

Review Article

EMPLOYEE MORALE (EM) AND ITS IMPACT ON EMPLOYEE ATTITUDE (EA) IN SELF FINANCING COLLEGES OF KERALA

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Abstract

Morale is an employee's outlook toward different stakeholders of an entity. Employee morale is a psychological state of affairs concerning contentment, poise and resolution. Hence, it could be said that an organization is depends on morale of employees. In certain cases, employee morale is considered a group phenomenon and attitude as an individual phenomenon. The present study covers the factors which are influencing the morale of employees and tried to establishing the relationship between employee morale and attitude. The study has conducted a sample survey among Assistant Professors of Self financing Colleges in Thiruvananthapuram and Kollam District. The study found that faculties of self-financing college find it difficult to adjust with the working hours & Working condition and they are working in the current status of the derisory provision of Job Security, Safety and welfare. Study also indicates that majority of the self financing colleges faculties were not getting sufficient salary and heavy workload is significantly influencing their morale.

Keywords: Employee morale, Employee Attitude, Organisational Development, Self Financing Colleges

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INTRODUCTION

Morale is an employee's outlook toward different stakeholders of an entity and is a psychological state of affairs for contentment, poise and resolution. In an organizational concept morale is an important factor which determines the performance of an organization. Which means morale will create a positive attitude among employees and that will helps to attain organizational commitment and goals, hence morale determine the performance of an organization (Morgan, 2002). Hence, it could be say that employee morale explains the outlook, contentment and poise that employee's feel at work. When employees are affirmative about their environment and think that they can meet their most significant desires at work, employee morale is encouraging or elevated. Likewise, if employees are downbeat and discontented about their place of work and suffer a stumpy attitude and as if they cannot gratify their goals and needs. Thus, it could be concludes that Morale is one of the factor which is measuring bad or good performance of an organization.

Review of Literature

Many research studies are arguing that, the tern employee morale is connected with satisfaction, work life balance, attitude and emotions of an employee, but no one said that which one is in first position or which one is depends on other?. Here the study was focuses the employee morale and its impact on the attitude of employee. Hence, the study has conducted a deep review of literature regarding whether there is any theoretical or analytical evidence exist or not about the relationship between employee morale and their attitude.

Usha Tiwari, indicates that employee morale and its impact on the efficiency of employee still exist in good manner and further indicates that relationship with the fellow workers, team spirit in direct work environment, working condition of work place ,leaves and holidays provided, management and employees are allowed to talk freely are the most important factors which are determining the employee morale (Usha Tiwari, 2014). In addition, another study argues that communication is playing an important role in increasing the

satisfaction of employee and their satisfaction leads them to have high morale (Upadhyay and Gupta (2012). Zial concludes that employee morale and employee retentions are closely related to the teambuilding in the organisation and also it will create a positive atmosphere in the work place (Zial, 2011). Based on the review of prior studies, it could be seen that the conclusion of majority studies were revealing the role of employee satisfaction in developing employee morale. Nwachukwu, indicates that job satisfaction is closely associated with work, pay and promotion (Nwachukwu, J.C., 1992), at the same time, he further concludes that satisfaction of employees regarding work, pay and promotion will increase the morale of an employee. Another evidence has given by Sherfudeen, M.M., explains that morale of an employee is depends on socio-economic factors and job facts (Sherfudeen, M.M., 1995). Another study indicates that morale is depends on income, experience and educational qualification of an employee (Manickavasagam, V., 1995). At same time most of the research studies were explains that job satisfaction is strongly related to the improvement in job performance. Employee's achievements, motivations, their perception regarding their job, participation in decision making are increasing the job satisfaction and performance of employees (Ekramulhoque, M. and Hasanath Ali.Md., 1988). Hence, it could be concludes that employee morale is depends on the job satisfaction and perception of employees regarding their job.

Here the study has focuses the relationship between morale and its impact on the attitude of employees. Blake explains that morale is psychological aspect, hence morale, satisfaction, loyalty are encouraging the employees to give more dedication to the work and achieve organization goal (Blake, 1954). The study further explains that moral, job satisfaction, loyalty will create a positive attitude towards employees and this positive attitude will be changed as the performance of employee. In 2002, Morgan said that employee performance, morale and success ultimately depends on the management of changing demographics of employees, which means how management change their employees attitude for attain goals and objectives (Morgan, 2002).

Based on the review of literature, it could be seen that morale and attitude have been significantly correlated each other and found that morale-job satisfaction-and attitude changes will leads to the success of an organization.

STATEMENT OF THE PROBLEM

Both morale and attitudes are required for organisational development and individual performance. When the attitude is regarded as an individual phenomenon, many investigators systematize these feelings what are assumed to be workers needs. Similarly, as per the employee morale approach, most researches are bewildered with social or group significance. The impulsive environment of a correctional facility influences each individual in an assortment of ways. As such many researchers have attempted to evaluate the relationship between the employee morale with the attitude. But no serious work has been initiated at the self-financing colleges, especially in Kerala. Even though every staff member at the self-financing colleges is an exceptional individual, methods for bringing to mind encouraging morale are the need of the hour. Thus an attempt has been done to examine the interrelationship between morale and attitude

SCOPE OF THE STUDY

The present study is related to employee morale (EM) and its influence on employee attitude (EA) in Self Financing Colleges. Here the researcher has decided to collect data from Thiruvananthapuram and Kollam districts of Kerala. The respondents are faculties of the Self Financing Colleges in Thiruvananthapuram and Kollam districts of Kerala. Assistant Professors are considered as the sample respondents, who are in the stream of Commerce, Science and Arts. From each

category 40 respondents are taken from Thiruvananthapuram and Kollam districts separately.

OBJECTIVES OF THE STUDY

1. To identify the factors influencing employee morale.
2. To study the relationship between employee morale and attitude.

HYPOTHESES OF THE STUDY

1. There is no significant difference between the factors influences employee morale.
2. There is no linear relationship between employee morale and attitude.

METHODOLOGY OF THE STUDY

The study was used both descriptive and analytical design based on secondary and primary data. Primary data were collected from Assistant Professors of Self financing colleges in Thiruvananthapuram and Kollam Districts. A structured questionnaire was used to collect the opinion from sample respondents.

SAMPLING DESIGN

The study was used simple random sampling method for selecting Assistant Professors from Self Financing Colleges in Thiruvananthapuram and Koallam district. Total population was 635 (including both contract and permanent Assistant professors). Based on the sample size calculation formula ($N = (Z\text{-Score})^2 \times (\text{Std. D (1-Std.D)}) / (\text{MoE})^2$), $RS = (SS \times P) / (SS + P - 1)$) study was decided select 240 sample respondents from two districts. Then 240 sample sizes were equally distributed to each district.

Districts	Subjects	Sample size	Total Sample Size	
Thiruvananthapuram	Commerce	40	120 Sample respondents	Simple Random Sampling method was used to select sample respondents
	Science	40		
	Arts	40		
Kollam	Commerce	40	120 Sample respondents	
	Science	40		
	Arts	40		
Total		240 Assistant Professors		

The study is conducted for a period of 10 days starting from 20th April 2019 to 29th April 2019. The statistical test used was One Way ANOVA with Tukey Simultaneous Comparison and Multiple Regression.

The income status of employee reveals that majorities (69 per cent) of them haven't getting sufficient income from their teaching job and insufficient income and heavy workload are reducing their morale and this become affecting their working efficiency (74 per cent).

RESULTS AND DISCUSSION

Study found that majority (74.2 per cent) of the respondents is female and rests of them are male, in the case of age, majorities (67 per cent) of them are in 30-40 years age group.

LEVEL OF EMPLOYEE MORALE

Level of employee morale was analyzed by using five attributes coded as M1, M2, M3, M4, and M5

Table 2 Level of Employee Morale- One Way ANOVA

Mean	n	Std. Dev	Employee Morale		
2.120*	120	0.454	M1-Adjustment with the working hours & Working condition		
2.521***	120	0.442	M2-Relationship with the staff members and students		
2.2**	120	0.610	M3-Encourage of management in overall development of the employees		
2.012*	120	1.073	M4-Provision of Job Security, Safety and welfare		
2.281**	120	0.652	M5-Congenial workload and sensible remuneration		
2.284**	600	0.810	Total		
ANOVA table					
Source	SS	df	MS	F	p-value
Treatment	60.424	4	40.1059	58.301	0.000

Error	946.32	236	0.6879	Result	Significant	
Total	1,006.75	240				
<i>Post hoc analysis- Tukey simultaneous comparison t-values</i>						
		M1	M2	M3	M4	M5
		2.012	2.521	2.120	2.012	2.281
M1	2.012					
M2	2.521	0.52				
M3	2.120	2.94*	2.43*			
M4	2.012	2.35*	2.84*	2.41*		
M5	2.281	2.5*	2.99*	2.56*	2.55*	
critical values for experiment wise error rate@0.05 =2.76						

Source: Primary data

Level of Employee Morale was compared with the support of One Way ANOVA. The effect of Relationship with the staff members and students is the high effect (Mean score 3.521 ±0.88), followed by Congenial workload and sensible remuneration (Mean score 3.281 ±0.652) and Encourage of management in the overall development of the employees (Mean score 3.20 ±0.610) which is having a moderate effect only. It was noted very wretchedly that the effects of Adjustment with the working hours & Working condition and

Provision of Job Security, Safety and welfare are very low as per the total expectations of the respondents.

The same was further compared statistically and the p-value is 0.000 (0.000<0.05), showed a significant difference. This indicates that there is a difference between the Level of Employee Morale by the respondents and the null hypothesis stands rejected.

Table 3 The Level of Employee Morale on Attitude of employees

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	412.517	4	38.1059	63.936	.000 ^b
Residual	194.849	236	0.596	Result	
Total	607.367	240		Significant	
R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson	
0.814	0.662	.657	.4492	1.842	
Dependent Variable: Attitude of employees (Behaviour, Job satisfaction & Commitment and Job Devotion & discipline.					
b. Predictors: (Constant), Adjustment with the working hours & Working condition ; Relationship with the staff members and students ; Encourage of management in overall development of the employees ; Provision of Job Security, Safety and welfare ; Congenial workload and sensible remuneration					

Source: Primary data

The diverse level of Employee Morale was evaluated and its effect is examined in the attitude of employees. The Anova test was performed to evaluate the model fit. Since the p-value is 0.000 (p<0.05), showed the model is fit for the prediction. Hence the null hypothesis formulated is rejected. This means there is a linear influence of Adjustment with the working hours & Working condition; Relationship with the staff members and students; Encourage of management in the

overall development of the employees; Provision of Job Security, Safety and welfare; Congenial workload and sensible remuneration to the Attitude of employees. The correlation among the variables is 0.814 and R Square value is 0.662 showed 66.2 per cent predicting accuracy on the independent variables to the dependent variable. The Durbin-Watson is 1.842 (Greater than R Square value - 0.662), showed there is no spurious regression

Table 4 The Level of Employee Morale on Attitude of employees - Coefficients

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	412.517	4	38.1059	63.936	.000 ^b
Residual	194.849	236	0.596	Result	
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b. Predictors: (Constant), Adjustment with the working hours & Working condition ; Relationship with the staff members and students ; Encourage of management in overall development of the employees ; Provision of Job Security, Safety and welfare ; Congenial workload and sensible remuneration					

Source: Primary data

The OLS Equation formulated in this direction is

Attitude of employees = .723 + Adjustment with the working hours & Working condition (0.389) + Relationship with the staff members and students (-0.216) + Encourage of

management in overall development of the employees (-0.216) + Provision of Job Security, Safety and welfare (0.237) + Congenial workload and sensible remuneration (0.564).

This means, within the sample range, like the Adjustment with the working hours & Working condition increase by one unit, the chance for increase of Employee attitude by 38.9 per cent, Relationship with the staff members and students increase by one unit, the Employee attitude decreases by 21.6 per cent, Encourage of management in overall development of the employees increase by one unit, the Employee attitude decreases by 21.6%, Provision of Job Security, Safety and welfare increase by one unit, the Employee attitude increases by 23.7 per cent and Congenial workload and sensible remuneration increase by one unit, the Employee attitude increases by 56.4 per cent. The t-test value showed that Adjustment with the working hours & Working condition (P-value 0.000), Relationship with the staff members and students (P-value 0.000), Provision of Job Security, Safety and welfare (P-value 0.000), and Congenial workload and sensible remuneration (P-value 0.000) can individually influence the Employee Attitude.

Accordingly, Congenial workload and sensible remuneration (Beta coefficient 0.542), Provision of Job Security, Safety and welfare (Beta coefficient 0.389), Adjustment with the working hours & Working condition (Beta coefficient 0.148) and Relationship with the staff members and students (Beta coefficient -0.156) are the most influencing factors on Employee Attitude. The coefficient values of Tolerance and VIF are under the threshold limit. Hence, there is no Multi-Collinearity among the independent variables.

CONCLUSIONS

The study entitled "Employee Morale (EM) and its impact on Employee Attitude (EA) in Self Financing Colleges of Kerala" is explains about the relationship between employees morale and their attitude. Based on the study result it could be concludes that self financing college teachers were not getting sufficient salary and heavy work load is significantly influencing their morale. The study result indicates that faculties of self-financing colleges find it difficult to adjust with the working hours & Working condition and they are working in the current status of the derisory provision of Job Security, Safety and welfare. This situation has to be changed. In Kerala, the majority of the faculties in the self-financing colleges are having high educational qualification like UGC (NET)/ PhD. This must be recognized and taken into consideration very seriously. Therefore, the management of self-financing colleges must be followed by an ethical principle of rewarding and knowing constructive performance and addressing off-putting or limited performance promptly based on clear and timely communication and feedback. It is the right time to reduce idealistic fears and nervousness regarding job security of the faculties and encourage them to acquire further knowledge and specific skill-building practices in all dimensions of the core competencies which impact the overall performance of the college. Also at the same time, management can sanguinely define and reinforce clear lines of authority, responsibility and accountability to the faculty members to maintain discipline, academic excellence through fair and self-esteem practices, the healthy relationship among the students and improve the goodwill of the college.

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