CHAPTER - VII

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

INTRODUCTION

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

Organizations are made up of people and function through people. Without people, organizations cannot exist. The resources of men, money, materials and machinery are collected, coordinated and utilized through people. These resources by themselves cannot fulfill the objectives of an organization. They need to be united into a team. It is through the combined efforts of people that material and monetary resources are effectively utilized for the attainment of common objectives. Without united human efforts no organization can achieve its goals. All the activities of an organization are initiated and completed by the persons who make up the organization.

All human resources are not homogeneities. Every state has brought a number of legislations to regulate and promote labour process. Whatever the state of labour (unskilled, semiskilled, skilled, and highly skilled) it is considered an asset both to person and nation. The post-war situation had brought a number of benefits to the employees, such as social security, insurance and compensation. Human Resources consist of that total skill creative abilities, talents and aptitude of an organizational [Type text]
workforce, as well as the values and attitudes and benefits of the individuals involved in it. Human Resource is considered both the cause and the effect of economic development. Labour is being transformed into human capital.

The paradigm shift in the economic environment witnessed since the last decade has led to more attention being paid towards knowledge and its expanding dimensions as a resource in trade and commerce of the 21st century. Knowledge is being used as a new currency in business as a cutting edge to meet competition favourable and to accomplish goals more easily and conveniently. As business becomes more global, knowledge is added as a prefix to every economic aspect: knowledge workers, knowledge organization, knowledge management and above all, knowledge economy; knowledge can be manipulated to convert difficulties into opportunities, uncertainties into certainties and risks into rewards. No other resource in business except human resource possesses this knowledge.

Human resources are the life of knowledge industry. Due to the ever growing demand for manpower, the Human Resource Department in any organization faces never ending pressure to attract, retain and motivate the best in the industry. Satisfied employees are true “Brand ambassadors” of the organization which shapes its image among the potential employees in the job industry. Employee development and retention plays a pivotal role in growth of an organization. Human resources are affected by sentiments, encouraged through motivation and can direct and manipulate all physical and tangible assets to help achieve the objectives of an organization.
Every organization irrespective of its nature is made up of people, utilizing employee’s 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 to attaining organizational objectives. Organizations which are able to acquire, develop, stimulate and reward 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 organization, for which the provision of labour welfare is the most important component. Labour welfare implies providing better working conditions. Job performance of workers is based on appropriate working condition. Enquiries were made initially from twenty five workers in knitwear units to understand the working condition and the various problems faced by the employees. The articles published in The Hindu a leading English newspaper in the southern part of India highlighting the problems faced by the workforce in knitwear industries and subsequent enquiries with the workers revealed that they face multi-dimensional problems ranging from economic, social and environmental to psychological. It initiated the researcher to do 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 organization 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 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 managements of knitwear units. Therefore, an attempt is made to study the employees’ morale in knitwear industries in Tirupur and to identify the factors influencing employee morale. The main objectives of the study are to find out the factors influencing the employees’ morale and to make a comparative study of different levels of morale with various forms of organizations in knitwear industries in Tirupur.

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.

A brief review of some selected studies with their scope and their objectives may be useful for understanding the present scenario of employees’ morale in knitwear industries. The review of related literature is very important for the development of research work with the help of literature one can understand the complete picture about the study area. From this the related literatures from various books, magazines, and research reports have been analyzed. By and large the study aims at providing empirical evidence on a few issues relating to the employees morale in knitwear industries which indeed will be of much use to the decision makers, for effective changes in the knitwear industries in Tirupur.

CHAPTER - III

This chapter presents a complete picture of employee’s morale in the context of knitwear industries. 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 organization. It is the sum of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise [Type text]
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
organizational goals.

Morale refers to the spirit of the organization. It represents the attitudes of
individuals and groups in an organization towards their work environment and
voluntary cooperation to the full extent of their capabilities for the fulfillment of
organizational 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 organization. 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

About 45% of India’s garment exports are in the form of knitwear, and here the
Tamil Nadu centre of Tirupur plays a pivotal role, generating as much as 90% of knitted
garment exports – in other words, about 4% of India's total export trade. Known as 'T-Shirt City', the development of Tirupur is thus critical for the country's commercial prospects and progress towards sustainable development. The city's rapid growth can be attributed to the growth of textiles industry and vice-versa.

This report aims at bringing in the various dimensions of such growth and the mutuality of industrial growth and the growth of the town Tirupur. The main challenge still remains for this internationally known Textile cluster, is how the city can maintain its reputation for competitiveness, while putting its operations on a sustainable basis and contributing to the society at large.

CHAPTER - V

In this chapter, the extent of morale derived by the employees of knitwear industries in Tirupur has been measured with the scale called employees’ level of morale scale. Based on the scores, the employees are divided into three groups namely those with low morale, medium morale and high morale. The following is the essence of the chapter:

The average morale score of the sample respondents is 389.24 out of the maximum of 525. The female respondents have a higher level of morale than the male respondents. The elderly respondents have derived a higher level of morale than the young and the middle-aged. The illiterate respondents have a higher level of morale than the other respondents. The married respondents have a higher morale than the unmarried respondents.

[Type text]
The percentage of a high level of morale is the highest among the employees belonging to joint families. The percentage of high level of morale is the highest among the employees of big families compared to employees from small and medium sized families. The percentage of a high level of morale is the highest among the SC / ST respondents. The percentage of respondents with a high level of morale is the highest among the permanent employees.

The percentage of respondents with a high level of morale is the highest among respondents who have secondary occupation of other than agriculture and business. The percentage of respondents with a higher level of morale is the highest among the low income group. The respondents with a high level of morale are the highest among unskilled employees.

The employees who have been working for a medium period have high level of morale. The percentage of a high level of morale is the highest among the employees who are members of various trade unions. The percentage of high level of morale is the highest among the employees who are aware of the various legislations applicable to the employees of knitwear industries. The percentage of respondents with high level of morale is the highest among the public limited units.

Fifteen factors are identified and their influence on morale has been analyzed. The influence of each factor has been tested with the help of correlation co-efficient. Among the factors tested, the following are the significant influences on morale:

[Type text]
- Gender
- Marital Status
- Size of Family
- Community
- Status of Employment
- Secondary Occupation

- Skill Level
- Experience
- Form of Organization

Statistical tests have proved that the following factors do not influence morale.

- Age
- Education
- Type of Family
- Monthly Income
- Membership in Trade Union
- Awareness of Various Act

Stepwise multiple regression analysis of the nine factors reveal that membership in Gender, Marital Status, Size of Family, Community, Status of Employment, Secondary Occupation, Skill Level, Experience and Form of Organization have significant influence on morale when the influence of other factors is kept constant.
CHAPTER - VI

Morale is an intangible and subjective concept. Therefore it cannot be measured directly. It can be measured only indirectly through the opinions of employees or response on the various determinants. In the present study morale is measured with the help of fifteen determinants. The organization-wise analysis is made to study the level of morale prevailing in knitwear industries.

The knitwear units on the form of organization are classified into three namely - non corporate sector, private limited companies and public limited companies. The fifteen determinants of morale are individually examined to make a comparative study of morale in various forms of organizations in knitwear industries in Tirupur. The level of morale in different forms of knitwear units is classified as ‘good’, ‘moderate’ and ‘not good’. If the total score is equivalent or more than mean score (+) standard deviation, the level of morale is good. If the total score is less than the mean score (-) standard deviation, the level of morale is not good. If the total score is in between the good and not good, the level of morale is perceived as moderate.

Analysis of variance is performed to estimate and compare the mean score of determinants of morale among employees of different forms of organization of knitwear units. It is found that all the determinants of morale do not receive the same attention from the respondents.
The Determinants Organizational policy, Employee remuneration, Employee motivation, Employee interpersonal relation and Work environment are getting the top rating.

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

Performance appraisal, Image of the unit, Training and development, Employee grievance handling and Trade union are getting the low rating.

The result shows that employees of non corporate knitwear units were not good when compared to employees in other forms of organization of knitwear industries. The determinants Performance appraisal, Image of the unit, Training and development and Employee grievance handling are the main areas to be focused upon immediately to improve the level of morale.

SUGGESTIONS

It is a very complex job to build and maintain high morale in a work-group. It is a continuous process which cannot be stopped even for a moment. On the basis of the information obtained from the employees, the researcher feels that it is his duty to offer some suggestions for enhancing the high morale of work-force.
ORGANISATION STRUCTURE

The organizational 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 sectors is not good and it is perceived as moderate in private limited companies. 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 companies to improve the level of morale.

PROPER WORK ENVIRONMENT

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 sectors and private limited companies 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.
SECURITY OF JOB

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 knitwear industries to improve the level of morale.

SAFETY

The managements of knitwear units 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 knitwear industries perceived that their level of morale with regard to employees safety and health is moderate. Hence, it is suggested that the units 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 check up the facilities available with regard to the safety and health in the units. In addition to these measures, steps have to be taken by the units 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 units. By adopting these measures, the level of morale can be increased.

**PROMOTION AND TRAINING**

The chances available for promotion are not at all encouraging in the knitwear industry in Tirupur. 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 units hesitate to depute their employees to undergoing the training courses offered by various institutions like the SITRA (South Indian Textile Research Association and the Tirupur Exporters Association (TEA). Moreover the improvement in the efficiency of the employees as a result of such training is not properly and adequately rewarded by the units.

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 he considered for the promotion of the employees for higher positions in the units. 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.
SOUND WAGE STRUCTURE

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 unit to ensure monetary and non-monetary rewards to the employees to motivate them. Morale has been found to be low in organizations 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.

WELFARE MEASURES

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 units and to a certain extent it affects their work performance also.

Hence, it is suggested that the units 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 units 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.

In order to provide better education to the children of the employees, the units may arrange loans to the employees at a reasonable rate of interest and with liberalize repayment terms. Canteen facilities are a must to improve the efficiency of the employees. The managements of the knitwear units should come forward to establish and manage canteen in their units. Though it is not possible for all the units 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 units 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 be improved. The management’s concern for the employees’ welfare will increase its image in the eyes of the employees.

SECONDARY OCCUPATION

Availing opportunities for additional income is suggested. The respondents, being industrial employees, can plan starting some cottage industrial units and other small business as secondary occupation which will enable them to earn additional income to meet their family expenditure which will further curtail their tendency to borrow.

EFFECTIVE COMMUNICATION SYSTEM

There should be two-way communication between the management and the employees as it exercises a profound influence on morale. Employees should be kept informed about the organization’s policies and programmes through conferences, bulletins and informal discussions. Employees should be allowed to ask questions and to get clarifications themselves about their doubts.

EMPLOYEE PARTICIPATION

Employees must be allowed to put forward their suggestion and grievances to the top management. This will promotes team spirit and a sense of belonging among the employees. The study suggested that the employees of this industry have to be given [Type text]
adequate opportunities to take part in the management of the units. This has already been practiced in many other industries. The managements of the units have to take some positive steps to provide adequate training to their employees to implement the concept of Workers’ Participation in the Management of units. In addition to this, the units have to allocate a specific percentage of shares to the employees and it will create a feeling in the minds of the employees that it is their own concern. 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 units 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 participation of the employees in the units will encourage the units to provide better Working conditions.

**JOB ENRICHMENT**

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 employee.

**GRIEVANCE PROCEDURE**

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 knitwear units 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.
A management should install a proper system by which employees can suggest changes. To give the employees a sense of participation in the organization, the management should invite suggestions from the employees of the organization. The study has revealed that the units do not encourage the employees to offer suggestions for the improvement of the working conditions in the units. Even though the trade unions for solving the existing problems at the workplace, adequate steps are taken by the units to improve the working conditions up to the expectation of the employees and the trade unions. So the employees of this industry at present do not have any opportunity to offer their suggestions for the improvement of the working conditions in the units.

Hence, it is suggested that provisions have to be made by the unit to invite various valuable suggestions from their employees to bring about improvement in every aspect of the units. Suitable suggestions must be recognized with rewards. Such public recognitions offered by the units for the employees who have given constructive suggestion may induce many other employees also for application of their wisdom and to come up with many useful suggestions. The implementation of the suggestions will increase the level of the morale of the employees.
EMPLOYEE COUNSELLING

Knitwear industries can take the services of behavioural scientists in order to tackle the important cause of poor employee morale, i.e. absenteeism, tardiness, turnover and the like. The counselor’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. Counseling will create confidence among employees and improve their attitudes.

EDUCATIONAL PROGRAMMES

The objective of educational programmes is adding to the knowledge and skill of the employees. These give the employees a feeling that the organization is looking after them very well. These programmes go a long way in building up and improving the employees’ morale. These programmes include orientation courses for new employees designed to acquaint them not only with their jobs, but also with the policies and plans of the organization, as a whole. These programmes need not be confined to training for the jobs alone, but may extend to the development of skills which permit advancement of the employees. These provide opportunities to cultivate broader attitudes and interests.

HOUSING FACILITIES

To improve the efficiency and satisfaction of the employees, housing facilities are very essential. But it is not possible to expect all the units 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 co-operative housing societies in various Blocks in Tirupur District which will reduce considerably the housing problems of the employees. The managements of knitwear units may be persuaded to contribute funds to these housing societies.

**CHANGES IN THE ROLE OF TRADE UNIONS**

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 units providing the necessary non-monetary benefits and better working conditions. These Trade Unions do not pay much attention to the improvement in the social life of the employees of this industry. The mean opinion score on trade union for the employees of non-corporate sector is lower than for all other groups of employees. While applying the perception score the level of morale in the public limited companies and private limited companies is moderate.

Hence, it is suggested that the trade unions have to develop and implement programmes that strive to improve employee morale. 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.

**SCOPE FOR FURTHER RESEARCH**

The researcher feels that any number of micro-level studies can be undertaken to study the issues covered in this research in order to obtain greater insights into these problems and suggest more effective and result-oriented action programme. These exercises can be undertaken by further researchers - each researcher concentrating on a specific problem such as stress, environment and human relations of employees in knitwear industries. Apart from these, wage policy, issues in women employment programmes, motivational factors and industrial relation can also be undertaken.

**CONCLUSION**

The study has been a rewarding experience in the sense that it has identified the level of morale of the employees of Knitwear industries in Tirupur. 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 knitwear units for making such an attempt, the researcher shall feel that he is amply rewarded.