwer Dayal and Saiyadin mirza (1970)** tested the Herberg mansuer–Synderran motivation Hyginene theory – in a different culture and different samples in the same culture. The results indicate that job content factors were more often cited than job context factors in satisfied situations and conversely job context factors were more often mentioned in dissatisfying situations. Job content factors refer to those conditions which are inherent in the job, such as a feeling of achievement, Job description, Job recognition, Job responsibility and Job accountability. The job context factors that are a product of the environment or those controllable by the management, such as relations with superiors, job security, working conditions, opportunities for promotion, job recruitment employees benefits and other related factors. The study supports the motivation-hygience theory and suggests that there may be similarities in what motivates people across a sample of population and culture.

**Anand and Bajaj (1975)** conducted a morale survey in two large engineering organisations. They explored information in respect of variables, including the company’s image, job content, and job satisfaction, basis for promotion, motivation for work, salary and other benefits, superior-subordinate relationships and participation, consultation and delegation. The result showed that

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the overall image of the company among the employees varied from good to very good in both organizations.

The study of Dr. Choudhary (1975)\(^7\) showed that most of the executives of the lower level find that their jobs are not in line with their attitudes. These executives being in direct touch with the non-supervisory staff may pass on their feelings and attitudes to a large number of employees in the organisation. Consequently, overall morale in the organisation may tend to be low.

**Dr. Pestonjee’s (1977)\(^8\)** pioneer study in employee morale is the best known research done in India. In this study, he showed that

(i) Morale is an attitude of employees which predisposes them to view their leaders (supervisors), their company and its policies as contributions to or thwarting their need satisfaction.

(ii) Morale is generated by virtue of individuals, group members.

(iii) Since morale is a group phenomenon it enacts consideration of such factors as group involvement and progress in the attainment of group goals.

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Thus, he considered that employee morale is a general attitude of workers based upon their faith in the fairness of the employers’ policies and behaviour, adequacy of immediate leadership; a sense of participation in the organisation is worth working for. In short, this is an index of their regard for the organisation which employs them.

Mirza (1977)\(^9\) has shown that morale is influenced when the participation of workers in various work and decision-making process increases. Such participation decreases their work apathy, industrial tension and conflict. It indirectly helps in boosting their morale.

Rupanda’s (1977)\(^10\) findings indicated that compared to stable employee, mobile employee have fewer fulfillments of importance need, and dissatisfaction with extrinsic factors. The findings further suggest that adequate fulfillment of important need reduces the propensity of workers to leave the organisation or lose their degree of morale.

Upadyan (1980)\(^11\) found in his study on the morale of public sector organisation that the following factors influence the morale of the employees.

1. Organisational factors

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2. Personnel style

3. Approach and value system of managers and supervisors.

4. Lack of delegation from the top management.

5. The ministry’s indifference to the top level management in public sectors.

6. Domination of managers by the civil service training cadre.

7. The interference by politicians in the day-to-day affairs of public sector organisation.

B.S. Bhatia and Harinder Bir,\textsuperscript{12} Punjab school of management, Patiala, have found that organisational culture has an impact on employee morale. Their study of commercial and cooperative banks showed that the organisation culture has maximum impact on employee morale. The study concluded that Indian workers are committed and their level of commitment can be raised considerably by improving their organisational culture.”

Parathasarathy (1982)\textsuperscript{13} in his article ‘Manpower Planning’ analyzed the different stages of manpower planning and observed that in the present era of rapidly changing political and economical activities forecasting of any resource is difficult and manpower is no exception. To have an accurate and reliable forecast, an organization should have systematic personnel records and rational


\textsuperscript{13} Parathasarathy, Manpower Planning, Lok Udyog, Bureau of public Enterprises, August, 1982, Vol.16, No.5 p.23.
personnel policies. He has observed that manpower forecasting is the most complex part of the exercise for which the use of scientific technique is a must.

**Prof. D.M. Pestonjee (1984)**\(^{14}\) has explained that productivity is a problem round which research and theoretical opinions resolve. He has attempted to explore the relationship between industrial output and the personality dimensions of operators. He has observed that productivity is a complex problem and one cannot develop a clear insight into it unless one explores the human variables in depth. Available literature clearly indicates the psychological variables that can act as potent determinants of productivity. The human Resource Mechanism is more psychological in nature since human mind and attitude are involved.

**Basudeva Sahov (1985)**\(^{15}\) discussed the movements of labour productivity, wages and profits of five leading industries including cotton textile industry for the period of 1951-75. According to his study labour productivity recorded an increase of about 88% between 1951 and 1956. Between 1956 and 1972 labour productivity increased by about 18% and thereafter it slumped comparative study of profit index with wage index showed that

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workers gained relatively more than the producers in the cotton textile industry.

**Dr.M.N. Kulkarni (1986)** in his article “Managing Human Resource Development Programmes (HRDP): Challenges and opportunities” has observed that schemes and projects designed to serve basic human needs such as health, education, food etc., do not directly contribute to an organisation’s business objectives. The corporate serious effort has been initiated towards inducting modern management techniques as an aid to the efficient running of the “HRD”. The study encouraged the importance of introducing these techniques and methods of HRDP’s and discussed their various dimensions.

**Rabindra N. Kanungo and manual Mendoma (1986)** in their research study “Work Rewards and Management of Human Resources” have discussed the objectives of the reward system and its evaluation. Intrinsic rewards are those that are built into or inherent in the job such as responsibility, feelings of accomplishment. Employees gain these rewards directly as they perform the job tasks. Extrinsic rewards are those that are external to the job: for example, pay, benefits, praise, pleasant working conditions, job security, etc. The intrinsic rewards generate in the employees a level of satisfaction which induces a

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high level of performance, for this reason intrinsic rewards are regarded as the real and only ‘motivations’. His view is that if you want just happy employees, then provide extrinsic rewards. But if you want to increase employee productivity, provide intrinsic reward.

**B.S. Chetty and K.N. Krishnaswamy (1988)** in their article ‘Skills of Human Resources: Need for Periodical Review’ have focused the need for periodical review of human resources and this study found that areas such as participation in management, employee turnover, job data, training of employees, retraining programme, etc. need periodical review for effectiveness. Whenever there is a change in the level of organization activity either expansion of existing product range or addition of new products or services, the impact is felt on manpower allocation and requirements. The degree of impact depends upon the intensity of change in the activity levels. If periodical HR reviews are undertaken, the process of change and adjustments with regard to human resources development and utilization is greatly facilitated.

**Prof. V. Sreenivasan and V. Siva Subramanian (1988)** in their study ‘HRM-Effective and Efficient’ have found that a good organization which is very successful cannot exist on probabilities

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Efficient people have to be put on appropriate tasks to make them effective; otherwise it gives a misinterpretation that the people are inefficient. They observe that it is very difficult to select a person who will suit the needs of jobs, and individual capabilities become obsolete due to changing work environment. They have concluded that HRM is not praising effective men and rejecting inefficient men. HRM makes ineffective men more effective through different techniques than the empirical studies have endowed to the world of management.

**Punithavathy (1988)**\(^{20}\) in her intra-firm analysis of the cotton textile industries examined both labour and capital productivity. According to her study, labour productivity had shown considerable increase over the years. The labour productivity index had increased by 77% in the year 1985 compared to the year 1975. The labour productivity index has registered a growth rate of 5.8% per annum. Increase in labour productivity was due to increased investment in capital employed. Capital productivity had declined over the years.

**Ashok Pratap Singh (1989)**\(^{21}\) in his study ‘Human Resource in Industrial Productivity–A Psychological Perspective’ has observed that productivity is influenced not only by physical aspects but

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demographic, situational, attitudinal variable which are no less important for the productive efficiency of employees. The author surveyed 800 blue-collar industrial workers of a large textile mill situated in Kanpur to make an intensive study of the effects of alienation, anxiety and job involvement on the performance of the workers. It was found that ‘alienation’ has a negative relationship with the productivity of workers; a high degree of ‘anxiety’ exerts a deteriorating effect on productivity and ‘high job involvement’ is the necessary condition for the employees to enhance their productivity level. He has observed that the relationship of job involvement and employees performance is significantly influenced by alienation and anxiety.

**Dr. Muktar N. Khan (1990)** in his study ‘Human Resources Development in changing Technology’ has stated that manpower resources are in fact a double edged weapon; if it is misused, it leads to the economic retardation of a country.

An effective HRD programme should include (a) Proper HRD strategy, (b) adequate manpower development procedures, and (c) a specialized motivational plan. He has opined that in this age of changing technology human resource development is a pre-condition both for maintaining and further developing the national economy.

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Nwachukwu. J.C (1992) in his study “Multivariate Analysis of Job Satisfaction Using Linear Discriminant Analysis” showed that in terms of job satisfaction considering the three variables, (work, pay and promotion taken together), there was no significant difference between production and non-production managers; between graduate and non-graduate production managers; between production managers in companies of various categories and between managers at different management levels. There were differences in job satisfaction of different categories. The older managers were more likely to score higher satisfaction on work and pay dimensions.

Dr. R.L. Bhatia (1993) in his article “HRM Strategies for competitive Advantage” discussed two levels of strategy: a) Competitive strategy indicating the way in which a company will compete in its business and outlining how the company is to gain and to sustain the competitive advantage; b) Corporate strategy which determines the way in which a company will operate and how it will gain additional competitive advantage by co-coordinating the various businesses.

No doubt, HRD—if done genuinely may help to supplement the main effort. But the crux of the matter lies not in the ‘Development’ part but in the ‘Discipline’ part of the Human Resources. The

individual at work, in all these places—banks, public services, educational institutions—knows what he is supposed to do but he/she is not willing to do, cannot be compelled to do, will not be punished for not doing and will not feel ashamed if any one (public or family) points out his/her faltering sense of duty. Basically it is a question of discipline—discipline that is enforced as well as self discipline.

M. Mohamed Sherfudeen (1995) attempted in his study on “Morale of Women Employees in Public Sector Organisations in Madurai”, to analyse the levels of morale of woman employees in terms of different socio-economic factors and job facts. Nationalized banks, railways, telecommunications and insurance companies in Madurai city have been chosen as the study units which employed a large number of women. The overall analysis revealed that there were both consensus and contradictions among the woman employees of the study units as to the variables which influence their morale.

According to P. Keetley (1995), a researcher for the Institute for Employment Studies (IES), finds that due to economic fluctuation ‘downsizing’ of employing organizations has become widespread. The experience of living with the possibility of redundancy, and watching others leave has become part of the

working experience of many employees. The IES examined this issue with the help of major employee organizations, through workshops, and structured discussions. The outcome is a report which examines the nature of the concern about maintaining morale during downsizing and how organizations are addressing this concern.

**V. Manickavasagam** 27 disclosed in his study “Employees Morale in Neiyveli Lignite Corporation Limited” that the company is blessed with two third of its sample employees with high morale which is a satisfactory trend in the sphere of industrial relations. Morale is dependent on such personal factors as income, experience and educational qualification of employees.

**Prof. M. Selvaraj (1996)**28 in his research titled “Financial Administration and Human Resource Management in Indian Cement Industry – An Empirical Approach” observed that Labour has an interest in the operating results and the financial strength of a company. The remuneration of workers must be generated from the company’s revenues”.

**Joshi J. Rama and Sharma R. Balden (1997)**29 in their study “Determinants of Managerial Job Satisfaction in a Private Organization”, examined the role of job and organization related

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factors on job satisfaction among managerial employees. The findings indicated that all the 15 jobs and organization related variables are positively and significantly related to managerial job satisfaction. Further, job content and training are the best predictors of job satisfaction.

**Rajesh Singh’s (1997)**30, article “The work Motivational Strategies Used by Central Government Officers Relationship to Effectiveness indicator”, discusses the work motivational strategies used by officers to enhance their subordinates’ work motivation and performance. Sixty officers from various central government departments from Delhi participated in the study. The research utilized the framework suggested by Oldham (1976). Six motivational strategies: Personally Rewarding; Personally Punishing; Goal Setting; Designing Feedback; Placing Personnel and Job Redesigning, were used. Results show that ‘effective’ officers utilized these motivational strategies significantly more than the ‘less effective’ officers except the Personally Punishing strategy. Designing Feedback strategy was not used by the officers. Results also show that Personally Rewarding, Goal Setting, Placing Personnel, Job Designing strategies were positively correlated and Personally Punishing was negatively correlated with effectiveness ratings. Personally Punishing, Goal Setting and Job Redesigning

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strategies were found good predictors of effectiveness. Implications of the study for future research are discussed.

**M. Ekramulhoque and Hasanath Ali.Md(1998)** in their study “Achievement motivation and performance of public sector commercial bank employees in Bangladesh” attempted to evaluate the relationship between achievement motivation and performance of the employees. The random sample of 100 employees of different public sector commercial banks operating in Rajshahi and Khulna divisions was used as respondents. The results revealed that achievement motivation has significant positive correlation with the performance of the employees; male employees had significantly higher achievement motivation than female employees and the majority of the employees had low achievement motivation.

**Nazir A.Nazir (1998)** in his study “Perceived Importance of Job Facts and Overall Job Satisfaction of Bank Employees” revealed that the employees perceive various job factors as sources of satisfaction and dissatisfaction thereby nullifying the unidirectionality of factors as proposed by Herzberg. Barring income and level of education, no other personal factor was found to be related to the overall job satisfaction of the sample respondents.

Prof. V. Raja Gopalan (1998)\textsuperscript{33} in his research titled “A Study of Liquidity, Profitability and Human Resource Management in Central Co-operative Bank, Thanjavur” states the following Ten Commandments of Organisational Effectiveness.

1. The aptitude of the employees in relation to their jobs is the most important human factor on which the super structure of the human resource development can be built.

2. If a person works on a job of his liking his achievement motivation remains quite high.

3. Training is an inseparable part of organizational effectiveness. Employees must be exposed to knowledge and training on the ongoing basis to keep pace with fast changing technology.

4. Greater exposure to a job improves efficiency in terms of speed and quality. However, timely job rotation becomes uninteresting and routine for the concerned employees is necessary before the job.

5. Organizational commitment of the employees has been recognized as the key factor to the effectiveness of any organization.

6. Satisfaction of psycho-socio needs through the job contributes greatly to organizational effectiveness.

7. Organizational culture or climate has a major influence on motivation, productivity and job satisfaction of employees.

8. The leadership style and the effectiveness of the leaders greatly contribute to organizational effectiveness.

9. The ability of the organization to use the organizational development (OD) process to rectify in time the distortions in various organizational factors and effect organizational changes to take care of various external environmental factors including technological developments improves its effectiveness.

10. The organizational philosophy exerts most powerful impact on various factors contributing to the organizational effectiveness.

Taffo, Helsham, Irene (2001) in study titled “Using job satisfaction indicators to improve work performance: A case study at the American Samoa Community College” concluded that job satisfaction indicators found with the American Samoa Community College employees improve performance when they are kept aware of job related decisions, planning more participation and the opportunity for work related expression of feelings and ideas.

34 Taffo, Helsham, Irene “Using job satisfaction indicators to improve work performance: A case study at the American Samoa Community College”, Golden Gate University, United States, California, CDROM, Indian Institute of Management, Banglaore, 2001.
According to Denise H. Todd (2001), studies show that most employees do not leave because of the money but because their jobs are not challenging enough or they feel that the management doesn’t appreciate their work. What that all boils down to is a lack of communication. If someone isn’t challenged, that means the company is not getting as much out of that employee as it could. If the company did give the employee challenging work (along with the day-to-day stuff), then both the employee and the employer benefit.

Bagali (2001) said developing and managing human resource forms the major component of organizational development and growth. There are many ways by which HR is developed and managed. The present buzzword is empowerment. The study highlights how it was possible for an organisation and thus creates a place to work where each one is proud and happy to be associated with the organization. The study has found many strategies for managing HR which were unique to the Indian context. The study pleads for a shift from all the theories of the management towards a culture of empowerment and employee ownership.

Miller and Lee (2001) in their work argued that a well-designed decision-making process will have its most positive impact on company performance when it is carried out by a capable, motivated and dedicated work force. They have also confirmed that such a work force can be developed via an organization’s commitment to its employees (OEE) in the form of simple training and compensation, fairness and meaningful personal consideration.

Ravi Desari in his study titled “People Management in IT industry Issues and Imperatives” has found that the young, dynamic and highly skilled software professionals have enabled the Indian IT industry to enjoy an enviable position in the global IT marketplace. He has also pointed out many IT companies are practicing various HR strategies to ensure that their employees contribute more to the organization’s goals. The article analyses the HR trends and issues in the Indian IT industry.

Shampa Chakraberty in his study titled “Human Performance Improvement and the Role of the Analyst” has found that organisations of today need to achieve positive results in a specific time, and to achieve the same Human Performance Improvement (HPI) can be used to help build intellectual capital,

establish and maintain a high performance workplace, enhance profitability and encourage productivity.

Elizabeth Anne Rosemond, (2002)⁴⁰ in her study titled “Employee preferences for workplace characteristics” has analysed employee workplace preferences and found that groups prefer different workplace characteristics and has suggested implementing new policies and programs within their organisations to reduce the current gaps between employee preferences and current company policies in an effort to recruit and retain employees.

Anthea Zacharatos, (2002)⁴¹ in his study titled “An organisation and employee-level investigation of the relationship between high performance work systems and workplace safety” has investigated the relationship between high performance work systems and occupational safety and it was revealed that to the extent organisations adopted high performance work systems comprising ten human resource practices namely the use of selective hiring and transformational leadership, the provision of job quality, employment security, training and contingent compensation as well as information sharing, status distinctions were reduced. Self-managed teams, and the measurement of

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⁴⁰ Rosemond, Elizabeth Anne in his study titled “Employee preferences for workplace characteristics”, Allinat International University, Los Angeles, United States, California, 2002.
⁴¹ Zacharatos, Anthea, in his study titled “An organisation and employee-level investigation of the relationship between high performance work systems and workplace safety” Queen’s Chir tersity at Kingston (Canada), CDROM, Indian Institute of Management, Banglaore, 2002.
variables critical for success they experienced greater workplace safety measured in terms of fewer lost hire injuries.

C. Muthu Velayutham, (2003)\(^{42}\) in his study “A Study on Employee Morale in Madurai Kamaraj University”, identified the determinants of morale in terms of the job variables and the employees’ socio-economic background. Further, a comparison of the different morale groups is made with the University culture constructs. The respondents were 100 teaching and 200 non-teaching staff of Madurai Kamaraj University. The findings showed that different levels of management have different levels of morale but there is no significant relationship between the two.

Jeyavelu (2003)\(^{43}\) in his paper stated that organizations increasingly resort to becoming effective and innovative, to reducing costs and improve quality of products and services to tackle competition. This paper extends concept evaluation of empowerment defined as enhanced feeling of self-efficiency to organisational interventions, leader behaviour and reattribution training. The paper looks into the relationship between empowerment and performance.

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Umadevi’s (2004)44 “A study on welfare measures extended by NLC with reference to women Employees” revealed that through women employees were satisfied with the existing welfare measures wanted the organisation to provide necessary medical facilities with specialists wherever necessary.

Hoell (2004)45 in his work has assessed how employee involvement programmes affect union commitment attitudes. The survey responses indicated that the participation attitudes have no impact on union commitment levels. Previous participation has a positive result and an organisational commitment has a negative effect. A similar pattern was observed on four subscales of union commitment namely union loyalty, responsibility of the union, willingness to work for the union and belief in unionism.

Jayamohan’s (2004)46 “A study on Employees Attitude towards Labour Welfare in Neyveli Lignite Corporation Ltd.” concluded with the suggestion that the organisation should improve and provide the facilities such as housing, medical and ambulance service, and educational facilities for children and other monetary benefits.

Punia (2004)47 in his work attempted to address the specific contemporary challenges of employee’s retention and empowerment.

in the light of organizational changes. The author throws light on the fact that Indian organizations are finding it difficult to retain talent and are resorting to new strategies of empowerment to retain the best talent. The author further witnesses the coexistence of employees from the various socio-cultural backgrounds making the corporate culture a completely diverse one in today’s work list.

Nagarajan.K (2005)\textsuperscript{48} in his study on “Boss and Employee Morale”, examined the role played by the immediate boss in boosting the morale of his subordinates. Nine out of ten persons expressed displeasure with the treatment given by their immediate boss and reasons like insufficient monetary incentives, poor working conditions, unfavourable organisational climate and other such factors have been cited only as complementary factors.

Chella Pandian. K (2006)\textsuperscript{49} in his study “Employees’ Morale in Soundararaja Mills Ltd., Dindigul – A Study”, designed to throw light on the various aspects of employees opinion on the job. The findings showed that morale is influenced by sex, age, qualification, marital status, employment status, size of the family, income and membership in trade unions but morale is not influenced by skill level and experience.

Snigdha Sharma (2006)\textsuperscript{50} “Role of age and Work Experience in Ethical Behavior”, the study examines the role of age and work experience in the ethical behaviour of middle level managerial personnel. The sample consists of 204 middle level managers working in different public and private sector organizations in India. The ethical behaviour of managers is assessed with the help of work behavior questionnaire developed for the purpose. The Cronbach Alpha of work behavior questionnaire is reported to be 0.86. It is revealed that there is a significant difference in ethical behavior between high and low age groups and between high and low work experience groups.

R.Winifred (2007)\textsuperscript{51} in his study has pointed out the main causes of poor morale as frustration resulting from lack of recognition, the belief promotions are unfair and the fear of being inefficient which may be nourished by the management practices of using blame much more frequently than praise.

P. R. Yuzuk (2007)\textsuperscript{52} in his study found that the employees who have the highest morale tended to be the most experienced persons who had the longest tenure and who held the highest labour grades.

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K.Sangeetha, (2008)\textsuperscript{53} says that a company’s profit booms when it has loyal and trustful employees and leadership of integrity to succeed in today’s competitive business scenario of diverse workforce. The study suggested that employers take the initiative to establish and preserve trust among their employees, this is even more crucial in organizations where the trust is injured or eroded. In a nutshell, it is a prerequisite for a management that it constantly practices trust management and prioritizes trustworthiness in order to gain competitive advantage and profits through workforce performance excellence.

Nazrul Islam and Gour Chandra Saha (2008)\textsuperscript{54} in their study “Job Satisfaction of Women Employees: A Comparison of Public and Private Sector Banks in Bangladesh”, attempts to evaluate the level of job satisfaction of women employees in Bangladesh. This study includes the differences of satisfaction of public and private woman bank employees. It focuses on the relative importance of job satisfaction factors and their relationship with the overall satisfaction of woman employees. The result shows that the level of job satisfaction of women employees depends on the factors including income, job liking, importance of opinions, work facilities, work allotment, workability, co-worker relations,

\textsuperscript{54} Nazrul Islam and Gour Chandra Saha, “Job Satisfaction of Women Employees: A Comparison of Public and Private Sector Banks in Bangladesh”, South Asian Journal of Management, 2008 Vol.10 No.1
recognition and job equity. Woman employees are satisfied with the co-worker relations and their workability although they do not like their job much. Their findings also show that factors such as income, working facilities, work allotment and recognition have significant influence on the overall satisfaction of the employees. These factors are identified as the determinants of both job satisfaction and the overall satisfaction of woman bank employees in Bangladesh. Significant differences are observed between the woman employees of public and private sector banks in the factors of income, job liking and importance of opinions. The overall satisfaction is also significantly different between the two employee groups.

Chandan Kumar Sahoo and Gangadhar Sahu (2009) in their study “Effective Employee Engagement: The Mantra of Achieving Organizational Excellence”, found that organizations today are increasingly dependent on knowledge creation and human development for their optimal and sustainable growth. To meet the challenges resulting from global competitiveness, they need to demonstrate world class performance, re-examine the drivers of organizational performance through employee engagement. Human capital is a key asset from other assets of the firms. It consists of employee’s skills, competencies, commitment,

motivation and loyalty, problem solving capability, innovation, knowledge and attitude. The human capital, if developed and nurtured appropriately by the organization, also drives organizations towards developing other assets or capabilities necessary for the organizational growth and development.

Kurt T. Dirks and Daniel P. Skarlicki (2009)\textsuperscript{56} in their article “The Relationship Between Being Perceived as Trustworthy by Coworkers and Individual Performance”, the relationship between being perceived as trustworthy by one’s coworkers and individual performance is examined. The exchange theory is used to consider the implications of the different factors of trustworthiness (Capability, integrity, and benevolence and how these factors might interact to predict performance. A laboratory study provided further insight into the exchange mechanism underlying this relationship.

James G. Worthy (2010)\textsuperscript{57} in this study has observed that the organisational structure of the company is an important factor affecting the level of morale of the emphases. The rigidity of the organisational structure conflicts excessively with individual self-expression and maximum morale.


Gangardes (2012) has suggested in his study that good and efficient employees and good employee morale cannot be built by just increasing the pay of the employees. The employees want suitable work and supervisors want preservation of self-respect.

George S. Odiorne (2012) in his study pointed out that the type/quality of equipment provided to workers by management significantly affects the level of employee morale.

A SUM UP

The studies reviewed in the second chapter 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.