A Study on Employee Morale with Special Reference to Butterfly Gandhimathi appliance Pvt Ltd

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Abstract
This topic of study will support the organization to know the strength and opportunity to develop the employee's morale and to know the happy employees and their productive work. The study at Gandhimathi Appliance were cleared that there showing various faction which influences morale and productivity of the employees each as Social Security measures, welfare facilities, salary status, Bonus, heath condition, shift system and recognition of work are getting much importance. The origins of the function arose in organizations that introduced 'welfare management' practices and also in those that adopted the principles of 'scientific management'. To understand about the employee morale and suggest effective measures to increase morale of the employees of butterfly pvt ltd. By doing this study we come to know the employees performance and motivation in the organization. Employee's relationship & strength will be found through morale.
1. Introduction

Human resources are a term used to describe the individuals who make up the workforce of an organization. Human Resources refer to a function within an organization charged with the overall responsibility for implementing strategies and policies relating to the management of individuals. The origins of the function arose in organizations that introduced 'welfare management' practices and also in those that adopted the principles of 'scientific management'. From these terms emerged a largely administrative management activity, coordinating a range of worker related processes and becoming known, in time, as the 'personnel function', reflecting the adoption of a more quantitative as well as strategic approach to workforce management, demanded by corporate management to gain a competitive advantage, utilizing limited skilled and highly skilled workers. HR managers are responsible to organize people, reporting relationships, keep a line with company's procedure and policies, vision, mission, organization metrics and factors that can carry company towards glories are optimized. Human Resources may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas. Maintaining awareness of and compliance with local, state and federal labour laws, Recruitment, selection, and on boarding (resourcing), Employee record-keeping and confidentiality, Organizational design and development, Business transformation and change management, Performance, conduct and behaviour management, Industrial and employee relations, Human resources (workforce) analysis and workforce personnel data management, Compensation and employee benefit management, Training and development (learning management), Employee motivation and morale-building (employee retention and loyalty).

Objectives of the Study

- To know and understand about the employee morale.
- To find out the various factors leading to employee morale in the firm.
- To know the level of morale of the employees working in the firm.
- To know the level of satisfaction of the employees towards the company.
- To suggest effective measures to increase morale of the employees of butterfly pvt ltd.

Need of the Study

This topic of study will support the organization to know the strength and opportunity to develop the employee’s morale and to know the happy employees and their productive work. High morale will bring motivation in a
team work and employees’ high degree of employee’s interest in their job and organization. Morale will motivate among the employees for better performance and job satisfaction. By doing this study we come to know the employees performance and motivation in the organization. Employee’s relationship & strength will be found through morale. Morale will pull together to achieve group goal.

Limitations of the Study

Most of the employees were busy with their tight work and they don’t want to be disturbed. The study was on 70 selected employees, so their need not be the universal opinion & employees not able to provide exact information because some of the employees are reluctant to share the information.

2. Company Profile

The Butterfly Group, Pioneers in Stainless Steel Appliances started operations four decades ago. The company was the first in India, to introduce Stainless Steel Pressure Cookers and Vacuum Flasks, and acquire the ISO 9002 certification, in the LPG and Mixie divisions. Over the years, under the enterprising leadership of Mr. V Murugesha Chettiar and his sons, Butterfly has grown to be a household name among millions in India. Today, Butterfly manufactures a comprehensive range of home appliances, kitchen products and cookware. Four state-of-the-art-manufacturing units, backed by the latest R&D facilities ensure total compliance to standards of excellence in design and quality. Gandhimathi Appliances, owners of the ‘Butterfly’ brand, is the leading manufacturer of home appliances in India. Its products include kitchen appliances that are at par with excellence in quality and durability. Gandhimathi Appliances, owners of the ‘Butterfly’ brand, is the leading manufacturer of home appliances in India. Its products include kitchen appliances that are at par with excellence in quality and durability. Gandhimathi Appliances is a pioneer in stainless steel appliances started operations four decades ago. The company was the first in India, to introduce stainless steel pressure cookers and vacuum flasks, and acquired the ISO 9002 certification, in the LPG and Mixie divisions. Over the years, under the enterprising leadership of V Murugesha Chettiar and his sons, the company has grown to be a household name among millions in India. Today, it manufactures a comprehensive range of home appliances, kitchen products and cookware. Four state-of-the-art-manufacturing units, backed by the latest R&D facilities ensure total compliance to standards of excellence in design and quality. The company has a state-of-the-art manufacturing facility. The company’s R&D facilities has the latest design and development tools, Spectrum Analyzer etc. to keep up its passion for progress at all levels. This passion would constantly give birth to new product ranges. Quality and consistency are the prime motivating factors. Its in-house design facilities, tool & die-making facilities with an impetus on quality control, enables it to consistently produce products of the highest quality sticking to the
finest functionality norms. Its products are exported to the United Kingdom, Canada, Australia, Japan, Middle East and the East Asian Countries, among others. The company is managed by Board of Directors namely: Late Mr. V Murugesha Chettiar, Chairman and Founder, Mr. V.M. Lakshmi Narayanan, Chairman, Mr. V.M. Balasubramanian, Managing Director, Mr. V.M. Seshadri, Executive Director for Gangadharam Appliances Ltd, Mr. V.M. Gangadharam Executive Director for Gandhimathi Appliances Ltd, Mr. Kumaresan, whole time Executive Director for Technical, Mr. V.R. Sivaraman, Mr. V.R. Padmanabhan, Mr. V.R. Lakshminarayanan, There are 5 groups of companies which come under Butterfly as Butterfly Gandhimathi Appliance Ltd. (BGAL), Lakshmi Light Metal Appliances Ltd. (LLMAL), Swaminathan Enterprises Pvt. Ltd. (SEPL), Sivagurunathan Industries (SGI), Butterfly Home Appliances Ltd. (BHAL)

3. Methodology

Descriptive Research: The Research design used in the study was Descriptive Research design. It includes surveys and fact-finding requires of different kinds. The major purpose of description research designs, as it exists at present. The main character of this method is that the researcher has no control of variables; he can report only what has happened or what is happening.

Sampling Method: In this study convenient sampling method is used in selecting the samples.

Population: The population comprises of 70 employees.

Frame: The Frame comprises the employees of Gandhimathi appliance pvt Ltd.

Sample Size: The universe of the study includes workers above. In Gandhimathi appliance pvt Ltd, the total number of employee is 950. 70 employees are selected for the study.

Data collecting methods: Primary data collection was done through structure questionnaire. Secondary data was collected from company records.

Primary data: Primary data are those which are collected a fresh and for the first time and thus happen to be original in character. Primary data can be collected either through experiment or through survey.

Secondary data: The secondary data on the other hand are those which have already been collected by someone else and which have already been passed through the statistical process.
**Data collection instrument:** The instrument used for the collecting data was a structured questionnaire. The questionnaire consisted of 25 questions, with a combination of yes or no and five scale questions.

**Statistical Tools Used:** This researcher has used the following statistical tools:
1. Correlation
2. Regression Equation

**Simple Percentage Method**

A percentage analysis method is the tools used by the researcher for the analysis and interpretation. Through the use of percentages the data are reduced in the standard form with base to 100 which fact facilities relative comparisons. In the percentage analysis, percentage is calculated by multiplying the number of respondents into hundred and it is divided by the sample size. Percentage analysis = (no. of respondent/ total no. of respondent) \times 100

**Correlation**

Statistical correlation refers to a quantifiable relationship between two variables. Furthermore, it is a measure of the strength and direction of that relationship. Two measures for each subject (or object) in the group are required.

Pearson Product Moment Correlation

\[
 r = \frac{\Sigma(x - \bar{x})(y - \bar{y})}{\sqrt{\Sigma(x - \bar{x})^2 \Sigma(y - \bar{y})^2}}
\]

**Regression equation**

\( \hat{y} = \) estimated y and is the value on the y axis across from the point on the regression line for the predictor x value. (Sometimes represented by \( \hat{y} \) or \( y' \).) This is the estimated value of the criterion variable given a value of the predictor variable.

a = the intercept point of the regression line and the y axis. It is calculated through the equation: \( a = \bar{y} - b\bar{x} \); therefore, the means of both variables in the sample and the value of b must be known before a can be calculated.

b = the slope of the regression line and is calculated by this formula:

\[
b = \frac{\Sigma x - \bar{x})(y - \bar{y})}{\Sigma(x - \bar{x})^2}
\]
If the Pearson Product Moment Correlation has been calculated, all the components of this equation are already known.

\[ x = \text{an arbitrarily chosen value of the predictor variable for which the corresponding value of the criterion variable is desired.} \]

For example, the reason observed frequencies in a fruit fly genetic breeding lab did not match expected

Frequencies could be due to such influences as:

- Mate selection (certain flies may prefer certain mates)
- Too small of a sample size was used
- Incorrect identification of male or female flies
- The wrong genetic cross was sent from the lab

4. Review of Literature

Mr. V.Devarajan, B.A., a student of P.S.G. College of Arts& Science, Coimbatore, Who did his M.A. in social work in the year 1973, made a “Study on Employees” Morales and job satisfaction in the Cambodia Mills” and has suggested workers participation in Management, Production incentive bonus to improve employee morale and his job satisfaction.

Mr. M.Ramakrishnan, a student of Madras School of Social work, who did his post graduation in Social Work in the year 1980, made “Study on morale in the metal Bon India Limited” Madras and has suggested that improved facilities and working conditions will improve the morale of employees.

Mr. S.Prabakar, a study of G.R.D College of science, Coimbatore who did his M.A., in social work in the year 1991, made a “Study on employees morale in the Cambodia Mills”, has suggested that good working conditions welfare facilities, enhance good morale in the opinion of majority of the respondents inspect of a few negative opinion relating to poor worker’s participation in the management, promotion and transfer policies.

Herzberg,1965. Herzberg found that is 54% of the studies morale was related to high productivity which is 35%, morale and productivity did not reveal relationship. In 11% of the studies, high morale was associated with low
productivity. Evidence support the view that level of satisfaction was directly related to performance on the job.

**Employee Morale**

An attitude of satisfaction with a desire to continue and strive for attaining the objectives of a factory. Morale is purely emotional. It is an attitude of an employee towards his job, his superior and his organization. It is not static thing, but it changes depending on working conditions, superiors, fellow workers pay and so on. Morale may range from very high to very low. High Morale is evident from the positive feelings of employees such as enthusiasm; desire to obey orders, willingness to co-operate with co-workers. Poor or low Morale becomes obvious from the negative feelings of employees such as dissatisfaction, discouragement or dislike of the job. Morale is a fundamental psychological concept. It is not easy to define. Morale is the degree of enthusiasm and willingness with which the members of a group pull together to achieve group goal. Employee Morale plays vital role in the origination success. High Morale leads to success and low Morale brings to defeat in its wake. The plays of Morale are no less important for an industrial undertaking. Employee morale is an issue that many organizations tend to forget about between endless paperwork and meetings. Employee morale may seem like just another item that is low on the long list of priorities that a manager has to deal with daily. However, ignoring the morale of staff members can be a big mistake for an organization. Keeping morale high can be easy and can have a large payoff for the company. Positive employees have better focus, more dedication and are more loyal to the company. When an employee is happy with their job they will be more likely to put in extra effort to contribute to their work. When an employee is fully concentrating on their work, great things can happen for the company. Satisfied employees will be more likely to create new ideas and generate revenue for the business. Often a business may not think of the repercussions of an employee leaving a company on bad terms. When an employee has negative feelings about a company, whether they leave their job or not, they can cause problems. An unhappy employee can speak of the issues they are having with people outside of the business. This can affect the reputation of the business in the public and with current clients. In addition, this can negatively affect how well the company can recruit qualified new employees. With all of the potential problems that poor employee morale can cause it should be a priority to maintain a good work atmosphere for staff members. The process of cultivating high employee morale is simple. There are a few key factors that should be taken into consideration to keep employees satisfied. The types of Morale as High Morale will lead to enthusiasm among the workers for better performance. High Morale is needed a manifestation of the employees strength, dependability pride, confidence and devotion. Some of the advantages of high Morale such as Willing cooperation towards objectives of the organization, Loyalty to the organization and its leadership, Good Leadership, Sound superior subordinate relations, High degree of employee’s
interest in their job and organization, Price in the organization, Reduction in absenteeism and labour turnover, Reduction in grievance, Reduction in industrial conflict, team building & Employee Empowerment.  
Low Morale indicates the presence of mental unrest. The mental unrest not only hampers production but also leads to ill health of the employees. Low Morale exists when doubt in suspicion are common and when individuals are depressed and discouraged i.e., there is a lot of mental tension, High rates of absenteeism and labour turnover, Decreased quality, Decreased Productivity, Excessive Complaints and Grievances, Frustration among the workers, Lack of discipline, Increase errors, accidents or injuries.

Factors affecting morale: Employee Morale is a very complex phenomenon and is influenced by many factors on the shop floor. Several criteria seem important in the determinants of Levels of worker Morale such as: Objectives of the organization, Organizational design, Personal Factors, Rewards, Good Leadership and Supervision, Work Environment, Compatibility with fellow employees, Job Satisfaction& Opportunity to share profit.

Measurement of morale is basically a psychological concept. As such the measurement of morale is a very difficult task to measure it directly. However the following methods are more commonly used to study employee Morale as Observation Method: Under this method evaluator observes the employees on work and records their behavior which has developed in them. The changes in the attitude and behaviour of the employee are the indicators of high and low Morale. Attitude Surveys: In order to overcome the limitation of the above method attitude survey method is being largely employed in modern days. This method includes conducting surveys through questionnaires and interviews. This relates what the workers are looking in and what step should be taken to improve their approach towards work. Company Records and Reports: The records and reports relating to Labor turnover, rate of absenteeism and the number of goods rejected strikes and such other things, which are indicators of the level of morale. Counseling: Under this method employees are advised to develop better mental health. This method is used to find out the causes of dissatisfaction and then to advice the employee by way of remedial measures. The above methods of the measurement of the employees present only the tendencies or the attitude of the employee morale. The statistical measurement of morale is not possible because it relates to the inner feelings human beings.

We can say that morale is increasing or decreasing, but cannot measured how much it increased or increased. Building of high morale in order to achieve high morale among the employees the following suggestion may be followed as Two-Way Communication, Show Concern, Job Enrichment, Modifying the work environment, Rotation of Jobs, Incentive System, Welfare Measures, Social Activities, Training, Workers Participation, Offers recognition of the employee efforts. Also, employees can be given performance awards or have their name mentioned at staff meetings, posted on a notice boards or in
employee inter office E-mail to say that someone did a note monthly Job. All of these simple modes of painting out individual team or group behavior serve as very strong methods of improving productivity self worth and morale.

**Data Analysis and Interpretation**

Table 4.1

<table>
<thead>
<tr>
<th>Attributes</th>
<th>No of people responded</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>12</td>
<td>17%</td>
</tr>
<tr>
<td>Rarely</td>
<td>25</td>
<td>36%</td>
</tr>
<tr>
<td>Sometimes but not very often</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>Often but not always</td>
<td>10</td>
<td>14%</td>
</tr>
<tr>
<td>Always</td>
<td>22</td>
<td>31%</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Interpretation**

From the above table, 36% of the employees were responded that the respects were given rarely but 31% of the employees were responded that they are treated equally. There is interrelationship between the employees. So there is balancing option.

Respectability towards the employees.

Table 4.2

<table>
<thead>
<tr>
<th>Attributes</th>
<th>No of persons respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>10</td>
<td>14%</td>
</tr>
<tr>
<td>Rarely</td>
<td>27</td>
<td>39%</td>
</tr>
<tr>
<td>Sometimes but not very often</td>
<td>8</td>
<td>11%</td>
</tr>
<tr>
<td>Often but not always</td>
<td>8</td>
<td>11%</td>
</tr>
<tr>
<td>Always</td>
<td>17</td>
<td>24%</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Chart 4.1**

![Chart 4.1](chart.png)

**Table 4.2**

- **Feeling of success and satisfaction.**
**Interpretation**

The above table gives the evident fact that employees in the organization don’t feel happy or proud about their achievements in their job. They seem to lack self-satisfaction and carry out the tasks for job-sake. Hence their work should be properly.

Feeling of success and satisfaction

**Table 4.3**

<table>
<thead>
<tr>
<th>Attributes</th>
<th>No of persons respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>23</td>
<td>33%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>19</td>
<td>27%</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>21%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>8</td>
<td>11%</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Interpretation**

From the above table show that 33% employees were responded always by inspiration. The company serves as an inspiration to most of the employees. This inspiration is obtained in many ways. It may come through the support or aid given by the company. Inspiration is a must for every employee in each and every organization.

Organizational inspiration for the employee
Table 4.4

<table>
<thead>
<tr>
<th>Attributes</th>
<th>No of persons respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>19</td>
<td>27%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>18</td>
<td>26%</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>11</td>
<td>16%</td>
</tr>
<tr>
<td>Disagree</td>
<td>10</td>
<td>14%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>12</td>
<td>17%</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>

**Interpretation**

Enthusiasm factor is important among the employees of an organization. Only if the employees have enthusiasm in their work, they can tend to complete their work faster and accurate. They would have better concentration towards their work. In Gandhimathi Appliances, 37 out of 70 employees who responded the sample questionnaire seem to be enthusiastic about their job. 11 workers were not able to decide on their level of enthusiasm. 22 people felt that they had no enthusiasm towards their work.

Employee excitement and enthusiasm about their job.
Karl Pearson’s correlation

Table 4.5

<table>
<thead>
<tr>
<th>X</th>
<th>Y</th>
<th>Xy</th>
<th>x²</th>
<th>y²</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>12</td>
<td>120</td>
<td>100</td>
<td>144</td>
</tr>
<tr>
<td>27</td>
<td>25</td>
<td>675</td>
<td>729</td>
<td>625</td>
</tr>
<tr>
<td>8</td>
<td>1</td>
<td>8</td>
<td>64</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>10</td>
<td>80</td>
<td>64</td>
<td>100</td>
</tr>
<tr>
<td>17</td>
<td>22</td>
<td>374</td>
<td>289</td>
<td>484</td>
</tr>
</tbody>
</table>

\[ \begin{align*}
\Sigma x &= 70 \\
\Sigma y &= 70 \\
\Sigma xy &= 1257 \\
\Sigma x^2 &= 1246 \\
\Sigma y^2 &= 1354 \\
\end{align*} \]

\[ R = \frac{5(1257) - (70)(70)}{\sqrt{5(1246)-(70)^2} \cdot \sqrt{5(1354)-(70)^2}} \]

Here N=5

\[ R = \frac{1385}{1576.53} \]

\[ R = 0.8785 \]
**Interpretation**

From the above statistical tool correlation we find out the correlation between the Respectability towards the employees (table 4.1) and feeling of success and satisfaction (table 4.2), the solution of two tables we got positive value so there is relation between accomplishment and treated equal respect. If the employee were getting good respect intends the accomplishment and pride will be good and the company morale will be increases.

- **Regression**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td>(x - x̄)</td>
<td>(x - x̄)^2</td>
<td>y</td>
<td>(y - ȳ)</td>
</tr>
<tr>
<td>23</td>
<td>18</td>
<td>324</td>
<td>19</td>
<td>8</td>
</tr>
<tr>
<td>19</td>
<td>14</td>
<td>196</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
<td>0</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>15</td>
<td>10</td>
<td>100</td>
<td>10</td>
<td>-1</td>
</tr>
<tr>
<td>8</td>
<td>3</td>
<td>9</td>
<td>12</td>
<td>1</td>
</tr>
</tbody>
</table>

Organizational inspiration (x) and opinion about employee excitement and enthusiasm about their job (y)

\[ \sum(x - \bar{x})(y - \bar{y}) = 235 \quad \sum(x - \bar{x})^2 = 629 \]

Regression formula

\[
\beta = \frac{\sum(x - \bar{x})(y - \bar{y})}{\sum(x - \bar{x})^2}
\]

\[
b = 235/629
\]

\[
b = 0.3736
\]

**Interpretation**

From the above solution we find out the regression between table 4.3 and 4.4, the employees should have to inspire and there have to work properly so that there can work enthusiastic about the job.
5. **Findings**

- Majority of the respondents are having good relationship with fellow workers supervisors but there is less relationship between other departments.
- Respondents have opinion that they are not getting good morale from their supervisor when they are fulfilling the work. It may de-motivate employees in the organization.
- Majority of the respondents are having good leadership from the union leader.
- The respondents expressed that they have heavy work load in the organization.
- Majority of the respondents are inspired in the organization by doing their work. It shows the level of the morale.
- The respondents are said there is more turnover in the organization.
- Majority of the respondents are not having better feeling after their success. It show that the supervisor not giving the better motivation.
- Majority of the respondents were achieving their goals in their work.

6. **Suggestions**

To improve the level of Employee Morale, Organization may consider the following suggestion.

- Management should maintain the goals and responsibility toward the employees.
- It will be more effective if the management could arrange some more adequate motivation programs.
- Management should reduce the work load of the employees.
- It is better the management should recognize the special talents.
- Employees should be treated friendly and should be allowed to participate in the problems.
- Management should take the necessary step for the improvement inter-department cooperation.
Management should be take steps to reduce employee’s turnover. So that management should provide motivation to retain the employees.

7. Conclusion

Morale is psychological concept. Morale is not a cause but rather the effect or result of many going awry. Morale drifters from person to person, industry to industry, level of education age, nature of work etc. Morale may be range from very high to very low. By this study in Gandhimathi Appliance were cleared that there showing various faction which influences morale and productivity of the employees each as Social Security measures, welfare facilities, salary status, Bonus, heath condition, shift system and recognition of work are getting much importance. To conclude employee morale plays very important role in every organization. Good employee morale is the key role for success of the organization. Unless an employee has poor morale if always a possibility of employee disharmony and also affect smooth running of the organization.

References


