

A Study on Factors Affecting the Employees' Morale & Motivation towards their Job Satisfaction at Automobile Industry in Bangalore

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Abstract: *Employee motivation is an essential component of a successful business practice. No matter how appealing products and services a company is providing, how efficient are company's business and marketing strategy and what size of budget does a company have to operate, low morale and lack of motivation in employees could be a major problem for companies who aim to make a profit in marketplace. The aim of this research is to examine the impact of labour welfare measures on job satisfaction. This study will help the management to know the variables that play a significant role in influencing the level of job satisfaction of employees. The objective of this study is to find out the relationship between motivational factors and employees' job satisfaction. For this study, particularly employees of Automobile industry of Bangalore have been selected, and as a sample 605 employees have been taken from automobile companies of Bangalore. More specific objectives are to suggest, Management can get a better idea while developing its motivational system as what kind of motivational would be given the most importance and at what stage can be known through such a this of study.*

Keywords: Employee motivation, welfare measures, job satisfaction & Automobile industry.

1. Introduction to Motivation & Morale

In the organizational setting the word "Motivation" is used to describe the drive that impels an individual to work. A truly motivated person is one who "wants" to work. Both employees and employers are interested in understanding motivation if employees know what strengthens and what weakens their motivation, they can often perform more effectively to find more satisfaction in their job. Employers want to know what motivates their employees so that they can get them to work harder. When people speak of motivation or ask about the motives of person, they are really asking "Why" the person acts, or why the person acts the way he does, the concept of motivation implies that people choose the path of action they follow. When behavioral scientists use the word motivation, they think of its something steaming from within the person technically, the term motivation has its origin in the Latin word "mover" which means "to move". Thus, the word motivation stands for movement. One can get a donkey to move by using a carrot or a stick; with people one can use incentives, or threats or reprimands. However, these only have a limited effect. These work for a while and then need to be repeated, increased or reinforced to secure further movement. If a manager truly understands his subordinate's motivation, he can channel their "inner state" towards command goals, i.e., goals, shared by both the individual and the organization. It is a well-known fact that human being has great potential but they do not use it fully, when motivation is absent. Motivation factor are those which make people give more than a fair day's work and that is usually only about sixty-five percent of a person's capacity. Obviously, every manager should be releasing hundred percent of an individuals' to maximize performance for achieving organizational goals and at the same to enable the individual to develop his potential and gain satisfaction. Thus, every manager should have both interest and concern about how to enable people to perform task willingly and to the best of their ability.

Morale (also known as **esprit de corps** (French pronunciation: [ɛspʁi də kɔʁ])) is the capacity of a group's members to maintain belief in an institution or goal, particularly in the face of opposition or hardship. Morale is often referenced by authority figures as a generic value judgment of the willpower, obedience, and self-discipline of a group tasked with performing duties assigned by a superior. According to Alexander H. Leighton, "morale is the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose". Morale is important in the military, because it improves unit cohesion. Without good morale, a force will be more likely to give up or surrender. Morale is usually assessed at a collective, rather than an individual level. In wartime, civilian morale is also important. Esprit de corps is considered to be an important part of a fighting unit.

1.2. Automobile Industry

The automobile industry is one of the key drivers that boost the economic growth of the country. Since the de-licensing of the sector in 1991 and the subsequent opening up of 100 percent FDI through automatic route, Indian automobile sector has come a long way. Today, almost every global auto major has set up facilities in the country.

The automobiles sector is compartmentalized in four different sectors which are as follows:

- **Two-wheelers** which comprise of mopeds, scooters, motorcycles and electric two-wheelers
- **Passenger Vehicles** which include passenger cars, utility vehicles and multi-purpose vehicles
- **Commercial Vehicles** that are light and medium-heavy vehicles
- **Three Wheelers** that are passenger carriers and goods carriers.

The automotive industry in India The Indian auto industry became the 4th largest in the world with sales increasing 9.5 per cent year-on-year to 4.02 million units (excluding two wheelers) in 2017. It was the 7th largest manufacturer of commercial vehicles in 2018. Overall domestic automobiles

sales increased at 6.71 per cent CAGR between FY13-19 with 26.27 million vehicles getting sold in FY19. Domestic automobile production increased at 6.96 per cent CAGR between FY13-19 with 30.92 million vehicles manufactured in the country in FY19. In FY19, year-on-year growth in domestic sales among all the categories was recorded in commercial vehicles at 17.55 per cent followed by 10.27 per cent year-on-year growth in the sales of three-wheelers.

Premium motorbike sales in India crossed one million units in FY18. During January-September 2018, BMW registered a growth of 11 per cent year-on-year in its sales in India at 7,915 units. Mercedes Benz ranked first in sales satisfaction in the luxury vehicles segment according to J D Power 2018 India sales satisfaction index (luxury). Sales of electric two-wheelers are estimated to have crossed 55,000 vehicles in 2017-18. In addition, several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the Two-Wheeler (2W) and Four-Wheeler (4W) market in the world by 2020.

The automobile industry is supported by various factors such as availability of skilled labour at low cost, robust R&D centres and low cost steel production. The industry also provides great opportunities for investment and direct and indirect employment to skilled and unskilled labour.

Indian automotive industry (including component manufacturing) is expected to reach Rs 16.16-18.18 trillion (US\$ 251.4-282.8 billion) by 2026. Two-wheelers are expected to grow 9 per cent in 2018-2019.

The world standing for the Indian automobile sector, as per the Confederation of the Indian industry is as follows:

- Largest three-wheeler market
- Second largest two-wheeler market
- Tenth largest passenger car market
- Fourth largest tractor market
- Fifth largest commercial vehicle market
- Fifth largest bus and truck segment

However, the year 2013-2014 has seen a decline in the industry's otherwise smooth-running growth. High inflation, soaring interest rates, low consumer sentiment and rising fuel prices along with economic slowdown are the major reason for the downturn of the industry.

Despite the comprehensive market being under extreme burden, the luxury car market has observed a robust double-digit hike during the year 2018-2019, as a result of rewarding new launches at compelling lower price points. Further, with the measured increases in the price of diesel, the overall market continues to shift towards petrol-fueled cars. This has led to the growth in sales of the 'Mini' segment of the PV market by of 5.5%

1.3 Statement of the problem

From the extensive survey of available literature it has been identified that not many research works have been conducted upon the automobile industries especially in Bangalore, Moreover it has been observed most of the

studies have concentrated on specific area like job satisfaction domain not on factors which have impact on welfare with reference to motivation and job satisfaction, Hence an attempt has been made to conduct a survey on factors of motivation and job satisfaction its impact on employees'.

The present study aimed to examine the impact of welfare measures on level of job satisfaction and motivation among the employees taking into consideration the factors affecting the job satisfaction and motivational factors among the employees of manufacturing sector with respect to auto parts industry in Bangalore.

2. Review literature

2.1. Buchaiah Manga, (2011), The author examined the impact of welfare measures on job satisfaction levels of employees. A data set incorporating from the employees and managers of BHEL Hyderabad is used to test the issues. The study revealed the whole majority of the employees are highly satisfied with the welfare measures provided by the BHEL.

2.2. Bidyut Bijoya Neog & Dr. Mukulesh Barua (2014) This paper aims to study relationships in between fair compensation and job satisfaction, supervisor support and job satisfaction, working environment and job satisfaction and Job Security and job satisfaction. The result revealed that salary is the most important factor for influencing job satisfaction of employees.

2.3. Sweta Singh (2015) The proposed need to understand the impact of different employee labour welfare measures on employee performance and satisfaction at Maruti Suzuki. The study was conducted to find out the company's welfare policies.

2.4. Laddha (2012) Advocated that employee welfare facilities enable workers to live a richer and more satisfactory life. After employees have been hired, trained and remunerated they need to be retained and maintained to serve the organization better. Welfare facilities are designed to take care of the wellbeing of the employees, they do not generally result in any monetary benefits to the employees nor are these facilities provided by employers alone, government and nongovernmental agencies and trade unions too contribute towards employee's benefits.

2.5. Gopala Krishna (2008) In his micro study on employees' job satisfaction in the drug industry have found that the employees' satisfaction was good among employees provided with reasonable salary, incentives like gift cheques, rewards, awards, pay for holidays, working environment, job security, promotional policy and work autonomy.

3. Research Methodology

Research is a logical and systematic search for new and useful information on a particular topic. It is an investigation of finding solutions to scientific and social problems through objective and systematic analysis.

Research methodology is a systematic way to solve a problem. It is a science of studying how research is to be carried out. Essentially, the procedures by which researchers go about their work of describing, explaining and predicting phenomena are called research methodology.

3.1 Descriptive research is used to describe characteristics of a population or phenomenon being studied. The description is used for frequencies, averages and other statistical calculations. Often the best approach, prior to writing descriptive research, is to conduct a survey investigation. Qualitative research often has the aim of *description* and researchers may follow-up with examinations of why the observations exist and what the implications of the findings are.

3.2. Objectives of the study

- To study and understand the various welfare measures adopted by the selected companies in Bangalore.
- To identify the various factors that will influence employee's motivation and level of job satisfaction.

3.3 Source of data collection

Data source is implemented by Data provider. Data source are Primary and Secondary Data.

3.3.1. Primary Data

Data was collected also through observation, interview and discussion with management.

3.3.2. Secondary Data

Apart from primary data collected, the data collected through text books, the records of company, Academic Reports and Internet is used for the study.

3.4 Sampling Area

The research is confined to the respondents who are spread to achieve a competitive advantage over competition. The geography is spread within the company around Bangalore. The sampling element is structured questionnaire to design with questions being open ended and close ended to the respondents. The sample size of the data collection is 605 respondents. The sample selected was based on the convenience sampling method (non – probability sampling). The result was kept unbiased where each respondent's response was different.

3.5 Plan of analysis

The data collected was tabulated and percentage was determined, the interpretations are presented in the form of graph.

The analysis of various factors that influence Factors affecting the employee's morale and motivation towards their job. Eighteen variables that have major influence on the have been chosen for study. The eighteen variables are as follows:

Table 3.1: Variables of the study

| | |
|---|---|
| I feel myself to be part of the organization | Development opportunities |
| Recognition | Involvement in decision making |
| Appreciation | Physical working environment |
| Conflict between work and family responsibility | Support from supervisors |
| Being paid a fair amount for the work I do | Training programs |
| Salary | Appraisal system |
| Recognition and Rewards for my outstanding. | Welfare measures |
| Sick leave policy | Safety measures |
| Retirement benefits | Educational qualifications of the employees |

The above variables are asked to the respondents to state the level of agreement and disagreement by using Likert 5 point rating scale where 5= strongly agree; 4= agree; 3= neutral; 2= disagree; 1= strongly disagree.

3.6. Limitations of the Study

- The study pertains to only the auto parts manufacturing companies in Bangalore. Thus, the study suffers from the geographical limitation, as it does not focus on entire India. Therefore, the findings of the study cannot be generalized either for the whole of Karnataka or for India.
- Similarly, the employees' perception, motivation and satisfaction of selected companies with other companies is not compared in this study. The other company's resources, welfare measures, motivational factors and level of satisfaction, may differ in different in companies in state and even across the country. Therefore, again the findings of the study cannot be generalized either whole of manufacturing companies or for India.

4. Introduction to Factor Analysis

Factor analysis is a statistical method used to find a small set of unobserved variables also called latent variables or factors which can account for the co-variance among a larger set of observed variables also called manifest variables. A factor is an unobservable variable that is assumed to influence observed variables. Factor analysis is also used to assess the reliability and validity of measurement scales

4.1. Exploratory Factor analysis

The exploratory factor analysis has been to study applied the various observed variables that influence the employee's morale and motivation. The analysis has been done with principal component analysis and vari-max rotation method showed how the variables are correlated to each other. There are 16 variables which are considered for the study and 4 major factors have been extracted from the study. The following figure-5.1 shows the 6 factors of the study.

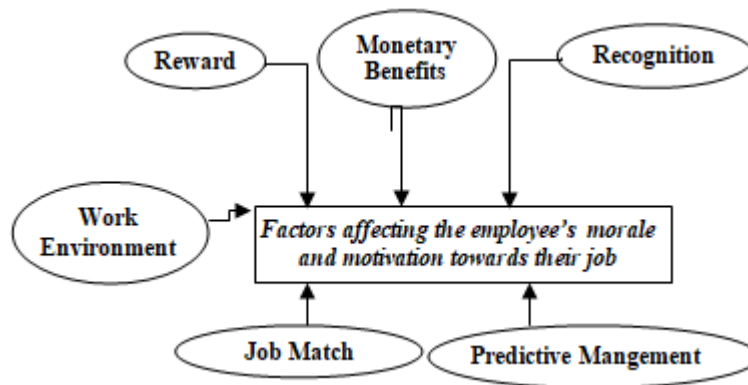


Figure 4.1: Conceptual framework of factors

4.1.1 Reliability analysis

Table 4.2: Reliability Statistics

| | |
|------------------|-------------|
| Cronbach's Alpha | No of Items |
| .851 | 18 |

Table 4.3: KMO and Bartlett's Test

| | | |
|--|--------------------|---------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .690 | |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 152.853 |
| | Df | 153 |
| | Sig. | .000 |

The first step in exploratory factor analysis is to check the reliability of the observed variables, the reliability of the data are checked by using Cronbachs alpha. Table 4.1 shows the value of 0.851 as Cronbachs alpha for 18 variables. The cutoff point of cronbach alpha is 0.7, where 0.851 is very

much greater than cut off rate, therefore, all the seventeen variables are reliable to carry out with exploratory factor analysis.

KMO and Bartlett's Test is established in order to know the strength of the factor analysis solution. The above table 4.2 gives the results that KMO measure of sampling adequacy is .690 which is greater than cut off rate 0.6, indicating that factor analysis could be used for the given set of data. Further, Bartlett's test of sphericity testing for the significance of the correlation matrix of the variables indicates that the correlation coefficient matrix is significant as indicated by the p value corresponding to the chi-square statistics. The p value is 0.000, which is less than 0.05. This shows that the correlation matrix of variables is significant.

Table 4.4: Factor loadings

| S N | Dimensions | Variables | Factors Loadings |
|-----|--------------------------|---|------------------|
| 1. | Reward | Feel as part of the organization | 0.667 |
| | | Appreciation | 0.668 |
| 2. | Monetary Benefits | Salary | 0.560 |
| | | Recognition and Rewards for my outstanding. | 0.332 |
| | | Retirement benefits | 0.497 |
| | | Support from supervisors | 0.432 |
| | | Training programs | 0.396 |
| | | Safety Measure | 0.268 |
| 3. | Work Environment | Conflict between work and family responsibility | 0.499 |
| | | Being paid a fair amount for the work I do | 0.617 |
| | | Development opportunities | 0.541 |
| 4. | Job Match | Sick leave policy | 0.677 |
| | | Physical working environment | 0.546 |
| | | Educational qualifications of the employees | 0.467 |
| 5. | Recognition | Recognition | 0.683 |
| 6. | Participative management | Involvement in decision making | 0.637 |
| | | Appraisal system | 0.427 |
| | | Welfare measures | 0.625 |

Inference

Table 4.4 presents factor matrix (component matrix). The result includes the correlation coefficient between the relevant factor score with the original standardized variables. The correlation coefficient between the factor score and the variables included in the study is called factor loadings which are presented in the above table. The factor loadings are used to compute Eigen values for each factor.

Factor 1: Reward

The variables recognizing people as part of organisation and appreciation is having the higher factor loadings and grouped under one component. Hence, the observed variables are related to reward related aspects. It is observed as a major factor that influences the employees to increase morale and motivation towards the job.

Factor 2: Monetary Benefits

Salary, Recognition and rewards, Retirement Benefits and safety measures and other variables were grouped together

which are related to the monetary benefits. Hence those variables are related and grouped under one component; therefore, it is treated as monetary factor, which has been observed as another major factor that influences morale of employees.

Factor 3: Work Environment

The variables Conflict between family and work, development opportunities and fair payment for the work done had been grouped by the analysis and aptly represent the work environment. All these variables are grouped under one component where they are highly correlated and all the variables are related to work environment aspects of the employee; therefore, it has been labeled as work environment.

Factor 4: Job Match

The variables Educational Qualifications, sick Leave policy and physical work environment are grouped under one component where all the variables are related to matching of the job with the competency employees. It is very important to any organization to allocate the job to the skill of employees which would improve the morale of them.

Factor 5: Recognition

Recognition is one of the independent factor from all the aspects which is expected by the employee from the organisation. Hence it stands as a distinct variable to make a different factor of recognition.

Factor 6: Participative management

The variables decision making, appraisal system and welfare massers are grouped under one component where all the variables are related to participative management.

Table 4.5: Total Variance Explained

| Component | Initial Eigen values | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|-----------|----------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 1.317 | 7.316 | 7.316 | 1.317 | 7.316 | 7.316 | 1.216 | 6.757 | 6.757 |
| 2 | 1.218 | 6.764 | 14.080 | 1.218 | 6.764 | 14.080 | 1.200 | 6.665 | 13.422 |
| 3 | 1.208 | 6.710 | 20.789 | 1.208 | 6.710 | 20.789 | 1.196 | 6.644 | 20.065 |
| 4 | 1.178 | 6.546 | 27.336 | 1.178 | 6.546 | 27.336 | 1.193 | 6.627 | 26.693 |
| 5 | 1.134 | 6.302 | 33.638 | 1.134 | 6.302 | 33.638 | 1.183 | 6.572 | 33.265 |
| 6 | 1.114 | 6.191 | 39.828 | 1.114 | 6.191 | 39.828 | 1.181 | 6.564 | 39.828 |
| 7 | 1.056 | 5.864 | 45.692 | | | | | | |
| 8 | 1.047 | 5.815 | 51.508 | | | | | | |
| 9 | 1.020 | 5.669 | 57.177 | | | | | | |
| 10 | .979 | 5.440 | 62.617 | | | | | | |
| 11 | .937 | 5.204 | 67.821 | | | | | | |
| 12 | .922 | 5.123 | 72.944 | | | | | | |
| 13 | .898 | 4.989 | 77.933 | | | | | | |
| 14 | .863 | 4.797 | 82.730 | | | | | | |
| 15 | .822 | 4.567 | 87.297 | | | | | | |
| 16 | .808 | 4.486 | 91.783 | | | | | | |
| 17 | .747 | 4.148 | 95.931 | | | | | | |
| 18 | .732 | 4.069 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.

Table 5.4 gives the output of total variance. The table explains the total variance contributed by each component. It can be observed that the percentage of total variance contributed by first component is 6.757, second component is 6.665, third component is 6.644, fourth component is 6.627 and the remaining fifth and sixth components have accounted respectively 6.572 and 6.564. From the above table it is also clear that there are total 6 distinct components for the given set of 18 observed variables.

Scree-Plot

The screen plot gives the number of components against the Eigen values and helps to determine the optimal number of components. The components having steep slope indicates that good percentage of total variance is explained by that component, hence the component is justified. The following scree-plot, the first 6 components have steep slope that is they are greater than 1.0 and later the slope is shallow that is less than 1.0. This indicates the ideal number of components is 6.

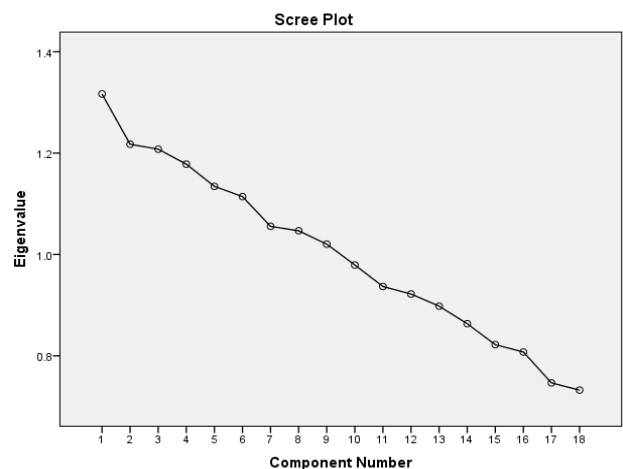


Figure 4.1: Components

Table 4.6: Summary of results of factor analysis

| Rotated Component Matrix ^a | | | | | | |
|---|-----------|-------|-------|-------|-------|---|
| | Component | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| I feel myself to be part of the organization | .667 | | | | | |
| Recognition | | | | | .683 | |
| Appreciation | -.668 | | | | | |
| Conflict between work and family responsibility | | | -.499 | | | |
| Being paid a fair amount for the work I do | | | .617 | | | |
| Salary | | .560 | | | | |
| Recognition and Rewards for my outstanding. | | .332 | | | | |
| Sick leave policy | | | | -.677 | | |
| Retirement benefits | | -.497 | | | | |
| Development opportunities | | | .541 | | | |
| Involvement in decision making | | | | | .637 | |
| Physical working environment | | | | .546 | | |
| Support from supervisors | | .432 | | | | |
| Training programs | | .396 | | | | |
| Appraisal system | | | | | .427 | |
| Welfare measures | | | | | -.625 | |
| Safety measures | | -.268 | | | | |
| Educational qualifications of the employees | | | | .467 | | |

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

5. Testing of hypothesis

H₀: Reward is not a significant factor that influences the morale and motivation of the employees.

Table 5.1: Table showing the ANOVA output

| ANOVA | | | | | | |
|------------------------------------|----------------|----------------|-----|-------------|-------|------|
| | | Sum of Squares | Df | Mean Square | F | Sig. |
| REGR factor score 1 for analysis 3 | Between Groups | 7.748 | 4 | 1.937 | 1.949 | .001 |
| | Within Groups | 596.252 | 600 | .994 | | |
| | Total | 604.000 | 604 | | | |

H₀: Monetary benefits are not a significant factor that influences the morale and motivation of the employees.

Table 5.2: Table showing the ANOVA output

| ANOVA | | | | | | |
|------------------------------------|----------------|----------------|-----|-------------|------|------|
| | | Sum of Squares | Df | Mean Square | F | Sig. |
| REGR factor score 2 for analysis 3 | Between Groups | 1.908 | 4 | .477 | .475 | .000 |
| | Within Groups | 602.092 | 600 | 1.003 | | |
| | Total | 604.000 | 604 | | | |

H₀: Work environment is not a significant factor that influences the morale and motivation of the employees.

Table 5.3: Table showing the ANOVA output

| ANOVA | | | | | | |
|------------------------------------|----------------|----------------|-----|-------------|------|------|
| | | Sum of Squares | Df | Mean Square | F | Sig. |
| REGR factor score 3 for analysis 3 | Between Groups | 2.638 | 4 | .659 | .658 | .021 |
| | Within Groups | 601.362 | 600 | 1.002 | | |
| | Total | 604.000 | 604 | | | |

H₀: Job match is not a significant factor that influences the morale and motivation of the employees.

Table 5.4: Table showing the ANOVA output

| ANOVA | | | | | | |
|------------------------------------|----------------|----------------|-----|-------------|-------|------|
| | | Sum of Squares | Df | Mean Square | F | Sig. |
| REGR factor score 4 for analysis 3 | Between Groups | 4.320 | 4 | 1.080 | 1.081 | .005 |
| | Within Groups | 599.680 | 600 | .999 | | |
| | Total | 604.000 | 604 | | | |

H₀: recognition is not a significant factor that influences the morale and motivation of the employees.

Table 5.5: Table showing the ANOVA output

| ANOVA | | | | | | |
|------------------------------------|----------------|----------------|-----|-------------|------|------|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| REGR factor score 5 for analysis 3 | Between Groups | 3.562 | 4 | .891 | .890 | .000 |
| | Within Groups | 600.438 | 600 | 1.001 | | |
| | Total | 604.000 | 604 | | | |

H₀: participative management is not a significant factor that influences the morale and motivation of the employees.

Table 5.6: Table showing the ANOVA output

| ANOVA | | | | | | |
|------------------------------------|----------------|----------------|-----|-------------|------|------|
| | | Sum of Squares | Df | Mean Square | F | Sig. |
| REGR factor score 6 for analysis 3 | Between Groups | 1.442 | 4 | .361 | .359 | .000 |
| | Within Groups | 602.558 | 600 | 1.004 | | |
| | Total | 604.000 | 604 | | | |

6. Findings

It was tested between the variables of reward and overall job satisfaction of the employees depicts the output of ANOVA, the table gives the significant value 0.001 which is less than the level of significance that is 0.05, therefore there is no proper evidence to accept the null hypothesis and null hypothesis is rejected and alternate hypothesis is accepted.

It was tested between the variables of monetary benefits and overall job satisfaction of the employees depicts the output of ANOVA, the table gives the significant value 0.000 which is less than the level of significance that is 0.05, therefore there is no proper evidence to accept the null hypothesis and null hypothesis is rejected and alternate hypothesis is accepted.

It was tested between the variables of work environment and overall job satisfaction of the employees depicts the output of ANOVA, the table gives the significant value 0.021 which is less than the level of significance that is 0.05, therefore there is no proper evidence to accept the null hypothesis and null hypothesis is rejected and alternate hypothesis is accepted.

It was tested between the variables of recognition and overall job satisfaction of the employees the output of ANOVA, the table gives the significant value 0.000 which is less than the level of significance that is 0.05, therefore there is no proper evidence to accept the null hypothesis and null hypothesis is rejected and alternate hypothesis is accepted.

It was tested between the variables of participative management and overall job satisfaction of the employees depicts the output of ANOVA, the table gives the significant value 0.000 which is less than the level of significance that is 0.05, therefore there is no proper evidence to accept the null hypothesis and null hypothesis is rejected and alternate hypothesis is accepted.

7. Suggestions

Recognition program should be conducted which helps in motivating the employee. To motivate the employee's organization can provide recognition like awards and rewards, certificate, badges and hall of fame to the best performer employees .and it helps to motivate the employee and increase the productivity.

Participative management is a significant factor that influences the morale and motivation of the employees hence employees are to be involved in decision making process.

Company should be more committed to promote welfare facilities as it creates more productivity which in turn benefits the company.

It is suggested that company should provide good safety, health and welfare facilities to the labours to improve the overall satisfaction which lead to higher productivity and performance of employees.

8. Conclusion

Industrial progress of the country depends on its committed labour force. Efficiency in work is possible only when the employees are safe in their working environment and also provided with some welfare measures. The study has revealed the perception of employees with regard to welfare measures, work environment and facilities provided by the organizations. The study also identified six major factors that

influence the increase in morale and motivation of employees namely Reward, Recognition, Monetary Benefits, Work Environment, Job Match and Participative management. Hence it is concluded that companies need to provide better safety, health and welfare measures to improve overall productivity and employees performance of the companies.

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Author Profile



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