

## **A STUDY ON EMPLOYEE MORALE AND EMPLOYEE EFFICIENCY AT ASHOK LEYLAND**

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### **ABSTRACT**

The Research project entitled 'A study on Employee Morale and Employee efficiency in Ashok Leyland' is a basic study of the workers efficiency in Ashok Leyland compared to TVS. A considerable lot of the present best organizations understand that their workers are their most prominent resource. Accordingly, companies are progressively putting resources into teaching their workers so they can develop and change inside the organization and make it more productive. In 1950 began get together of Leyland business vehicles and soon nearby producing under permit from British Leyland. With British Leyland investment in the value capital, in 1954, the Company was rechristened Ashok Leyland. These years have been punctuated by various innovative advancements which went ahead to end up industry models. An organization that does not gauge or enhance representative fulfillment may rapidly confront expanding turnover and declining efficiency. The accomplishment of any association is exceptionally subject to how it pulls in initiates, propels, and holds its workforce. The present associations should be more adaptable with the goal that they are prepared to build up their workforce and make the most of their dedication. The freshest advances, most creative administration practices and condition of-craftsmanship office structures are of no incentive without the ability, duty and commitment of a quality workforce.

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**Keywords:** *Ashok Leyland, Organization, Employee morale, Efficiency, Vehicle, Industry.*

## **INTRODUCTION**

Morale is an employee's attitude towards his or her job, employer and colleagues ([Bowles and Cooper 2009](#)). Now a day's relationship between employee and employer may be seen upside down. Morale is a moral condition with respect to cheerfulness and zeal. Representative resolve, in HR, is characterized as the activity fulfillment, viewpoint, and sentiments of prosperity a worker has inside a working environment setting ([Gómez-Mejía et al. 2005](#)). Proven to directly affect profitability, it is one of the foundations of business. Employee need to expect the basic role by taking a couple of profitable and capable drives. Morale also refers to how employees positively and supportively feel about and for their organization. Employee morale plays a vital role in success of any organization ([Jackson et al. 2008](#)).

Employee morale plays a vital role in success of any organization. Employee Morale is very important in quest for high customer satisfaction levels. Employees are the prime resource and constitute core strength of organization. Employees need to expect the basic role by taking a couple of profitable and capable drives ([Kasemsap 2017](#)).

This Research paper undergoes a natural study on employee morale and employee efficiency in Ashok Leyland. The above two paragraph covers a small outline of morale and employee morale. Employee efficiency is the maximum output for workers for giving good results ([Sharma 2015](#)). They also can be achieved through organizational strategies which inspire and improve employee retention and Morale ([Saliba 2007](#)).

To know the employee morale of the company. To analyze the employee efficiency of the company. To analyze the employee morale of the company.

## **HYPOTHESIS**

### **NULL HYPOTHESIS:**

There is no significance between employee morale and employee efficiency of company.

### **ALTERNATIVE HYPOTHESIS:**

There is significance between employee morale and employee efficiency of the company.

## **MATERIAL AND METHODS**

This research is mainly based on doctrinal research. The data which is collected by me in this research is secondary data from various sources like Books, Journal, Website, Article etc.

### **ASHOK LEYLAND: - COMPANY PROFILE**

Ashok Leyland is the 2<sup>nd</sup> largest manufacturer of vehicles in India, the 4<sup>th</sup> manufacturer of buses in the world and the 12<sup>th</sup> largest manufacturer of trucks globally with a turnover in excess of us 3.3 billion us dollars (2016-17) and a footprint that extends across 50 countries, we are one of the most fully integrated manufacturing companies of the side of the globe. Ashok Leyland Limited is a holding company The Company is occupied with Commercial vehicles and related parts. Through its backups, it is occupied with assembling and exchanging Medium and Heavy Commercial Vehicle, Light Commercial Vehicles, (Trishala A et.al.2018) Passenger vehicles, car totals, vehicle financing and building configuration administrations. It offers a scope of 18 to 80-seater transports under classes, for example, city application and electric transports (Kumar and Puranam 2012). It offers a scope of trucks, which incorporate whole deal trucks, mining and development trucks, and dissemination trucks. It outlines, creates and produces resistance vehicles for military. It offers Light Vehicles, which incorporate DOST, PARTNER, STiLE and MiTR. It offers control answers for electric power age, horticultural collector joins, earth moving and development gear, and marine and other non-car applications (Easterbrook 2009). It has activities in India, Sri Lanka, Bangladesh, Mauritius, the Middle East and Africa.

### **What is EMPLOYEE MORALE?**

A measure looking for positive, (Dr.Lakshmi T et.al.2018) certain, fulfilled workers. Includes the general perspective of representatives while at work in the workplace. Incorporates worker feelings, disposition, and fulfillment. The confidence of workers specifically impacts efficiency. Disappointed and negative representatives depict negative, low worker confidence about their workplace. Positive-or exceptionally certain representatives that are glad and positive at work are said to have high spirit (Macey et al. 2011).

## Factors Affecting Morale:

### 1. The Organization:

The main factor influencing the representative spirit is simply the association. The association impacts the laborer's states of mind to their employments. People in general notoriety of an association may develop regardless, their dispositions towards it ([Gubrium et al. 2003](#)).

### 2. The Nature of Work:

The idea of the work, the specialist is required to perform likewise influences his state of mind towards the activity and in addition his spirit. On the off chance that the worker is required to perform standard or particular employments, he will feel exhausted and distanced. Redundancy of a similar undertaking over and over aggravates the working circumstance for the representatives. Another factor is the substantial unoriginal hierarchical structure. Here and there, if the worker feels that he is only a pinion in the machine rather than a man, his resolve will turn out to be low ([Hofstede and Hofstede 2004](#)). Absence of comprehension of hierarchical objectives may likewise influence the spirit. Another factor which causes low resolve is the sequential construction system activities moving at a steady speed.

### 3. The Level of Satisfaction:

The level of fulfillment, a specialist gets from his activity is another determinant of resolve. On the off chance that the activity factors and the fulfillment they bring is seen to be positive by the representative spirit will have a tendency to be higher than if there factors appear to be ominous ([McClelland 1967](#)). The activity factors incorporate the variables, for example, open doors for advancements, professional stability, and consistent quality of business, chances to take in the activity and to utilize his own thoughts, pay working conditions, acknowledgment, helpfulness of associates, aggregate relationship and so on.

### 4. The Level of Supervision:

The level of supervision got by a business impacts his resolve. High rate of worker turnover demonstrates that the administration is inadequate. Then again, if representatives are

offered opportunity to carry out the activity, their spirit will be high. No one gets a kick out of the chance to be directed constantly.

#### 5. Idea of Self:

What is simply the representative's idea? The response to this inquiry impacts the states of mind of the representatives to the hierarchical enrollment. How a representative sees himself, is a critical inquiry ([Neer and Neer 2004](#)). The spirit of people who have heaps of self-assurance or who appreciate great mental and physical wellbeing is for the most part high when contrasted with the individuals who need fearlessness or experience the ill effects of poor physical or psychological well-being.

#### 6. Laborer's Perception of Rewards System:

The laborer's impression of past prizes and future open doors for rewards influence their resolve to a significant degree. In the event that the laborers view the prizes as reasonable and attractive, their confidence will tend to be higher than if the discernment is the other way Nicole (2011). Also, if the prizes and open doors for the future have a tendency to be hopeless, resolve will have a tendency to be low when contrasted with the circumstance where the specialist sees open doors for fulfillment and for accomplishment in the prizes that lie ahead later on.

#### 7. The Employee's Age:

Studies have announced that age and resolve are straightforwardly related. Different things being equivalent, senior workers appear to have higher confidence. This is a direct result of the reason that maybe more youthful specialists are more disappointed with higher desires than their senior citizens ([Goleman 1998](#)). The more seasoned representatives have greater solidness which accompanies development, a genuine state of mind towards work. greater unwavering quality, less non-attendance, demonstrated consistent work propensities, an awareness of other's expectations and steadfastness and less inclination to be diverted by outside enthusiasm as impacts.

#### 8. The Employee's Educational Level:

Studies have closed a reverse relationship in the instructive level of the worker and his resolve. Higher the instructive level lower will be the activity fulfillment and the other way around. The higher he supposes he ought to be the more disappointed he will be.

#### 9. The Employee's Occupational Level:

The word related level of the worker likewise impacts his level of confidence. The higher up in hierarchical chain of command a worker is higher will be his resolve. The confidence of the general population who are bring down in the levels of chain of importance is for the most part low since they contrast their own achievements and those of others ([Barrow and Mosley 2011](#)).

#### 10. The Off the Job Activities of the Employee:

The relationship of a business with his family and work aggregate impacts his conduct and mentality while he is at work Neely(2012). His off the activity exercises e.g. regardless of whether his family life is cheerful or not, whether he has over the top drinking propensities and so on. The impacts and weights of a formal and casual gathering significantly affect the resolve of laborers

### **Relationship between Morale and productivity**

Morale mirrors the attitude of representatives towards their work, it will hold any importance with know whether it has any bearing on productivity. Various research ponders uncover that there is no immediate connection amongst morale and productivity. High morale may prompt higher productivity however sometimes generation may go down even ([Kremer et al. 2009](#)) . It is for the most part felt there is a positive connection amongst morale and productivity yet the degree may not be the same. For instance, 10 for every penny increment in morale may prompt higher productivity yet creation may not really increment by 10 for every penny

**Types:**

The accompanying are the two types of morale:

**1. Individual and Group Morale:**

Singular morale is a solitary individual's mentality towards work, condition and so forth. While assemble morale mirrors the general demeanor of a gathering of people. Gathering morale is everyone's worry and may continue changing with the progression of time. Individual and gathering morale are intrigued however not really indistinguishable. They affect each other. The person's close to home view of the current conditions might be high yet the gathering's discernment might be low or the other way around ([Whisler and Remmers 1937](#)).

**2. High or Low Morale:**

Morale might be alluded to high morale or low morale. In the expressions of McFarland, high morale exists when worker demeanors are positive to the aggregate circumstance of a gathering and to the fulfillment of its targets. Low morale exists when states of mind repress the eagerness and capacity of an association to accomplish its targets. The words, for example, energy, excitement, faithfulness, reliability signify high morale ([Lexa and Fessell 2017](#)). Low morale might be portrayed by words like absence of intrigue, lethargy, disregard, squabbling, envy, combative, negativity, and so fort.

**AUTO SECTOR SHUTDOWN HAS HIT WORKFORCE MORALE:  
ASHOK LEYLAND**

On 23<sup>rd</sup> Jan 2014 in Chennai, - six quarter long shutdown in the commercial and passenger vehicle sales likely to continue further, Manufactures face the challenge of shoring up workers Morale while focusing on efficiency to NV. Blachandar, executive director ([Halder et al. 2018](#)). The duration an intensity of the ongoing slowdown in unrepresented. The concern is that the phase might continue at least nine more months .

**Findings**

- ❑ The Ashok Leyland has a Highly employee oriented organisation.

- ❑ It has High job security.
- ❑ There is Effective work life balance to their employees.
- ❑ There is Highly employee safe environment.
- ❑ There is a Assured career growth.
- ❑ There is a Good working culture.
- ❑ They are Giving free food and snacks.
- ❑ The company and industry has Long working hours.
- ❑ There is Poor middle level management.

### **Suggestions**

- To make rule for middle level management
- To make employee work in shift basis with short duration
- To appoint effective supervision to make employees effective and encourage them.
- Promotion can be given with good increment and salary

### **Conclusion**

The Ashok Leyland has good employee morale and has a little lack of middle level employee coordination. Due to good employee efficiency and support Ashok Leyland has started more manufacturing units. The company has maintained its profitable track record for 60 years. Selling 140,457 light, medium, heavy vehicles in 2016-17 and one of the largest private sector leaving 12,000 employees working in 9 factories. Its rated capacity increased to 105,000 vehicles per Annum.

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