

A STUDY ON PRECEDING CIRCUMSTANCES AND LOGIC RESULTS OF EMPLOYEE MORALE AND ENGAGEMENT AMONG THE SERVICE SECTORS WITH SPECIAL REFERENCE TO KOLKATTA CITY

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Abstract :

“Individual talent is an obstruction principally among teams that employ the facade of a synergy to diminish the majorities’ mediocrity.” - Anthony Corlisatra

A favorable attitude towards job, fellow workers, company, working conditions indicates good or high morale. Unfavorable attitude towards job, fellow workers, company, working conditions indicates bad or low morale. Hence, it means the feelings of an employee about his job, his peers, his supervisors, his company and working conditions. Morale can be succinctly defined as the total satisfaction that a person derives from his/her job, the prevailing atmosphere and the other factors that appeal to his/her individual propensities. It is a conglomeration of attitudes and feelings that constitutes a reserve of mental and physical strength including factors like self-confidence, optimism and positive mental attitude. Morale is an employee’s attitude toward his or her job, employer and colleagues. Employee morale as the psychological state with respect to satisfaction, confidence and resolve; the attitude of an individual or group of employees, resulting in courage, devotion and discipline; level of fulfillment one has with intrinsic work aspects, such as variety and challenge, feedback, learning and space to grow extrinsic circumstances of employment such as fair and adequate pay, job security and health and safety.

Keywords : *Psychological phenomenon, Morale, Prosperities, Self-confidence, Attitude, Interpersonal relationship, Satisfaction, Devotion, Discipline, Intrinsic, Extrinsic, Circumstances, Job security, Constitutes, Prevailing atmosphere, Optimism, Colleagues, High skiving, Business Dictionary, Depiction of emotions, Proxy, Morale boosters, Productivity, etc.*

1.1 INTRODUCTION

A high morale means the employee is satisfied with job, puts in effort, is creative, takes initiative, is committed to the organization and focuses on achieving organizational goals rather than personal goals. Low morale leads to high skiving, high turnover, unsolved complaints and strikes, thereby encumbering firm’s performance. According to the business dictionary morale is defined as the

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depiction of emotions, satisfaction, and overall attitude towards a workplace. Productivity is directly related to morale. Happy employees have high morale while dissatisfied and unhappy employees have low morale. High morale contributes to high levels of productivity, high returns to stakeholders, and employee loyalty. Low morale may cause high absenteeism and turnover. Respect, involvement, appreciation, adequate compensation, promotions, a pleasant work environment, and a positive organizational culture are morale boosters. Many companies offer diverse benefits to boost morale and satisfaction. Now a day the relationship between employees and employers may be seen upside down. Since there the number of job opportunities available for employees has been increasing in a growing worldwide economy, not just employees but also employers need to readjust themselves in order to cope up with the dynamics of business life. Therefore, HR executives need to consider new strategies for recruiting and retaining best fit talents for their organizations. Higher salaries and compensation benefits may seem the most likely way to attract employees. However, quality of the physical workplace environment may also have a strong influence on a company's ability to recruit and retain talented people some factors in workplace environment may be considered keys affecting employee's engagement, productivity, morale, comfort level etc. both positively and negatively.

Measurement of Morale:

Measurement of Morale is the process of measuring the feelings, favorable or unfavorable attitudes and willingness of employees and identifying how the feelings, attitudes affects the individual performance and organizational objectives by collecting morale information. Morale information may be

collected through morale surveys, morale indicators and other sources.

1. Morale Survey:

Collecting information about morale through morale survey is quite common for researchers and organization engaged in building morale. In survey morale information is collected by Questionnaires that can have objective, descriptive and projective types of Questions.

2. Morale Indicators:

Management mainly uses certain indicators for measuring morale or getting morale information, like:

1. Employee turnover
2. Productivity
3. Absenteeism and Tardiness
4. Fatigue and Monotony
5. Grievances
6. Need for discipline
7. Waste and Scrap
8. Quality Record

3. Other Sources:

1. Reports of counseling
2. Exit Interview
3. Accident reports
4. Training reports
5. Medical reports
6. Complaint box systems

Boosting up the Morale:

1. Human Relations Approach
2. Management Attitude
3. Participation
4. Job Enrichment
5. Conflict Handling

2. IMPORTANCE OF MORALE:

High morale exists when employee's attitudes are favorable towards their jobs, their company and their fellow employees favorable to the total situation of the group and the inhibits and willingness and ability of the group to attain

the company's objective. Thus, the morale of employees should be high to achieve the organizational objectives efficiently and effectively. A high morale reduces absenteeism, labour-turnover, wastes and disharmony. Employees with high morale like their jobs and co-operate fully with the management towards the achievement of the goals of the organization. It results from job satisfaction and generates job enthusiasm; high morale indicates a manifestation of the employee's strength, dependability, pride confidence and devotion. All these qualities of mind and characters taken together create high morale among the employees.

Low morale indicates the presence of mental unrest. Mental unrest not only hampers production but also leads to the ill health of the employees; low morale exists when doubt and suspicion are common and when individuals are depressed and discouraged, i.e., there is a lot of mental tension. Signs of low morale are generally not noticed till it is obviously low or when something has gone amiss. By the time the management recognizes the fact that morale has deteriorated, it is faced with one crisis or another. Perceptive managers are, therefore, constantly on the lookout for clues to any deterioration in the morale of the employees.

3. NEED FOR THE STUDY:

The service sectors are facing hectic pressures because of global competition and also higher expectation on the stakeholders. The employees involvement and dedication in the service sectors field have become a crucial factors which is highly essential for the performance of the institutions in the field of service sectors. The employee's involvement and dedication rest on their morale at their organizations. Many of the service sectors are suffering from the problems of low morale, skills shortage, shifted work freedom,

exclusion from decision-making process and mismanagement of human resources. It will have ripple effect on the functioning and delivery of the service sectors which in turn could have a negative impact on the economic development. Hence, it is essential to analyze the causes and logic results of low morale in the service sectors in order to overcome these problems. The present study has made an attempt on this aspect with confined objectives.

4. STATEMENT OF THE PROBLEM:

Morale is one of the outstanding dimensions of healthy organization. Since the morale of work resources is the base of all organization's operations, good organizer concentrates more on the enrichment of morale among their work force. The morale of employees in the service sectors are decreasing because of lack of facilities, lack of motivation, lack of creativity and improper management of human resources and political intervention. In the case of service sectors, the morale of the employees is deteriorating because of mismanagement. Especially after Globalization and Liberalization the management of service sectors realize the causes of the low morale among their employees, they cannot prevent it and also enrich the morale for better performance. Hence, this problem should be rectified at right time for the future generation. In a globalized era, huge number of multinational industries competing in Indian business hence, surviving in industrial field is a tough task for Indian industries to face with those multinational companies. In this scenario, particularly in Kolkatta city which is highly focus to trading sectors, running service sectors faces huge hazard. However, service sectors in Kolkatta city play a vital role in manufacturing sector in Kolkatta city region. Among the service sectors in Kolkatta city engage in manufacturing of varies parts in the

automotive, rail and industrial segments of business. Generally for successful business operation employee morale is the key factor, so service sectors in Kolkatta city region for more than 50 years are engaging in number of manufacturing sector and maintain thousands of employees. Hence, for this successful journey in this business field, maintaining of employee morale is highly essential.

5. REVIEW OF LITERATURE:

Morale study is a technique to measure the level of morale among a group of employees. Often both questions and interviews are used to acquire information on which to base judgments of state of the morale. (Dictionary of Business and Manager Jerry, M.Rosenberg copyright @1978 by John Wiley & Sons, Inc.)

Ahmad Jamal Tahir, Rosman Bin Md. Yusoff, Anwar Khan, Kamran Azam, Muhammad Sohaib Ahmed & Muhammad Zohair Sahoo, "A comparison of intrinsic and extrinsic composition instruments: The case of National Bank of Pakistan (NBP), district Attock, Pakistan", World Journal of Social Sciences: Vol.1 No.4 (pp.195-206), Year: September 2011. The paper aims to compare the compensation instruments which are used as the factors of motivation in the banking sector of Pakistan. With a case study research design, structured interviews were conducted from the fifty employees of NBP branches in district Attock. The results show that the employees of National Bank of Pakistan were motivated both by the intrinsic as well extrinsic factors of compensation, in such way that extrinsic factors were more causing motivation. The paper has concluded that compensation management has a profound direct positive relationship with employee motivation level and intrinsic factors played important role in the motivation process. The paper recommends that public sector banks shall apply progressive

human resource strategy and provide healthy compensation plans regarding benefits and intrinsic factors.

Morale is basically a group phenomenon. It is a concept that describes the level of factorable or unfavorable attitudes of the employees collectively to all aspects of their works the job, the company, their tasks, working conditions, fellow workers, superiors, and so on." (Dalton E.Mcfasland; Personnel Management Principles and Practices).

Ana-Maria Godeanu, "The preceding circumstances of satisfaction with pay in teams: do performance- based compensation and autonomy keep team-members satisfied", Eastern Journal of European Studies: Vol.3 No.1 (pp.145-168), Year:June 2012. This paper aims to investigate the effects performance-based compensation and autonomy on satisfaction with pay in the context of team working. In this paper a complex perspective that considers the influence of different monetary and non-monetary rewards on satisfaction with pay. Using a cross-sectional dataset of randomly selected European employees who are asked about specific working and living conditions, results confirm that both productivity-based rewards and autonomy are important for employee satisfaction. Managers should know when to introduce rewards based only on individual merits and when to give to use autonomy as a buffer to compensate for the potential lack of fairness in the payment system.

Morale is defined as the end result of many factors present in the work place environment some of these factors are the work setting itself, worker satisfaction, action, and salary, supervisory input, working conditions, status and more. Some of the signs of decreased morale are: tardiness, absenteeism, apathy, moping, backstabbing, decreased quality,

decreased productivity, increased errors, accidents and injuries. It's important to note that contrary to popular belief, morale is not a cause, but rather the effect or result of many factors going away. (David G. Javitch, Ph.D., is Entrepreneur's Com's "Employee Management" Columnist and an organizational Psychologist and President of Javitch Associates, January 22, 2005).

Dr. R. Anitha, "A study on job satisfaction of paper mill employees with special reference to Udumalpet and Palani Taluk," *Journal of Management and Science: Vol.1 No.1* (pp.36-47), Year: September 2011. Employee is a backbone of every organization, without employee no work can be done. So employee's satisfaction is very important. The main aim of this study is to analyze the satisfaction level of paper mill employees. The organizations lack the relationship between workers and supervisors, working conditions, canteen, rest room facilities, rewards, recognition and promotion policy, reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain high level of satisfaction, and if these factors are given little more care, the company can maintain high level of satisfaction, organizational commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

Bhandari, Mahesh Singh & Polonsky Michale, "Effects of differential methods of compensation and employee empowerment on customer satisfaction and loyalty in service recovery", (pp.2705-2712), Year-2007. This research examined the effects of varying compensation (refund and replacement) and employee empowerment (empowered and non-

empowered) in service recovery situations, using a 2*2 experiment. Analysis was undertaken using mean contrasts and Anova's. Findings suggest that empowerment and refund independently impact on post recovery consumer loyalty and satisfaction, but there is no interaction effect.

Brikend AZIRI, "Job Satisfaction: A Literature Review", *Management Research and Practice: Vol.3, No.4* (pp.77-86), Year: December 2011). Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated a usually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity and hence also on performance of business organizations. Unfortunately, in our region, job satisfaction has not still received the proper attention from neither scholars nor managers of various business organizations.

Chux Gervase Iwu, Charles O.K. Allen-Ile & Wilfred I. Ukpere, "Key factors of employee satisfaction for the retention of health-related professionals in South Africa", *African Journal of Business Management: Vol.6 No.39* (pp.10486-10506), Year: October 2012. The focus of this study is health-related professionals, who, according to reports are pushed into other sectors or out of South Africa. The central question in this study is: why are there high levels of employee dissatisfaction amongst health-related professionals in South Africa? And what remedies are there? This study therefore attempts to understand the factors that will help to reduce the causes of the often acclaimed sense of job insecurity, high levels of health worker absenteeism, and high turnover rates amongst health-related professionals.

Daljeet Singh Wadhwa, Manoj Verghese &

Dalvinder Singh Wadhwa, "A Study on Factors influencing Employee Job Satisfaction – A study in Cement Industry of Chhattisgarh", *International Journal of Management & Business Studies*: Vol.1 No.3 (pp.109-111), Year: September 2011. This study focuses on impact of various on job satisfaction. It has been found out that all the three variables that are environmental, organizational and behavioral factors have a positive impact on job satisfaction. It means that if the employees are treated equally and fairly and they are properly supervised, their level of satisfaction can be increased towards their job. Organizational factors will thus contribute to job satisfaction. Hence from this research it can be concluded that organizational factors are the most important aspect for job satisfaction of the employees in a company.

Devina Upadhyay & Anu Gupta, "Morale, Welfare Measures, Job Satisfaction: The key Mantras for Gaining Competitive Edge", *International Journal of Physical and Social Sciences*: Vo.2 No.7 (pp.80-94), Year: July 2012. Today most of the theorist has emphasized the importance of human resource as single benefits which are provided by the organization to provide comfort. This paper seeks to investigate the role played by welfare practices in the process of motivating employees. The study explored three prominent factors like communication for determining satisfaction. The paper attempt to answer various questions like is there any relationship between morale and welfare measures. Is there any association between employee welfare measures and satisfaction? Is there any association between employees job satisfaction and employee morale? The findings supported to the notion that a relationship exist between employee morale and job satisfaction and so between the welfare measures and satisfaction.

Hsin-His Lai, "The influence of compensation

system design on employee satisfaction", *African Journal of Business Management*: Vol.5 No.26 (pp.10718-10723), Year: October 2011. For years, small and medium enterprises have been the bases of economic development in Taiwan. However, with restricted domestic economic development, increasing manpower cost and severe pressure from the international operational environment, small and medium enterprises are now facing many obstacles due to inferior capacities. This study treats small and medium enterprises as subjects, and intends to develop a successful compensation system design for human resource management and development in these subjects to enhance employee satisfaction and job-based pay, skill-based pay and performance based pay.

Kadian W. Wanyama & S.N. Mutsotso, "Relationship between capacity building and employee productivity on performance of commercial banks in Kenya", *Africa Journal of History and Culture*: Vol.2 No.5 (pp.73-78), Year: October 2010. This paper is based on a research project carried out on commercial banks in Kakamega central district, Kenya focusing on the influence of employee productivity on organizational performance as how employee satisfaction leads to customer satisfaction. The results from this study add to the individual is physically present at a job and also the degree to which he or she is "mentally present" or efficiently functioning while present at job. Companies must address employee's satisfaction, health and moral in order to maintain high work productivity.

Komal Khalid Bhatti & Tahir Masood Qureshi, "Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Productivity", *International Review of Business Research Papers*: Vol.3 No.2 (pp.54-68), Year: June 2007. It is widely believed that are employee participation may

affect employee's job satisfaction; employee productivity, employee commitment and they all can create comparative advantage for the organization. The main intention of this study was to find out relationship among employee participation, job satisfaction, and employee productivity and employee commitment. Increasing employee participation will have a positive effect on employee's job satisfaction employee commitment and employee productivity.

6. OBJECTIVES OF THE STUDY:

1. To exhibit the profile of the employees and their dimensional personality inventory.
2. To assess the level of morale of service sectors employees.
3. To study the various factors influencing employee morale in the service sectors.
4. To identify the measures implemented to improve the level morale of service sectors employees.
5. To identify the impacts of:
 - i) Frequent changes in overtime wages
 - ii) Implementation of new welfare schemes
 - iii) Recent payment settlement on morale of service sectors employees.
6. To evaluate the impact of morale and analyze the various ways to enrich morale among the employees.
7. To suggest and conclude the study with its emerging findings.

7. HYPOTHESES OF THE STUDY:

In order to study these objectives, the following hypotheses have been proposed and tested in the study.

H1. Employees at different levels of department have variations in the level of morale.

H2. Organizational culture has significant impact on employee morale.

8. LIMITATIONS OF THE STUDY:

There are number of limitations while doing the organization study and while collecting the morale information from the respondents in service sectors in Kolkatta city.

1. The scope of the study is limited to the employees working in Kolkatta city.
2. The descriptive variables related to each concept used in the present study are measured at Likert five point scales only.
3. No sufficient period of time to study about the organization structure.
4. Inability of the respondents to give their responses on a five point scale.
5. Only the selected Questions / Statements from the Questionnaire were taken into consideration for analysis. In terms of importance and accuracy.
6. The opinion of the respondents may be biased

9. RESEARCH DESIGN & RESEARCH METHODOLOGY :

Research Type : Descriptive Research

Sampling Technique : Stratified
Proportionate random
Sampling

Sample Size : 458 employees from various service sectors in Kolkatta city

Data Collection Method : Data was collected through primary as well as secondary sources. Through, primary source the data is collected through interviews of key persons in the organisation and through personal discussion and filling of questionnaire from employees. Secondary sources consist of books, periodicals, newspapers and online resources.

The questionnaire was measured using 5 point Likert scale the value assigned was strongly disagree = '1' to strongly agree = '5' in order to measure the employee morale among the

DATA ANALYSIS, INTERPRETATION AND HYPOTHESIS TESTING:

Four hundred and sixty five questionnaires were distributed to the recruiters falling under selected service sectors in Kolkatta city. After eliminating the invalid questionnaires, 458 valid questionnaires were used for further analysis.

The statistical tools:

Tools like Mean, T-test, Analysis of Variance (ANOVA), Multiple Regression Analysis, Explanatory Factor Analysis (EFA), Adequacy, Factor Scores, Reliability Co-efficient, Confirmatory Factor Analysis (CFA),

Communality, Eigen Value, Factor Loading, Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, Reliability Co-efficient, Factor Analysis, Weighted Average Method, Correlation Method, Chi – Square Method and Discriminant analysis.

Reliability Test

The research tool namely the questionnaire was tested for its reliability and consistency. The instrument was tested through Cronbach alpha analysis and the results was obtained dimension wise. The validity of the questionnaire proves to be 98% good and valid.

Correlation

The researcher has used the correlation to measures the strength and the direction of a relationship between two variables. It also called as Pearson product moment correlation coefficient.

Correlation between Discriminant validity among the factors in employee morale among the service sectors in Kolkatta city :

Variables	R ²	Statistical Inference
Preceding circumstances of AI in human resource management practices	0.362**	P<0.01, Significant
Logic results of AI in human resource management practices	0.364**	P<0.01, Significant

*** - Correlation is significant at 0.01 level.*

H1 - There is a relation between Preceding circumstances of employee morale in service sectors.

Coefficient of correlation between Preceding circumstances of employee morale in service sectors and Logic results of morale in service sectors, there is a positive correlation (r=0.362) between Preceding circumstances of employee morale in service sectors and Logic results of employee morale in service sectors, hence H1

is accepted where there is a significant relationship between Preceding circumstances of employee morale in service sectors and Logic results of employee morale in service sectors.

H2 - There is a relation between Logic results of AI in human resource management practices.

Coefficient of correlation between Preceding circumstances of employee morale in service

sectors and Logic results of morale in service sectors, there is a positive correlation ($r=0.363$) between Preceding circumstances of employee morale in service sectors and Logic results of employee morale in service sectors, hence H1 is accepted where there is a significant relationship between Preceding circumstances of employee morale in service sectors and Logic results of employee morale in service sectors.

10. FACTORS INFLUENCING EMPLOYEE MORALE IN THE MANUFACTURING INDUSTRIES IN KOLKATTA CITY:

Factors related to Freight Forwarders Challenges and Problems	Factor Loadings
Problems faced in relation to the Business operation	0.82
Problems faced in Documentation departments	0.72
Problems faced in Transportation departments	0.81
Problems faced in the Core Competencies	0.71

11. DATA ANALYSIS AND INTEGRATION:

- Demographic profile of the respondents.
- Levels of morale
- Factors influencing morale
- Nature of work
- Benefits
- Involvement
- Recognition
- Growth
- Connection
- Drive for morale
- Technical factors
- Situational factors
- Organizational climate
- Organizational culture
- Enrichment of employee morale

12. FINDINGS THROUGH OBSERVATION:

- The rate of impact of DPI on the level of employee morale is higher among the male employees than that among the female employees. In total, the important DPIs influences the employee morale are enthusiasm and emotional stability.
- The important discriminant components of employee morale among the male

employees and female employees are professional skills and professional aspiration which are higher among the female employees than that among the male employees.

- The significantly associating important profile variables regarding their view on general factors are personal income, family income, years of experience in the field an occupational background. The important discriminant general factors among the male employees and female employees are autonomy and meaningful works which are highly viewed the female employees than that by the male employees.
- The higher impact of general factor is noticed among the female employees than that among the male employees. In total, the important general factors influences the level of employee morale are growth and autonomy.
- The higher impact of specific morale factor on the level of employee morale is noticed among the female employees than that among the male employees. In total, the important specific morale factors

influences on the level of employee morale are employee status and recognition and leadership behaviours.

- The higher impact of drivers on the level of employee morale is seen among the female than that among the male employees. The most influencing drivers on the level of employee morale are group factor.
- The important discriminant logic results of employee morale among the male employees and female employees are organizational commitment and culture which are higher among the female employees than that among the male employees.
- The rate of impact of components of employee morale on the organizational climate is higher among the female employees than that among the male employees. In total, the most influencing component of employee morale on organizational climate is professional aspiration.
- The higher impact of component of employee morale on organizational culture has been noticed among the female employees than that among the male employees. The most influencing components of employee morale on the organizational culture are work administration and professional aspiration.
- The higher impact of employee morale on the organizational commitment is noticed among the female employees than that among the male employees. The most influencing component of employee morale on organizational commitment is the professional aspiration.
- The higher impact of employee morale on work life balance has been noticed among

the female employees compared to male employees. The influencing components of employee morale on the work life balance among the employees are professional aspiration and skills.

- The higher impact of components of employee morale on the job stress is noticed among the female employees than that among the male employees. In total, the significantly influencing important components of employee morale on the job stress among the staff are professional aspiration and skills.
- The higher impacts of employee morale on performance of service sectors have been noticed among the female employees than that among the male employees. The most important component influence on performance of service sectors as per the view of employee is professional skills.
- The significantly associating important profile variables regarding their view on important ways are level of education, personal income and years of experience. The important discriminant ways to enrich the employee morale among the male employees and female employees are job satisfaction and inter-personal relationship.

13. POLICY IMPLICATIONS:

- Personality development programmes
- Different strategies
- Professional aspirations and skills
- Incentive to employees
- Words of appreciation
- Personal attention
- Employees status and recognition
- Frequent discussion on morale determinants at the service sectors
- Strict on the communication process
- Encourage autonomy and actions
- Establishment work groups at the service sectors

- Set priorities and be seen as supportive to other employees
- Development of self confidence
- Continuous observation on morale
- Focus on the root of employee morale
- Establish become a morale missionary
- Group interaction among male employees and female employees

14. CONCLUSION:

The present study concludes that the level of employee morale among the female employees is higher than that among the male employees. Their personality traits namely enthusiasm and emotional stability play significant roles in the determination of their morale. The important general determinants of the employee morale among the female employees are growth opportunities and autonomy in work whereas the specific factors are recognition and leadership behavior. The important outcomes of the employee morale are organizational commitment, culture, trust, climate, work life balance, performance of employees. The employee morale is a significant impact on the various outcome of the employee. The important ways to enrich the male employees among morale are their job satisfaction, rewards and recognition, interpersonal relationship, immediate supervision and organization and management.

15. SCOPE FOR FURTHER RESEARCH:

In near future, the scope of the study may be indented to the government service sectors in Kolkatta city. A comparative study on the morale of employees in government and private may be studied in future research. The causes for the employee's morale among the employees in government service sectors may be studied as a separate study in near future. The logic results of the morale of employees in the society may be taken as separate research work. The linkage between the morale of the

employees and executives may be evaluated as a separate research work in near future.

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