

Effect Of Employee's Morale On Organizational Performance In Private Sectors

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Abstract

Morale is the loyalty of employees towards their workplace. It is group behaviour and their attitude towards their job and their organisation. They show positive attitude towards commonness and positivity towards their organisation. Now-a-days, the morale is reducing and finding committed employees is negligible. If the morale is high the achievement of organisational mission is easier and level of achievement is high. To build morale, there is effort needed by management as well. The feeling of belongingness comes out of the management attitude mainly. The purpose of this study is to find out the effect of morale on organizational performance among nurses serving in private hospitals. This study is descriptive research procedure to accomplish the purpose of the objective. The variables of the study are employees' morale and organizational performance experienced by private hospital nurses. The target population of this study is defined as the nurses who are all serving in private hospitals, Cuddalore District, Tamilnadu, India. Samples of 200 respondents were approached to participate in this study. Sample of the respondent are selected through stratified sampling method. Vaishali, S Saple. (2005) Employee morale scale comprises of five statements measured in the five point scale. Organizational performance scales comprise ten statements measuring the five point scale questionnaire was revised by Ravisankar (2015). In order answer the hypothesis, descriptive statistics and multiple regression analysis were applied. It is found that private sectors employees' morale is positively related with organizational performance.

Keywords: Employees' morale, Organizational performance, Private hospitals

Introduction

Employees' morale is mainly dependent on the healthy work place and management care and concern about employees. Employees' with high morale is linked with their performance, satisfaction, innovation etc. This makes an employee to honour his work, group work and integrate with organisational mission with their involvement towards their work and commitment behaviour towards their organization. This enables them to attain group objectives along with their individual objectives (Fardet al. 2010). The

outcome of high morale favouring organisation are: (i) better productivity, (ii) high performance (iii) enhanced creativity, (iv) less availing of leave and (v) better quality work,(Millett 2010).

Employees' morale is seen as an outcome of job satisfaction, and well-beingness of employees. High morale ends up in higher level of productivity, and that is the strong fundamental of any organisation. Employee morale proves to be detrimental to the business in these respects. Morale alone can drive an organization forward if not; it will result in employees' discontent resulting in poor performance, and more of absenteeism. Reviews indicated there is direct link between morale and individual performance and that resulting in organisational performance.

Organizational performance is most important, this aspect must be taken internal growth and organizational standard, now a days a challenge to everyone organization given the continuous development and the continuous increase the performance standards. This assumes providing quality of the work, products, services and productivity moreover employees' expectation of growth of the individual and well-being. Best organization will try to attract and retain talents. Morale is playing multiple roles on the employee and their performance. This study was conducted the private sectors employees' morale effect on organizational performance.

Review of the literature

Arvind Mallik et al., (2019) pointed that morale is the attitude of an individual or group relating to their work related factors such as involvement towards the company, their job, their reporting authorities, co-employees, working environment. They feel pride and that makes them to devote time to contribute effectively. The study was descriptive and structured questionnaire was adopted. It was observed that morale is psychological in nature and enables employees to be positive towards their work and their organisation and takes the organisation to achieve its peak performance.

Kandavel and Sakthivel (2018) established that morale increases the employees' productivity and naturally increases the business outcomes as well. Their study attempted to identify their challenges and difficulties in their work place linking with morale and performance. The data was collected using structured questionnaire. The result ended up in pointing the view of employees that morale works beneficial mainly to the organization and positively influencing performance of the organisation.

Sangeetha and Sundharavadivel (2018) explained that morale played an important role for the success of the organisation by point that high morale makes employees loyal to their job, and organization. So, they became more committed and sincere. These employers focus their work and also group

performance. Further, the committed employee contribute effectively and efficiently and by which performance and productivity is more.

Research problem

The core competency of an organisation is mainly based on their human resource in today's dynamic and competitive business environment. Human resource plays a more vital role as business partners. Presently, it is found that commitment of employees are less and overall outlook is absent among them. Hence, this paper identifies that the problem is lack of morale and if that continues the prevailing relationship with performance will also get affected in the long run.

Objective of the Study

The main objective of this paper is to find out the relationship between morale among nurses and hospital performance.

Hypothesis of the Study

- Private hospital nurses morale is not found to be related with hospital performance.
- Morale of nurses does not influence the hospital performance.

Methodology

This study is utilized descriptive research procedure to accomplish the objective. The variables of the study are morale and organizational performance experienced by private hospital nurses. The target population of this study is defined as employees who are all working in private hospitals in Cudalore District, Tamilnadu, India. Samples of 200 respondents are approached to participate in this study. Sample of the respondent are selected through the stratified equally among various taluk of the districts Vaishali, S Saple (2005). Employee morale scales comprise of five statements measured in the five point scale. Organizational performance scales comprise ten statements measuring the five point scale; questionnaire was revised by Ravisankar (2015). In order answer the hypothesis, frequency, descriptive statistics, and simple linear regression analysis are applied.

Results and Discussions

Table 1 Respondents Profile

Demographic	Factors	Frequency	Percent
Gender	Male	200	100

Age	Below 35yrs	65	32.5
	35 - 45yrs	83	41.5
	Above 45yrs	52	26
Educational Qualification	Under Graduates	133	66.5
	Post Graduates	67	33.5
Marital status	Married	85	42.5
	Unmarried	115	57.5
Family Type	Nuclear Family	77	38.5
	Joint Family	123	61.5

Table-1 shows that 100% of the respondent are male in the private sectors employees are participated, 41.5% of the respondent having 35-45 age group and 32.5% are having below 35 years, 66.5% of the respondent having under graduate degree holder and 33.5% of the respondent having post graduates, 57.5% of the respondent having unmarried remain of them having married 61.5% of the respondent having joint family and remain of them having nuclear family

Table - 2: Employees' Morale Perception

Employees' Morale	Mean	S.D
In our organization high morale is reflected in the work quality of our employees.	3.07	1.218
In our organization employee turnover is very low.	3.26	1.176
Our workforce is always behaving in ways that help our organizational performance.	3.29	1.230
Our job gives us feelings of accomplishment and pride.	3.54	1.149
Our job is satisfying in our organization.	3.46	1.152
Total average score	3.45	1.185

Table 2 indicates the respondents' opinion towards their morale. Further, mean and standard deviation values are calculated. The items under the employees' morale construct holding five statements. The mean scores ranged between 3.54 and 3.07. The standard deviation values were between 1.230 and 1.149. The mean values indicated that private sectors respondents have high level of morale and expressed

that their jobs give feelings of accomplishment and pride (3.54), followed by our job is satisfying in our organization (3.46), our workforce is always behaving in ways that help our organizational performance (3.29), In our organization employee turnover is very low (3.26), and In our organization high morale is reflected in the work quality of our employees (3.07).The standard deviation values indicated that the employees' opinion towards employees' morale in private sectors employees are found to have a moderate level.

Table – 3 Level of Employees' Morale in private sectors

Levels	Frequency	Percent
Low	35	17.5
Moderate	47	23.5
High	118	59.0

This table explains the employees' morale. The respondents are asked to rate their responses in the five point scale. The overall average score indicates the degree of employees' morale of private sectors. All the five items are taken and the total score is calculated. The score is ranged between 5 to 25. Further, mean and standard deviation value is calculated then \pm standard deviation is considered to categorize of employee morale level as low, medium and high. Level of morale among the private sector employees' is displayed in the table 3. From the data, it is noted that 59% of the private sector employees having high level of morale, 23.5% of private sector employees having medium level of morale and 17.5% of the private sector employee are having low level of morale it is found that the majority of private sector employee having high level of morale. AsadHasiri et.al, (2010) study their findings level of morale is in high and UshaTiwari (2014) the level of employee morale is in good.

Table 4: Level of Organizational Performance

Org. Performance	Frequency	Percent
Low	76	38
High	124	62

The above table analysed organizational performance is analysed with ten statements at five-point scale. The total sum of score of these 10 statements is considered as the level of organizational performance. Further, if the total score is less than or equal to 30 it is considered to be with lower level of

performance and greater than 30 is considered as the higher level of performance. Among the respondents 38 per cent of the respondents stated that the performance is low. 62 per cent of respondents stated that the performance is high. It is found that private hospital nurses have high level of organizational performance.

Table - 5 Employees' Opinion towards Organizational Performance

Organizational Performance	Mean	S.D
Quality improvement	3.65	1.149
Development of new services.	3.41	1.222
Retaining the employees.	3.78	1.160
Satisfying clients.	3.64	1.098
Ability to attract the talent employees.	3.52	1.100
Better stand in the market.	3.69	1.029
Increased market share.	3.41	1.183
Meeting targets.	3.54	1.201
Improved productivity.	3.73	1.092
Prepared to go an extra mile.	3.59	1.112
Overall average	3.59	1.134

This indicated the respondents' opinion towards the organizational performance and mean and standard deviation values were calculated. The items under this variable there are about ten items. The mean scores ranged between 3.78 and 3.41. The standard deviation values lied between 1.222 and 1.029. Observing the mean scores, the opinion was high relating to the ability to retain the employees is a major strength of our organization with mean value of 3.78, followed by the productivity of employees is much higher than the industry average and this mean was 3.73, company has better stand in the market has the mean value of 3.69, improvement in the quality of services has mean score of 3.65, the mean of meeting the motto - satisfaction of clients was 3.64, employees preparedness to go an extra mile with its mean as 3.59, targets being met was found to have the mean as 3.54, organizational ability to attract the employee having mean of 3.52, 3.41 was the mean for development of new services, and for market share of our organization. The standard deviation values of all these factors were moderate only.

Table- 6Influence of Employees' Morale on Organizational Performance

R	R Square	Adj. R-squarevalue	F	P value
0.815	0.664	0.663	849.94	0.001*

From this it is found that the F-value was significant at one per cent level and the adjusted R-square value was 0.663, indicating that the prediction of morale on the performance was 66.30 per cent.

Table – 7 Influence of Morale on Organisational Performance

Model	B value	Std. value	Beta	t score	p-value
Constant	1.590	0.066	--	24.110	0.001*
Emp. Morale	0.554	0.019	0.815	29.154	0.001*

H₀: Employees' morale does not have influence on organizational performance.

It was found from the above table that the effect of private hospital employees' morale on organizational performance. Here, employees' morale is considered as independent variable and organizational performance as dependent variable.

Further, simple linear regression was applied to identify the influence of employees' morale on organizational performance. The standardized coefficient beta value indicated the relative importance of the predictor of employee morale with organizational performance and it is expressed by the equation as follows:

$$\text{Organizational performance} = 1.590 + 0.554 (\text{Employees' morale})$$

It was found that employees' morale has positive impact on organizational performance it is inferred that to have one unit increase in organizational performance, the employees' morale need to be increased by 0.554 units when other factors remain constant.

Recommendation

To improve the performance of an organisation the management must take steps to enhance the morale of employees and that will give very good result.

Conclusion

This study focused on identifying the influence of employees' morale on organizational performance. The study has identified private hospital nurses and found that morale has the positive impact of organizational performance. Employee will be happy and fearless to perform their duties with an increased sense morale.

Reference

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