

## Factors Influencing Employees Morale: Software Industry In Coimbatore

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### Abstract

The purpose of the study was mainly to explore factors influencing the morale of employees at the software companies at coimbatore. Morale is the psychological state of a person as expressed in self-confidence, enthusiasm, and/or loyalty to a cause or organization and it flows from people's conviction about the righteousness or worth of their actions and the hopes of considerable rewards (material or otherwise) in the future. The study was conducted at Tech volt software private limited Coimbatore. The investigation consisted of a literature review about morale in order to gain an understanding to answer the research question which is: What are factors influencing morale of employees at the techvolt software pvt ltd. When employees have good morale they feel committed and loyal to their job and organization. The main motive of the research is to identify the leadership style or behavior adopted by the superior towards their subordinates and also to establish how that behavior has impact on employee morale. The primary data were collected through a questionnaire. This survey was carried out in various department in Techvolt software pvt ltd. The research design used for this study is descriptive in nature. The descriptive study helps the researcher to find out various characteristics of the respondents. The research methodology used for this study is simple random sampling and stratified sampling. The tools to be used for the study are Multiple Regression analysis, sample percentage analysis, weighted average method. The factors such as work related to employee morale, leadership development, training and development, communication behaviour were considered as independent variable and employee performance as dependant variable.

**Keywords:** Working relationship, Rewards and recognition, Inspiration, Commitment, Motivation, Flexible.

### Introduction:

Employee morale defined by various knowledgeable authors in the world. Author Larry Flippo also defined the employee morale in his words its suited to the anytime in the business it never gets old that is "Mental condition or attitude of individual and groups which determines their willingness to cooperate. Morale is basically a group phenomenon. It describes the level of favorable and unfavorable attitudes" human being is never satisfied with their needs and wants organization also gives so many

welfare ,safety provisions regarding to their health and their opinion but ,in return what the company can get only satisfied employees with their full work regarding to the productivity/efficiency .

Nowadays the organization is more changed from old/tradition method to modern method and day-to-day its developed and makes by the corporate s to engage with employees .Also the definition of the management is also changed its only ‘getting things done through the people”,not controlling the group of people and ordered to them to work with efficiency , because human resource is an asset and it’s not a machine to obey anyone’s orders .it may make some troubles , conflicts .

Sometimes machines also commit the mistakes affected by the heavy workload and wrong commands human error also. When we need 100% quality product/service producing using human power first we need to understand the human behaviour and what practice have been used to get things done in the organization .some of the factors also affecting the employee morale in the organization especially in IT industry.

### **Factors affecting employee morale in organization**

The employee morale is a very complex phenomenon and is influenced by many factors. Different authors like McFarland. Bradshaw and Krugman. Roach and Apple white name given different criterion for the determination of morale. On the basis of all these classifications, the important factors in the determination of levels of morale are as describe below:

#### **1.Organization morale:**

The main and primary factor affecting employee morale in Indian industry is the organization itself. The organization means the entire goodwill, public reputation image of the company among its competitors. It’s one of the main factor because of most of the time in a day an individual called employee spent his time in the office and organization premises. His giving his works towards his job in return of something called wages/salary he must proud of his job and his working organization if suppose he is not do his job correctly or non-effectively it’s the fault of the organization his mistakes too.

#### **2.The nature of work:**

Another factor that affect the employee morale is the nature of the work of the employee what he doing in the organization .if the employee did his routine job over and over he may tired or getting bored ,it must affecting his morale towards the organization and job .day to day he is getting loss his interest towards the working condition of the organization .and another view is the employee never getting feel about he is just a small part of the business organization he feel proud to do the job , the condition get worse when he feels about his profession or feel imperiority complex .when the ‘Neil Armstrong’ landed on moon at the first person he proud to did the assigned job , even the last an landed on moon he never feels about demotivated because it’s not about the who is first and who is last they are important to do the job because they are proud of human being.

#### **3 .The level of satisfaction:**

Satisfaction the word describes lots of meanings itself in this world no one can satisfy the entire human being or no one can satisfy even they are getting lots of properties or money .even the employees also when the company fully engaged with the employee and give him more salary compared to its competitors and give him all welfare activities and good food and entire environment he never satisfied with his all belongings because, human beings never been satisfied .in return company only expects them to work with full intension and interest .the human beings wants and needs more grower day to day it never reaches the peak. And never gets lower .An old Indian story named “tree cutter and axes” it not possible in today’s world because everyone wants golden axe and more than that.

#### **4. Communication management :**

Believing the communication is one of the useful tool to increase the productivity and employee morale within the organization . the importance of communication and good leadership in the organization in order to eliminate morale issues. One cause of conflict and low morale at work is the way people communicate with each other and the particularly the way managers communicate with their subordinates which indicates the employee morale , job satisfaction and employee engagement.morale Further asserts that employee who receive regular workplace communication feel the organization appreciates and value their contributions enough to keep them informed about organization changes , work polices , bushiness of the overall workplace .

#### **5. The Level of Leadership :**

It is the factor more than placed the important place the factors that affecting employee morale. In India more employee turnover happened because of the supervision “follow the leader is not just the word that describes all of his actions is focused and surveillance by his followers . and he must doing the good things and more engaged with the coworkers and employees when he is not focused in his interest towards the perspective employees and co-workers the situation and the relationship among employees and management goes to end .the employee morale is more directly or indirectly connected with his superiors action .if suppose the subordinate doing the great thing but his superior not get interest and don't give him an motivation , he never been a good employee and don't do the right things next time . good supervision is a identity of good leadership ,the best example for the good supervision is ‘Sathish dhawan’ the senior most scientist in the ISRO and he is the leader of the mission of the rocket launching under his leadership Dr.A.P.J.Abdul kalam and 6 other members also in the team but, the mission is unfortunately fail , after that press people gathered in front of the press meet place ,all the team members have some embarrassment and fear to face the press media .but, Dr. Sathish dhawan took the preference to said his team mates “all of you go to your houses and take rest, thank you I'll face the media”, he entered to the meeting hall press people raise various questions about the mission failure he simply said “As a leader of the mission it's my mistake, I take full responsibility for the failure, within next 6 months we'll give our best to accomplish the mission” after the 6 months the mission gonna big success and it's the great story in the Indian space history .media people waiting outside to celebrate the great victory , In this time Sathish sir said to his team mates “I'm very tired ,I'm going to my home you may go and celebrate the success with media and public in this story we can come to know that how one should be a leader and good supervisor.

#### **6. Performance management based on skills:**

This factor states it is important for the Human Resources to recruit and assign people based on their skill set and allowing people to work based on their competency is a win-win situation for both employees and employers. Talent management is complex, yet necessary. If the leader cannot manage the employees and assign them tasks that they are hired to carry out then it's time to rethink your strategies because clearly, they will not yield the expected results. Therefore, make sure you invest in a competent human resources team, so the talent that is acquired performs well and stays happy.

#### **7. Workers Perception of Reward System:**

The monetary benefit like reward system of the organization is the one of the factor that determines the employee morale because the every employee in the organization is working for the salary obviously. When the company can't give the adequate salary to the people and not good monetary motivation is directly affect his high morale towards the job and the company. The other sreward systems such as bonus, salary hike and incentive when there are not payable to honour the employees.

## 8. Training and development:

Most organizations fail to understand the importance of training their staff. Be it employee onboarding or any other formal training process, employees should be well-equipped to perform their tasks at work and achieve their goals. There should be a budget assigned at the start of the financial year that facilitates the training and development program. These factors would help employees sharpen their skills, which will not only benefit them but also the organization. A well organized and self-sufficient workforce is every organization's dream, so pay for these courses that ignite imagination and spark curiosity, build confidence and leads to a high morale workforce.

### Review of literature

**R. Mohan kumaran(2015)** has conducted a "Study on factors affecting quality of work life a study of bank employees" The study aims to explore the Quality of Work Life of bank employees. Also this study brings out the various factors influencing the quality of work life of Bank employees in the light of current realities as the employees are paramount to the Banking Sector which affects the Country's economy. The sample was collected from 356 Bank employees in both the sectors. By surveying a sample of the population, the researcher could find that there's a 95% chance that he's within the margin of error of the correct answer The Bank employees were instructed very clearly about the pattern of answering the questionnaire and also they spared enough time to answer all the statements. The growth of the banking sector is inevitable in today's competitive world. The certainty in the role of man power in banks compels the organization to provide good quality of work life so that a good morale is maintained in the work place.

**Dr. S. Samraj (2016)** done a research paper on "Role of leaders for boosting morale of employees in it sector with special reference to techno park, Trivandrum "this paper aims to estimate the perception of employees regarding working environment and leadership behavior of IT Industry, Techno park. To analyze employers awareness about ergonomics approach in the organization and its impact on employee performance. To identify stress level among Techno park employees and its impact on morale and absenteeism of employees This study is carried out among Middle Level and Lower Level employees of Techno Park, Trivandrum. The researcher used Simple Random Sampling for collecting data from both Middle Level and Lower Level employees of Techno Park. From Middle level 76 employers are selected randomly and for low level 302 employees were selected randomly. In the present study the researcher used It has been observed from the study that both internal and external factors which affect attitude of employees in Techno park For improving employee morale and performance, management should understand the needs and wants of employees and also Fulfills their needs, by providing various beneficial schemes, such as assigning job, introduce new decors, providing training, motivation etc.

**Mrs. N. Uma deviand (2016)** has conducted "A study on impact of morale on organizational commitment, through structural equation modelling (sem)" This paper is about a study conducted on measuring the impact of morale on organizational commitment with special reference to college teachers The data was collected through a questionnaire .The sample size was 320. The data were fed into SPSS and analyzed using statistical tools such as mean, standard deviation and Kruskal –Wallis One way anova Tester H Test, Reliability Test and Structural Equation Modeling (SEM). The morale is higher in Government colleges and it is the lowest among the self-financing college teachers. Teachers of self-financing colleges have got higher level of commitment and the lowest commitment is found among the Government college teachers. It is also found out that higher the age, educational qualification, teaching level, teaching experience and designation, higher is the morale among the teachers.

**Vikaschaddha (2016)** has conducted "A study on corporate restructuring and its effect on employee morale and performance" this paper aims to study the impact of the various dimensions influencing turn over intentions such as stressors, supervisor relationship, compensation, and accommodation on turnover

intention among IT professionals in Indian IT organizations located in Chennai metropolitan city. The study was done among the 112 IT professionals employed in the various leading IT organizations located at Chennai Metropolitan City. Questionnaire method is used. Descriptive statistics, multiple regression and correlation analysis and reliability estimates were used for the findings. The findings of the research revealed the importance of stress related factors, supervisor's relationship, compensation and accommodation on quitting the job among IT professionals who work in leading IT organizations located at Chennai city, TamilNadu, India which can be used as one of the retention tools in the organizations.

**Dr.A.Sabarirajan(2016)** has conducted "A study on employee morale and job satisfaction among the employees of spinning mills at Dindigul district" the aim of this research is to analyze the employee morale and job satisfaction among employees of spinning mills in Dindigul. The construct used for this research to test the employee morale consists of intrinsic motivation, work meaningfulness; organizational commitment and work pride the study employed the survey method, which allows for broad coverage, flexibility, and convenience with inputs on related populations or events. The questionnaire used in the study was developed through review of literature to collect the data. The study was conducted on a total of 110 respondents working in spinning mills located in Dindigul District The responses of the respondents to the structured questionnaire were collected in a Likert scale are numbered from 1 to 5 The dimensions of employee morale like intrinsic motivation, work meaningfulness, organizational commitment and work pride directly influence the employee morale. The performance of spinning mills can be improved only when the human resources are satisfied with the higher employee morale and job satisfaction.

**Shamih (2017)** has conducted "A study on the effect of low morale and motivation on employees' productivity & competitiveness in Jordanian industrial companies" the objectives of the current study aim to examine the effect of low morale and motivation on employee's productivity and competitiveness The primary data needed for the study objectives were collected through a survey conducted among different Jordanian industrial companies The research study sample size is 295 employees which were determined using the sample size formula at 95% confidence level, and 4% confidence interval, and a total of 580 employees which constitute the study population. The results show that the relationship between the three variables is statistically significant. Based on their path coefficient scores, it would appear that the influence of Low Morale and Low Motivation on Productivity and Competitiveness is significant, so the research hypothesis stating that Low Morale and Low Motivation affects Productivity and Competitiveness and makes on limiting its consequences.

**N. Hillary (2017)** has conducted "A study on the effect of employee relation on employee morale at St. John's medical hospital, Bengaluru" objectives of the study is to find out the relationship between employee relation and employee morale and to find out what the employees expect from their organizations and how would that retain them in the organization Data was collected through questionnaire Regression Analysis and one way ANOVA to find the impact of employee relations on employee morale Correlation of variables to find out the relationship between the Independent Variable and the Dependent Variable The significance of doing this research is to assess what is/are the factors that induce an employee to stay back in the organization. The research proved that employee relations have a positive impact on employee morale.

**Dr.Jalal rajeh hanaysha(2018)** has conducted "A study on An Examination of the Factors Affecting Employee Motivation in the Higher Education Sector" This study intends to provide empirical evidence towards the link between the selected variables. This paper aims to collect data were obtained from the participants using an online survey method from a total of 242 academic and administrative staff at public universities This study relied on the quantitative method where the data was collected using the survey method. . A total of 870 questionnaires were administered to the employees through email using the convenience sampling technique The findings suggest that empowering employees will grant them a

sense of belonging and enable them to do their jobs effectively. This ultimately will encourage them to be more productive and creative at the workplace and sustain their values on the long term.

**G. Ravi (2018)** has conducted “A study on a study on employee morale with special reference to butterfly gandhimathi appliance pvt ltd “ objectives of the study is to know and understand about the employee morale and to find out the various factors leading to employee morale in the firm. In this study convenient sampling method is used in selecting the samples. The population comprises of 70 employees. 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. Statistical Tools Used in this researcher are Correlation Regression Equation 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.

**Dr.G. Sundharavadivel(2018)** conducted a “Study on employee morale with reference to Tide private limited” the objectives of the study to understand the employee morale, it is necessary to study importance of factors affecting morale ,measurement of morale,morale building techniques The sample size taken is 20 employees data was collected through a questionnaire. According to above research data, the following conclusions were drawn. The finding of tyher study is to High Morale will create good environment among workers, both psychologically and physically. Due to this, attrition rate will reduce, in other way experienced workers count will be increased.

**Dr. M. Ravichandran (2019)** has conducted a “Study on influence of employee’s moraleat their production with reference toyazaki India pvt ltd, Bangalore “ This paper aim is to assess the level of morale of the employees of Yazaki India pvt ltd.and to find the various factors leading to employees’ morale in the organization. The research sample size is 120which were determined using the sample size formula at 95% confidence level and 5.18%confidence interval and a total of 180 permanent employees which constitute the study population. Data was collected through a questionnaire. Percentage Analysis Chi – Square Test This study would help the readers to find out more about this study this would leads to many researches in future. These find outs from the research may look stunning while analyze theories of study comes to the practical with good impact.

## **Methods**

### **Participant and Procedure:**

The total population was the sample and were collected from employees of Techvolt software private limited Coimbatore. The method of data collection used for the study is survey method with help of the structured questionnaire employee engagement at Techvolt software private limited.The questionnaires was given in person. Questionnaire were distributed among the respondent after the initial communication with the respondents to seek consent. The respondents were given some days to answer the questionnaire after which the questionnaire was collected for analysis. No other public postal services was used to distribute questionnaire.

In this research, the researcher followed descriptive research, which describes characteristics of individuals or a group.The researcher has to find out the data were needed to determine the incidence and distribution of as well as factors influencing the work morale of employees at Techvolt software private limited. The researcher aims of describing the profile of the nature of work & employee morale , internal and external communication, leadership , performancemanagement and training and development,performance management for employee Morale

## **Instruments and Measures**

**Employee engagement system scale:**

This scale is used to measure employee engagement. It is a Likert type scale anchored on 5 – point rating scale. Its response format ranges from “Highly satisfied” (5) to “highly dissatisfied” and “Highly agree” (5) to “Highly disagree”.

**Independent Samplet-Test**

The independent t-test, also called the two sample t-test, independent-samples t-test or student's t-test, is an inferential statistical test that determines whether there is a statistically significant difference between the means in two unrelated groups.

**Table 1 Independent sample t test group statistics of gender and Factors of EmployeeMorale**

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
mean for morale	female	41	2.4317	.52557	.08208
	male	58	2.3500	.64543	.08475
mean for leadership	female	41	2.4683	.68060	.10629
	male	58	2.3690	.70068	.09200
mean for communication	female	41	2.4829	.56387	.08806
	male	58	2.2828	.63471	.08334
mean for performance	female	41	2.5691	.69918	.10919
	male	58	2.3822	.67467	.08859
mean for training and development	female	41	2.5171	.69567	.10864
	male	58	2.4759	.70470	.09253

**Table 2 Independent sample t test for equality of means of gender and Factors of EmployeeMorale**

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
mean for morale	Equal variances assumed	3.071	.083	.669	97	.505	.08171	.12220	-.16083	.32424
mean for leadership	Equal variances assumed	.582	.447	.703	97	.484	.09933	.14129	-.18110	.37975

mean for communication	Equal variances assumed	1.532	.219	1.618	97	.109	.20017	.12375	-.04544	.44578
mean for performance	Equal variances assumed	.050	.824	1.338	97	.184	.18692	.13974	-.09043	.46427
mean for training and development	Equal variances assumed	.509	.477	.288	97	.774	.04121	.14303	-.24266	.32508

### Hypothesis

**H0:** There is no significant relationship among gender towards Employee Morale and Autonomy and leadership, communication related factor, Employee Performance, Training and development factors.

**H1:** There is a significant relationship among gender towards Employee Morale and Autonomy and leadership, communication related factor, Employee Performance, Training and development factors.

### Inference

#### Morale

From the above table it is inferred that significant value = 0.505 > 0.05. Hence accept the null hypothesis. There is no significant relationship in gender with Morale related factors.

#### Leadership

From the above table it is inferred that significant value = 0.484 > 0.05. Hence accept the null hypothesis. There is no significant relationship in gender with leadership related factors.

#### Communication related factor

From the above table it is inferred that significant value = 0.109 > 0.05. Hence accept the null hypothesis. There is no significant relationship in gender with Communication related factors.

#### Performance

From the above table it is inferred that significant value = 0.184 > 0.05. Hence accept the null hypothesis. There is no significant relationship in gender with Performance related factors.

#### Training and Development

From the above table it is inferred that significant value = 0.774 > 0.05. Hence accept the null hypothesis. There is no significant relationship in gender with Training and Development factor.

### One Way Anova

The one-way analysis of variance (ANOVA) is used to decide whether there are any statistically significant differences between the means of two or more independent (unrelated) groups.

or variables (although we tend to only see it used when there is a minimum of three, rather than two groups).

**Table 3 One way Anova test for equality of means of Education qualification and Factors of EmployeeMorale**

<b>ANOVA</b>						
		Sum of Squares	df	Mean Square	F	Sig.
mean for morale	Between Groups	1.050	3	.350	.990	.401
	Within Groups	33.918	96	.353		
	Total	34.967	99			
mean for communication	Between Groups	3.912	3	1.304	3.399	.021
	Within Groups	36.828	96	.384		
	Total	40.740	99			
mean for leadership	Between Groups	1.926	3	.642	1.264	.291
	Within Groups	48.744	96	.508		
	Total	50.670	99			
mean for performance	Between Groups	3.631	3	1.210	2.632	.054
	Within Groups	44.150	96	.460		
	Total	47.781	99			
mean for training and development	Between Groups	2.752	3	.917	1.908	.134
	Within Groups	46.166	96	.481		
	Total	48.918	99			

**Hypothesis**

**H0:** There is no significant relationship among gender towards Employee Morale andAutonomy and leadership,communication related factor, Employee Performance, Training and development factors.

**H1:**ThereisiasignificantrelationshipamonggendertowardsEmployee Morale and andAutonomy and leadership,communication related factor, Employee Performance, Training and development factors.

**Inference**

**Morale**

From the above table it is inferred that significant value=0.401>0.05. Hence accept the null hypothesis. There is no significant relationship in Education qualification with Morale relatedfactors.

**Communication related factor**

From the above table it is inferred that significant value=0.021>0.05. Hence accept the null hypothesis. There is no significant relationship in Education qualification with Communication related factors.

**Leadership**

From the above table it is inferred that significant value=0.291<0.05. Hence reject the null hypothesis. There is a significant relationship in Education qualification with leadership related factors.

**Performance**

From the above table it is inferred that significant value=0.054>0.05. Hence accept the null hypothesis. There is no significant relationship in Education qualification with Performance related factors

**Training and Development**

From the above table it is inferred that significant value=0.134>0.05. Hence accept the null hypothesis. There is no significant relationship in Education qualification with Training and Development factors.

**Regression:**

Regression analysis is a set of statistical processes for estimating the relationships between a dependent variable (often called the 'outcome variable') and one or more independent variables (often called 'predictors', 'covariates', or 'features'). The most common form of regression analysis is linear regression, in which a researcher finds the line (or a more complex linear combination) that most closely fits the data according to a specific mathematical criterion.

**Table 4 Linear regression Analysis test for Factors of Employee Morale**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 <sup>a</sup>	.730	.719	.31512

**Table 5 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.534	4	6.383	64.283	.000 <sup>b</sup>
	Residual	9.434	95	.099		
	Total	34.967	99			

**Table 6 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.437	.131		3.336	.001
mean for communication	.186	.081	.201	2.307	.023
mean for leadership	.411	.076	.495	5.395	.000
mean for performance	.144	.095	.168	1.521	.131
mean for training and development	.060	.076	.071	.782	.436

**Hypothesis**

**H0:** There is no significant relationship among gender towards Employee Morale and Autonomy and leadership, communication related factor, Employee Performance, Training and development factors.

**H1:** There is a significant relationship among gender towards Employee Morale and Autonomy and leadership, communication related factor, Employee Performance, Training and development factors.

**Inference:**

**Morale**

From the above table it is inferred that significant value = 0.001 < 0.05. Hence reject the null hypothesis & accept the alternative hypothesis. There is a significant relationship with Morale related factors.

**Communication related factor**

From the above table it is inferred that significant value = 0.023 < 0.05. Hence reject the null hypothesis & accept the alternative hypothesis. The morale was affected by communication factor there is a significant relationship with Communication related factors.

**Leadership**

From the above table it is inferred that significant value = 0.000 < 0.05. Hence reject the null hypothesis & accept the alternative hypothesis. The morale was affected by leadership factor there is a significant relationship with leadership related factors.

**Performance**

From the above table it is inferred that significant value = 0.131 > 0.05. Hence accept the null hypothesis. There is no significant relationship with Performance related factors.

**Training and Development**

From the above table it is inferred that significant value = 0.436 > 0.05. Hence accept the null hypothesis. There is no significant relationship with Training and Development factors.

### Conculsion:

The results indicated that majority of respondent do not take pride in the work they do nor are they excited about their daily tasks. Concerns about communication and leadership were also found to contribute to a low morale among employees. Management and employees ensure that there is an open and clear communication channels in the workplace in order to build a more productive environment. As a part of this effort management could provide training in communication skills to employees throughout the organization.

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