

# CHAPTER I

# CHAPTER I

## INTRODUCTION

### 1.1 INTRODUCTION

Employee Morale refers to an attitude of satisfaction with a desire to continue and strive for attaining the objectives of a factory. Morale is purely emotional. It is an attitude of an employee towards his job, his superior and his organization. It is not static thing, but it changes depending on working conditions, superiors, fellow workers pay and so on. Morale may range from very high to very low. High Morale is evident from the positive feelings of employees such as enthusiasm; desire to obey orders, willingness to co-operate with coworkers. Poor or low Morale becomes obvious from the negative feelings of employees such as dissatisfaction, discouragement or dislike of the job.

Morale is a fundamental psychological concept. It is not easy to define. Morale is the degree of enthusiasm and willingness with which the members of a group pull together to achieve group goal. It has been defined differently by different authors. Different definition of Morale can be classified into three major approaches. According to Classical approach Morale is the satisfaction of basic needs is the symbol of Morale. In this approach Robert M. Guion Said that Morale is defined as the extent to which the individual perceives that satisfaction stemming from total job satisfaction. According to Psychological approach Morale is psychological concept i.e., state of mind. In this Jurious Fillipo said that Morale is a mental condition or attitude of individual and groups which determine their willingness to cooperate. According to Social Approach some experts Morale is a social phenomenon. In this approach Davis said that Morale can be defined as the attitudes of individual and groups towards their work environment and towards voluntary cooperation to the full extent of their ability in the best interest at the organization.

Employee Morale plays vital role in the origination success. High Morale leads to success and low Morale brings to defeat in its wake. The plays of Morale are no less important for an industrial undertaking. The success of failure of the industry much depends up on the Morale of its employees.

The Port of Cochin (also called Kochi) is an important seaport on the Arabian Sea in southwest India's Kerala State. Located about 565 kilometers southwest of the Port of Chennai and about 930 kilometers south-southeast of the Port of Mumbai, this deep-water harbor and port has road, rail, air, and water connections with the region's hinterlands and other major Indian cities. In 2001, the Port of Cochin was home to over 513 thousand people, and some 1.5 million live in the urban area today.

The Port of Cochin boasts a system of inland waterways through beautiful lagoons and backwaters that parallel the coastline and provide easy and inexpensive transportation that encourages trade. The 21st Century brought an era of economic growth to the Port of Cochin, with growing information technology, international trade, and tourism industries. Like other growing cities in the region, the Port of Cochin struggles with rapid population growth, environmental pollution, and seriously congested traffic. Having attracted migrants over centuries, the Port of Cochin is a cultural melting pot and a diverse city with a rich history and a unique mix of traditional and contemporary life.

This project is undertaken to study the level of morale of the employees working in Cochin Port Trust. Main objective of this study is to suggest measures to increase morale of the employees of Cochin Port.

## **1.2 STATEMENT OF THE PROBLEM**

Employee Morale refers to an attitude of satisfaction with a desire to continue and strive for attaining the objectives of a factory. Morale is purely emotional. It is an attitude of an employee towards his job, his superior and his organization. It is not static thing, but it changes depending on working conditions, superiors, fellow workers pay and so on.

In this context an attempt is made to study the level of morale of the employees working in Cochin Port Trust, important seaport on the Arabian Sea in southwest India's Kerala State. The study is carried on by giving more emphasize on the level of satisfaction of the employees towards the company and to suggest measures to increase morale of the employees of Cochin Port.

### **1.3 OBJECTIVES**

The present study with reference to Cochin Port Trust aims at finding out the following points;

- To know and understand about the employee morale.
- To find out the various factors leading to employee morale in the organization.
- To know the level of morale of the employees working in Cochin Port Trust.
- To know the level of satisfaction of the employees towards the company.
- To suggest measures to increase morale of the employees of Cochin Port.

### **1.4 SCOPE AND SIGNIFICANCE OF THE STUDY**

As Cochin Port Trust is different from other conventional industries with regard to number of employees and nature of work, the morale of employees is also different. This project aims at studying the level of morale of the employees working in Cochin Port Trust and to find out various factors leading to employee morale in the organization. The study also aims at measuring the level of satisfaction of the employees towards the company and to suggest measures to increase morale of the employees of Cochin Port.

The top management can use the information obtained through the study in the following areas:

- To identify the drawbacks in the existing system.
- Adopt as a tool to
  - To enhance the opportunities for improvement and self development.
  - To provide creative job to the employees.
  - To improve participative management techniques.
  - To improve the system in human resource development area.

## **1.5 LIMITATIONS**

- There is a chance of personal bias which affects the original data.
- Cannot able to get exact information because some of the employees are reluctant to share the information.
- Most of the employees were busy with their tight work and they don't want to be disturbed.
- The study is to taken up for the academic purpose.
- The study was on 50 selected employees, so their need not be the universal opinion.

## **1.6 METHODOLOGY USED FOR THE STUDY**

### **1. Source of data**

- Surveys and interviews conducted among the employees of the Cochin Port Trust.
- Expert opinions and suggestions from in-house Human Resource Managers in Cochin Port Trust, which forms the primary data.
- References to various articles on Employee morale in business and similar publications.
- Explanations and descriptions of various authors on Employee morale.

### **2. Tools of analysis**

- Observation Method
- Attitude Surveys
- Tables
- Graphs

## **1.7 CHAPTERIZATION**

The Project Report is presented in five chapters:

**Chapter 1** - Introduction

**Chapter 2** – Industry & Company Profile

**Chapter 3** - Theory on ‘Employee Morale’

**Chapter 4** - Analysis and Interpretation

**Chapter 5** - Findings, Conclusions and Suggestions

## **CHAPTER II**

## CHAPTER II

### THEORITICAL FRAMEWORK OF THE STUDY

#### 2.1 INDUSTRY PROFILE

The coastline of India is dotted with 12 Major Ports and about 200 Non-major Ports. The Major Ports are under the purview of the central while the Non-major Ports come under the jurisdiction of the respective State Governments.

The 12 Major Ports (including the Port of Ennore which is a corporate port set up under the Indian Companies Act, 1956) are evenly spread out on the Eastern and Western coast. The ports of Kolkata, Paradip, Visakhapatnam, Chennai, New Mangalore, Mormugao, Mumbai, Jawaharlal Nehru at Jhavasheva and Kandla are on the Western Coast. The capacities of major ports have increased from 20 Million Tonnes per annum (MTPA) 1951 to 504.75 as on 31st March, 2007.

Major ports handled over 74% of all cargo traffic in 2007. However, the words "major", "intermediate" and "minor", do not have a strict association with the traffic volumes served by these ports. Gujarat registered a cargo traffic of around 28.8 million tonnes per annum during the financial year of 2008, which is higher than that of many major ports.

##### Major ports

- Mumbai Port Trust
- Jawaharlal Nehru Port Trust, Mumbai
- Culcutta Nehru Port
- Cochin Port Trust
- Chennai Port Trust
- Vishaka Pattanam Port Trust
- New Mangalore Port Trust
- Tuticorin Port Trust
- Marmugao Port
- Kandla Port
- Paradip Port
- Ennore port

##### Minor Ports

Minor ports come under the purview of Concurrence list and their administration is the responsibility of coastal states. Some of the prominent minor ports are:-

Bhavnagar, Calicut, Karwar, Nagapattinam, Trivandrum, Veraval

## 2.2 COMPANY PROFILE

The Port of Cochin (also called Kochi) is an important seaport on the Arabian Sea in southwest India's Kerala State. Located about 565 kilometers southwest of the Port of Chennai and about 930 kilometers south-southeast of the Port of Mumbai, this deep-water harbor and port has road, rail, air, and water connections with the region's hinterlands and other major Indian cities. In 2001, the Port of Cochin was home to over 513 thousand people, and some 1.5 million live in the urban area today.



*Cochin Port Trust*

The Port of Cochin boasts a system of inland waterways through beautiful lagoons and backwaters that parallel the coastline and provide easy and inexpensive transportation that encourages trade. The 21st Century brought an era of economic growth to the Port of Cochin, with growing information technology, international trade, and tourism industries. Like other growing cities in the region, the Port of Cochin struggles with rapid population growth, environmental pollution, and seriously congested traffic. Having attracted migrants over centuries, the Port of Cochin is a cultural melting pot and a diverse city with a rich history and a unique mix of traditional and contemporary life.

### 2.2.1 Cochin Port History

The Cochin port was formed naturally due to the great floods of Periyar in 1341 AD, which choked the Muziris port (near present-day Kodungallur), one of the greatest ports in ancient world. Ever since, Cochin became one of the major ports with extensive trading relations Romans, Greeks and Arabs, all lured by the traditional spice wealth of the state. The port further attracted European colonialists like Portuguese, Dutch and finally British who extended their supremacy over the Kingdom of Cochin and the port city of Fort Kochi. The traditional port was near Mattancherry (which still continues as Mattancherry Wharf).

The need of a modern port was first felt by Lord Willingdon during his governorship of Madras Province of British India. The opening of the Suez Canal made several ships pass near the west coast and he felt the necessity of modern port in the southern part. He selected the newly joined Sir Robert Bristow who was a leading British harbor engineer with extensive experience with maintenance of the Suez Canal. Bristow took the charge of chief engineer of Kochi Kingdom's Port Department in 1920. Ever since then, he and his team were actively involved in making a Greenfield port. After studying the sea currents, observing tidal conditions and conducting experiments, he was convinced about the feasibility of developing

Cochin. He believed that Cochin could become the safest harbour if the ships entered the inner channel.

The challenge before the engineers was a rock-like sandbar that stood across the opening of the Cochin backwaters into the sea. It was a formidable ridge of heavy and densely packed sand that prevented the entry of all ships requiring more than eight or nine feet of water. It was thought that the removal of the sandbar was a technical impossibility. The potential consequence on the environment was beyond estimation. The harm could be anything like the destruction of the Vypeen foreshore or the destruction of the Vembanad Lake.



*Cochin Port Trust on 1948*

Bristow, after a detailed study, concluded that such data was history. He addressed the immediate problem of erosion of the Vypeen foreshore by building of rubble granite groynes nearly parallel with the shores and overlapping each other. The groynes first produced an automatic reclamation which naturally protected the shore from the monsoon seas. Confident at the initial success, Bristow planned out a detailed proposal of reclaiming part of the backwaters at a cost of ₹25 million (US\$420,000). An ad-hoc committee appointed by the Madras government examined and approved the plans submitted by Bristow.

The construction of the dredger 'Lord Willingdon' was completed in 1925. It arrived at Cochin in May 1926. It was estimated that the dredger had to be put to use for at least 20 hours a day for the next two years. The dredged sand was used to create a new island to house Cochin Port and other trade-related establishments. Around 3.2 km<sup>2</sup> of land was reclaimed in the dredging. The strong determination of Sir Bristow and his team was successful when the large steamship *SS Padma*, sailed into the newly constructed inner harbour of Kochi. Speaking to the BBC on that day, Bristow proudly proclaimed his achievements with the following words: "I live on a large Island made from the bottom of the sea. It is called Willingdon Island, after the present Viceroy of India. From the upper floor of my house, I look down on the finest harbour in the East."

In 1932, the Maritime Board of British India declared the Port of Cochin as a major port. The port was opened to all vessels up to 30 feet draught. During the World



*The office of the Cochin Port Trust in Willingdon Island*

War 2, the port was taken over by the Royal Navy to accommodate military cruisers and war ships. It was returned to civil authorities on 19 May 1945. After Independence, the port was taken over by the government of India. In 1964, the administration of the port got vested in a Board of Trustees under the Major Port Trusts Act. The port was listed as one of the 12 major ports of India.

### **2.2.2 Cochin Port Details**

Port Location	<b>Cochin (Kochi)</b>
Port Name	<b>Port of Cochin</b>
Local Port Name	<b>Port of Kochi</b>
Port Authority	Cochin Port Trust
Address	Willingdon Island, Cochin 682009,India
Phone	91 484 266 6871
Fax	91 484 266 8163 800
Email	<a href="mailto:mail@cochinport.com">mail@cochinport.com</a>
Web Site	<a href="http://www.cochinport.gov.in">www.cochinport.gov.in</a>
Latitude	9° 58' 4" N
Longitude	76° 15' 26" E
UN/LOCODE	INCOK
Port Type	Seaport Port
Size	Large

### **2.2.3 Organizational structure**

Cochin Port Trust is an autonomous body under the government of India and is managed by Board of Trustees constituted by the government. The board is headed by the chairman who acts as the chief executive officer. The government may from time to time nominate the trustees in the Board representing various interests. The chairman is assisted by the deputy chairman who in turn is assisted by department heads and officials of the following port departments:

- General Administration
- Traffic

- Accounts
- Marine
- Civil Engineering
- Mechanical Engineering
- Medical

### **2.2.4 Navigational channel**

The entrance to the Port of Cochin is through the Cochin Gut between the peninsular headland Vypeen and Fort Cochin. The port limits extend up to the entire backwaters and the connecting creeks and channels. The approach channel to the Cochin Gut is about 1000 metre long with a designed width of 200 meters and maintained dredged depth of 13.8 meters (now dredging for 18 meters for ICTT).



*The International Container Trans-shipment Terminal (ICTT) of the Kochi Port*

From the gut, the channel divides into Mattancherry and Ernakulam channels, leading west and east of Willingdon Island respectively. Berthing facilities for ships have been provided in the form of wharves, berths, jetties and stream moorings alongside these channels.

### **2.2.5 Infrastructure facilities**

A draft of 38 ft is maintained in the Ernakulam channel along with berthing facilities, which enables the port to bring in larger vessels. In the Mattancherry channel a draft of 30 ft is maintained. The port provides round-the-clock pilotage to ships subject to certain restrictions on the size and draft. There is an efficient network

of railways, roads, waterways and airways, connecting the Cochin Port with the hinterland centers spread over the states of Kerala, Tamil Nadu and Karnataka. Facilities for supply of water and bunkering to vessels are available.

### **2.2.6 New initiatives**

The CPT launched E-Thuramukham, a comprehensive enterprise resource planning implementation programme, becoming the first Indian port to do so. The project is based on SAP platform and will be customized by Tata Consultancy Services.

## **CHAPTER III**

## CHAPTER - III

### REVIEW OF LITERATURE “EMPLOYEE MORALE”

#### 3.1 Employee Morale

Employee Morale refers to an attitude of satisfaction with a desire to continue and strive for attaining the objectives of a factory. Morale is purely emotional. It is an attitude of an employee towards his job, his superior and his organization. It is not static thing, but it changes depending on working conditions, superiors, fellow workers pay and so on.

Morale may range from very high to very low. High Morale is evident from the positive feelings of employees such as enthusiasm, desire to obey orders, willingness to co-operate with coworkers. Poor or low Morale becomes obvious from the negative feelings of employees such as dissatisfaction, discouragement or dislike of the job.

#### 3.2 Definitions:

Morale is a fundamental psychological concept. It is not easy to define. Morale is the degree of enthusiasm and willingness with which the members of a group pull together to achieve group goal. It has been defined differently by different authors. Different definition of Morale can be classified into three major approaches.

- 1) Classical approach
- 2) Psychological approach
- 3) Social approach

1. Classical approach: According to this approach the satisfaction of basic needs is the symbol of Morale.

According to Robert M. Guion "Morale is defined as the extent to which the individual perceives that satisfaction stemming from total job satisfaction".

2. Psychological Approach: According to this approach Morale is psychological concept i.e., state of mind.

According to Jurious Fillipo "Morale is a mental condition or attitude of individual and groups which determines their willingness to cooperate".

3. Social Approach: According to some experts Morale is a social phenomenon.

According to Davis "Morale can be defined as the attitudes of individual and groups towards their work environment and towards voluntary cooperation to the full extent of their ability in the best interest at the organization".

### **3.3 Importance of Employee Morale:**

Employee Morale plays vital role in the origination success. High Morale leads to success and low Morale brings to defeat in its wake. The plays of Morale is no less important for an industrial undertaking. The success of failure of the industry much depends up on the Morale of its employees.

### **3.4 Types of Morale:**

#### **I. High Morale:**

It will lead to enthusiasm among the workers for better performance. High Morale is needed a manifestation of the employees strength, dependability pride, confidence and devotion. Some of the advantages of high Morale such as:

- Willing cooperation towards objectives of the organization.
- Loyalty to the organization and its leadership.
- Good Leadership.
- Sound superior subordinate relations.
- High degree of employee's interest in their job and organization.
- Pribe in the organization
- Reduction in absenteeism and labour turnover.
- Reduction in grievance.
- Reduction in industrial conflict.
- Team building.
- Employee empowerment.

## II. Low Morale:

Low Morale indicates the presence of mental unrest. The mental unrest not only hampers production but also leads to ill health of the employees. Low Morale exists when doubt in suspicion are common and when individuals are depressed and discouraged i.e., there is a lot of mental tension. Such situation will have the following adverse consequences.

- High rates of absenteeism and labour turnover.
- Decreased quality.
- Decreased Productivity.
- Excessive Complaints and Grievances.
- Frustration among the workers.
- Lack of discipline.
- Increase errors, accidents or injuries.

### 3.5 Factors Affecting Morale:

Employee Morale is a very complex phenomenon and is influenced by many factors on the shop floor. Several criteria seem important in the determinants of levels of workers Morale such as:

- **Objectives of the organization:** Employees are highly motivated and their Morale is highly if their individual goal and objectives are in tune with organizational goal and objectives.
- **Organizational design:** Organization structure has an impact on the quality of labour relation, particularly on the level of Morale. Large organization tend to lengthen their channels of vertical communication and to increase the difficulty of upward communication. Therefore the Morale tends to be lower. Against this flat structure increases levels of Morale.
- **Personal Factors:** It is relating to age, training, education and intelligence of the employees, time spent by them on the job and interest in worth taken by them, affect the Morale of the employees. For examples if an employees is not imparted proper training he will have low Morale.

- **Rewards:** Employees expect adequate compensation for their services rendered to the organization. Good system of wages, salaries, promotions and other incentives keep the Morale of the employees high.
- **Good Leadership and Supervision:** The nature of supervision can tell the attitudes of employees because a supervisor is in direct contact with the employers and can have better influences on the activities of the employees.
- **Work Environment:** The building and its appearance, the condition of machines, tools, available at work place, provision for safety, medical aid and repairs to machinery etc. all have an impact on their Morale.
- **Compatibility with fellow employees:** Man being a social animal finds his words more satisfying if he feels that he has the acceptance and companionship of his fellow workers. If he has confidence in his fellow worker and faith in their loyalty his Morale will be high.
- **Job Satisfaction:** If the job gives an employee an opportunity to prove his talents and grow personally, he will certify like it and he will have high morale.
- **Opportunity to share profit:** one of the requirements of high morale is possibility and opportunity of progress in any concern. All workers should be given an opportunity of the progress and earn high wages without any discrimination.

### **3.6 Measurement of Morale**

Morale is basically a psychological concept. As such the measurement of morale is a very difficult task to measure it directly. However the following methods are more commonly used to study employee morale.

- **Observation Method:**

Under this method the evaluator observes the employees on work and records their behaviour, attitude, sentiments and feelings, which have developed in them. The changes in the attitude and behaviour of the employee are the indicators of high and low morale.

- **Attitude Surveys:**

In order to overcome the limitation of the above method attitude survey method is being largely employed in modern days. This method includes conducting

surveys through questionnaires and interviews. This relates what the workers are looking in and what step should be taken to improve their approach towards work.

- **Company Records and Reports:**

The records and reports relating to Labour turnover, rate of absenteeism, the number of goods rejected, strikes and such other things, which are indicators of the level of morale.

- **Counseling:**

Under this method employees are advised to develop better mental health. So that they can gain self confidence, understanding and self control. This method is used to find out the causes of dissatisfaction and then to advice the employees by way of remedial measures.

The above methods of the measurement of the employees present only the tendencies or the attitude of the employee morale. The statistical measurement of morale is not possible because it relates to the inner feelings human beings. We can say that morale is increasing or decreasing, but cannot measured how much it increased or increased.

### **3.7 Building of High Morale**

In order to achieve high morale among the employees the following suggestion may be followed.

- **Two-Way Communication:-**

There should be a two-way communication between the management and the workers as if exercises a profound influences on morale. The workers should be kept informed about the organization policies and programmes through conferences, bulletins and informal discussions with the workers.

- **Show Concern.**

Large or small every business should have names on desks work stations or cubicles to show that a real person with worth works there not just a machine. Next ask their opinion whenever an opportunity arises rather than always telling them what to do or the way to do it. This allows employees to add their own creative thoughts to the work process, which then can lead to more of a feeling of ownership. Finally ask

how they are without wanting to know deeply personal data the boss can easily show on interest in the individual workers.

- **Job Enrichment:-**

This involves a greater use of the factors which are intended to motivate the worker rather than to ensure his continuing satisfaction with the job he performs the idea is to reduce employee discontent by changing or improving a job to ensure that he is better motivated.

- **Modifying the work environment:-**

This involves the use of teams of work groups developing social contacts of the employees the use of music regular rest breaks.

- **Rotation of Jobs:**

This is also one of important techniques to increase employee morale. Job rotation helps to reduce an employee's boredom.

- **Incentive System:**

There should be a proper incentive system in the organization to ensure monetary and non-monetary rewards of the employees to motivate them.

- **Welfare Measures:**

Management must provide for employees welfare measures like canteens credit facilities sport clubs, education for their children etc.

- **Social Activities:**

Management should encourage social group activities by the workers. This will help to develop greater group cohesiveness which can be used by the management for building high morale.

- **Training:**

There should be proper training of the employees so that they may do their work efficiently and avoid frustration when the worker are given training they get psychological satisfaction as they feel that management is taking interest in them.

- **Workers Participation:**

There should be industrial democracy in the organization management should allow workers participation in management. Whenever a change to be introduced which effects the workers they must be consulted and taken into confidence workers must be allowed to put forward their suggestion and grievance to the top management.

- **Offers recognition of the employee efforts:**

It takes but a few seconds to say "Nice Job" "Well done", "Marked improvement", "You 're' on the right road" or any number of other phrases that communicate to the employee that you care about the job and about them and that you recognize an improvement in productivity. Also, employees can be given performance awards or have their name mentioned at staff meetings, posted on a notice boards or in employee inter office E-mail to say that someone did a note monthly Job. All of these simple modes of painting out individual team or group behaviour serve as very strong methods of improving productivity self worth and morale.

## **CHAPTER IV**

## CHAPTER - IV

### ANALYSIS AND INTERPRETATION

#### 4.1 Analysis:

##### 4.1.1 Age of Respondents

Table No. A 4.1

AGE	NO. OF RESPONDENTS	%
18 - 29 years	13	26
30 - 49 years	23	46
50 - 58 years	14	28
No response	0	0

Of the 50 respondents, 26% are in age group of 18 - 29 years, 46% of the age group of 30 - 49 years and 28% of the age group 50 - 58 years.

##### 4.1.2 Education Qualification

Table No. A 4.2

AGE	NO. OF RESPONDENTS	%
SSLC	5	10
Pre Degree	15	30
Degree	25	50
Technical	5	10

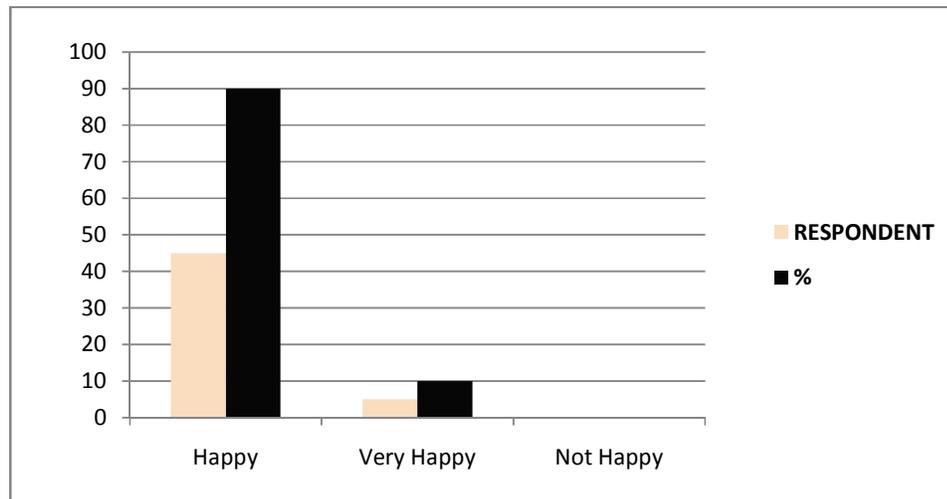
The above table shows that 10% of respondents have completed SSLC, 30% of respondents studied up to Pre Degree, 50% of respondent have studied Degree and only 5% respondent have Technical Qualification.

### 4.1.3 Happiness at Work Place

Table No. 4.3

VIEWS	RESPONDENT	%
Happy	45	90
Very Happy	5	10
Not Happy	0	0
TOTAL	50	100

Figure No. 4.1



#### Interpretation:

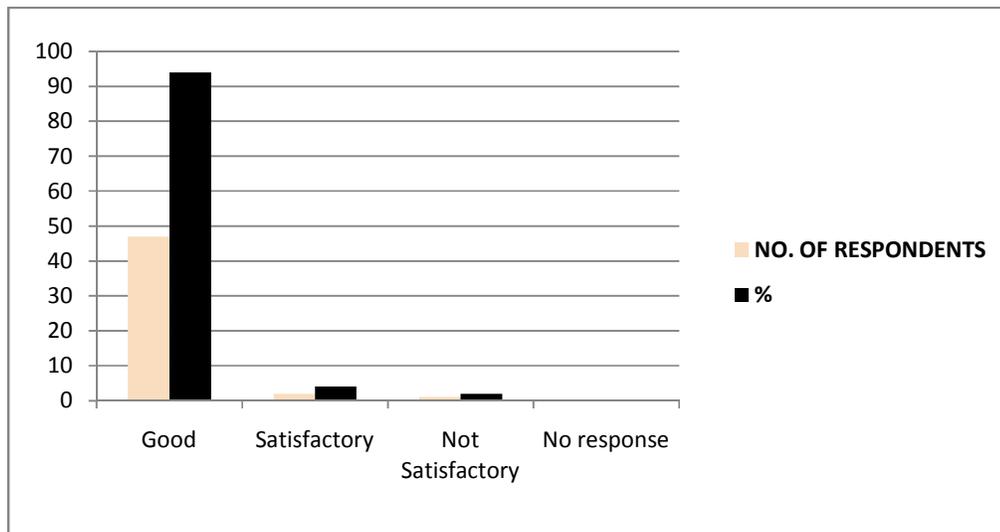
It is clear from the table that 90 % of the employees are satisfied with their working at CPT. They are happy with the working conditions provided and the 10% of employees are very happy to work as employees. It shows their increased satisfaction level.

#### 4.1.4 Working Environment

Table No. 4.4

ATTRIBUTE	NO. OF RESPONDENTS	%
Good	47	94
Satisfactory	2	4
Not Satisfactory	1	2
No response	0	0

Figure No. 4.2



#### Interpretation:

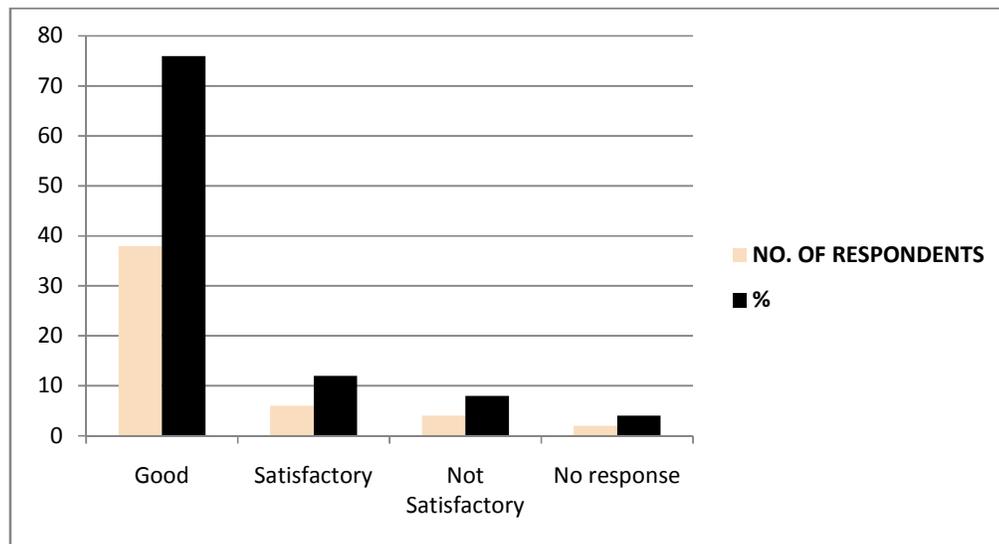
The table shows that majority of the employees i.e., 94% are having the opinion that the company provides them with good working conditions. 4 % of respondents expressed that they are satisfied with the working atmosphere. And only 2% of employees are not satisfied. It is clear that the company provides good and reasonable working atmosphere to the employees for its betterment.

#### 4.1.5 Employer Relationship with employee in CPT

Table No. 4.5

ATTRIBUTE	NO. OF RESPONDENTS	%
Good	38	76
Satisfactory	6	12
Not Satisfactory	4	8
No response	2	4

Figure No. 4.3



#### Interpretation:

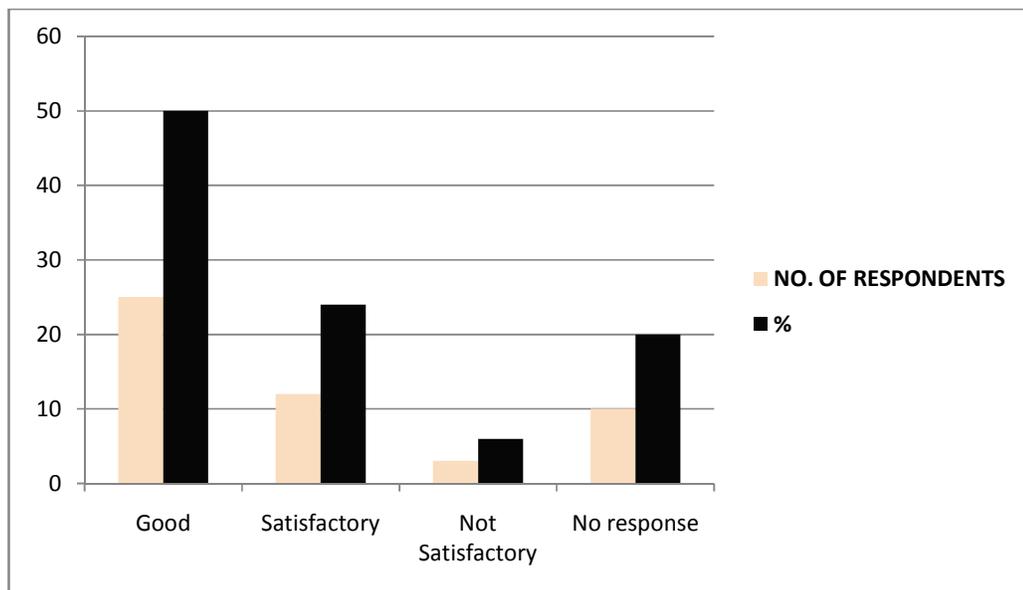
It is clear from the above table that 76 % of employees have good relationship with their employer. 12 % of employees are satisfied to their relationship with the employer. And 8% of employees are not satisfied. Of the 50 respondents, only 4 % is not having any response. While noticing the employer employee relationship in CPT, It is quite good and the company needs to improve the relationship for smooth running of its business.

#### 4.1.6 Safety and Welfare measures provide by CPT

Table No. 4.6

ATTRIBUTE	NO. OF RESPONDENTS	%
Good	25	50
Satisfactory	12	24
Not Satisfactory	3	6
No response	10	20

Figure No. 4.4



#### Interpretation:

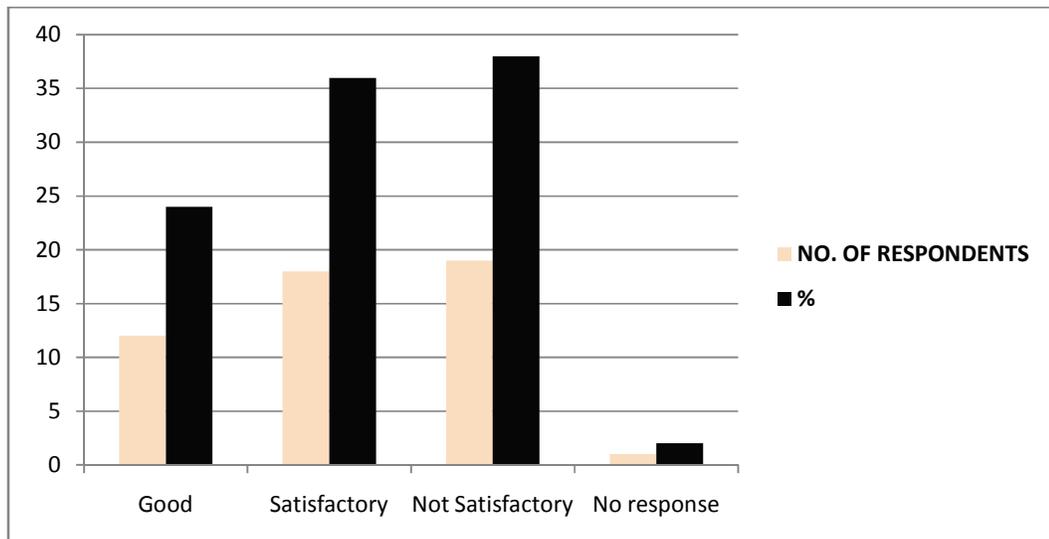
From the table we can interpret that 50 % of the employees are having the opinion that the company provides them with good safety and welfare measures. 24 % of them are only satisfied with such safety measures. Whereas, 6 % of respondents are not satisfied with the safety measures. And 20 % of them have no response. In order to motivate the employees company need to provide good safety and welfare measures.

#### 4.1.7 Leaves and Holidays providing By CPT

Table No. 4.7

ATTRIBUTE	NO. OF RESPONDENTS	%
Good	12	24
Satisfactory	18	36
Not Satisfactory	19	38
No response	1	2

Figure No. 4.5



#### Interpretation:

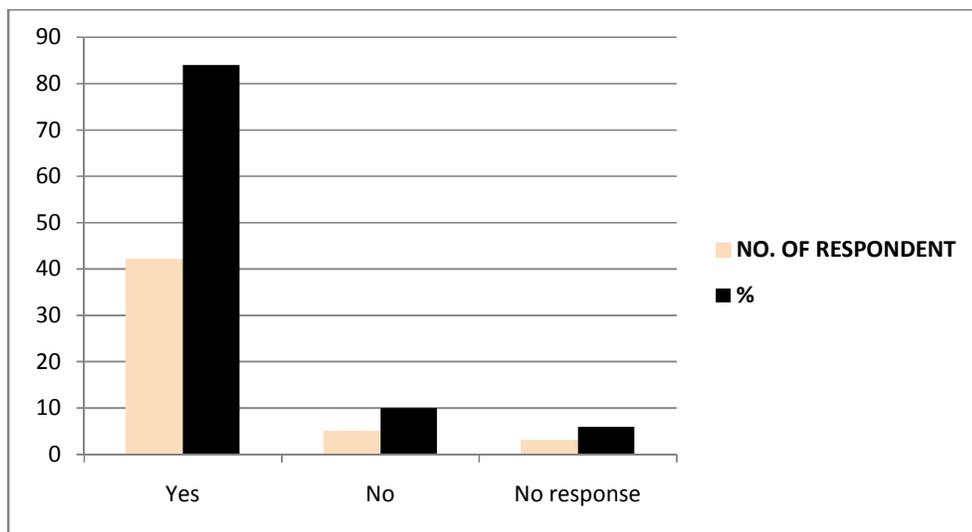
It reveals that majority of employees i.e., 38 % are not satisfied with the leaves and holidays provided by the company. While 36 % of them are satisfied. Only 24 % of the employees are having the good opinion about the leaves and holiday packages provided by the company. And mere 2 % of respondents don't have any response. For good co-operation from the employees the company should also taken care of such leave packages.

#### 4.1.8 Satisfaction about Health & Security measures

Table No. 4.8

ATTRIBUTE	NO. OF RESPONDENT	%
Yes	42	84
No	5	10
No response	3	6

Figure No. 4.6



#### Interpretation:

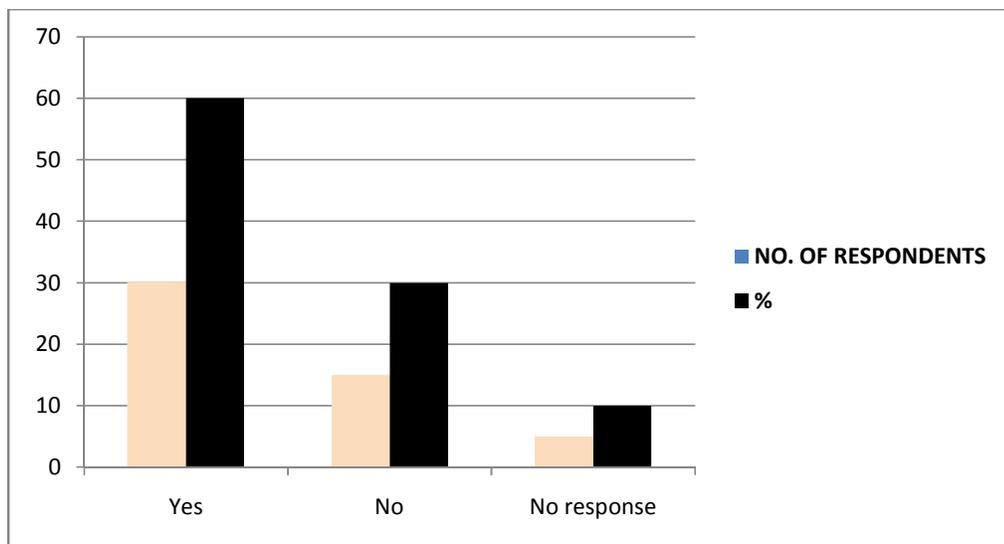
84 % of employees are agreed with the statement that CPT takes care of security as per organizational legislation. 10 % of them are not agreed with this statement. The study reveals that the company provides security as per its legislation.

#### 4.1.9 Opinion Regarding Work Load

Table No. 4.9

ATTRIBUTE	NO. OF RESPONDENTS	%
Yes	30	60
No	15	30
No response	5	10

Figure No. 4.7



#### Interpretation:

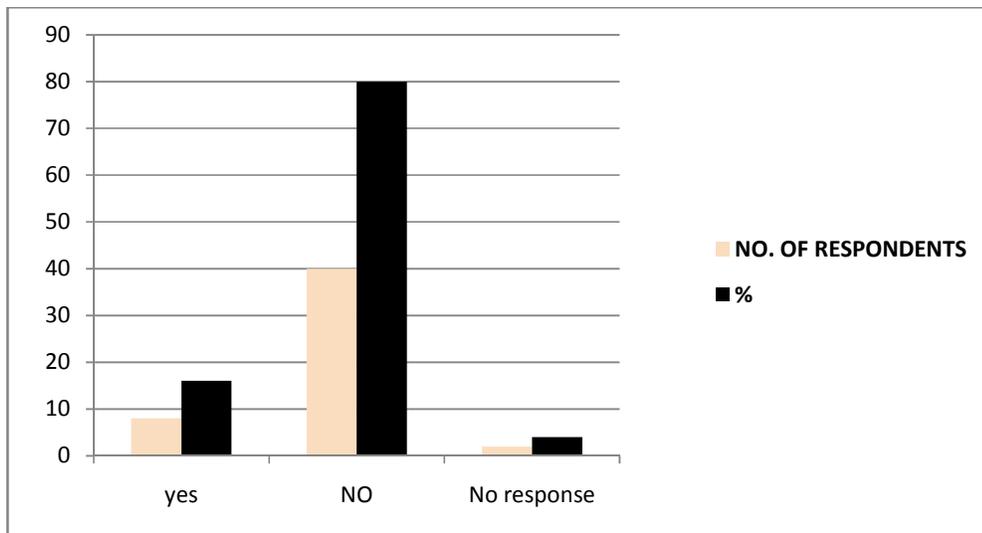
The table shows that the company makes people troubled with heavy workload. 60 % of employees are having this opinion. Only 30 % of them agreed that they are not having any workload. As major opinion is concerned, the company should take measures to reduce heavy workload of employees to ensure good employee participation

#### 4.1.10 Authority appreciates, when you fulfill the work?

Table No. 4.10

ATTRIBUTE	NO. OF RESPONDENTS	%
yes	8	16
NO	40	80
No response	2	4

Figure No. 4.8



#### Interpretation:

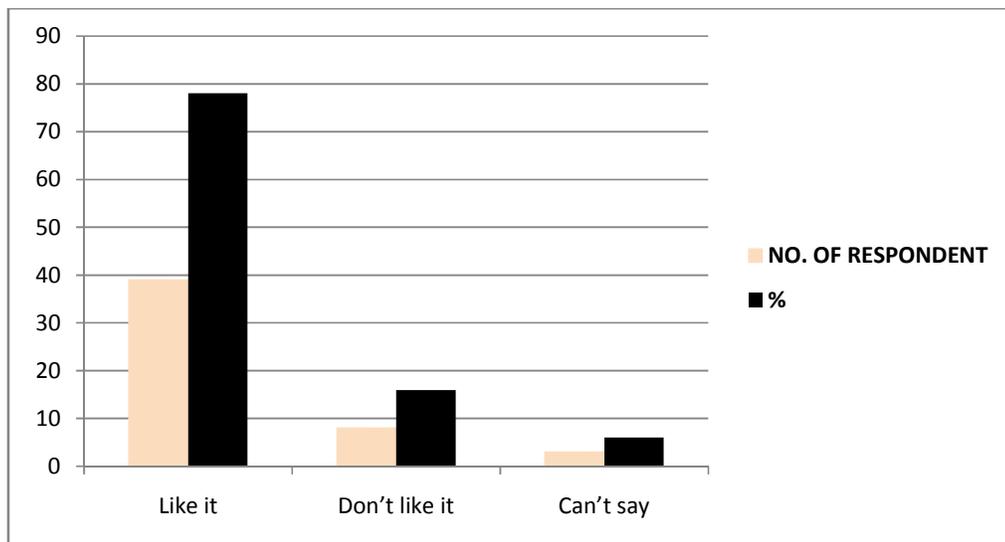
It is not a good attitude of the company, as the table reveals that majority of the employees is having the opinion that the authority does not appreciate them when they fulfill their work properly. Only 16 % of them are satisfied. The company should take efforts to appreciate the employees for their outstanding performances. It is a kind of incentives to them and it leads to improve their morale.

#### 4.1.11 What you think of your job?

Table No. 4.11

ATTRIBUTE	NO. OF RESPONDENT	%
Like it	39	78
Don't like it	8	16
Can't say	3	6

Figure No. 4.9



#### Interpretation:

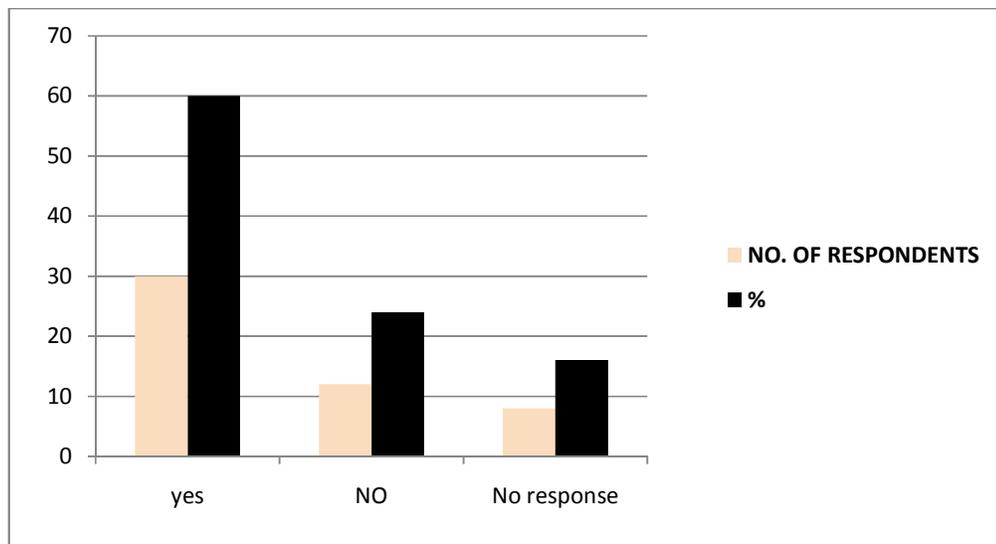
It is very clear from the table that 78 % of employees are like their job and they are happy to work as an employee in CPT. While 16 % of employees are not like the job and 6% of them don't have any response. It reveals that the company make people happy with the job and it also need to take more care for making all of them are more interested.

#### 4.1.12 Rules and regulation is very difficult to follow?

Table No 4.12

ATTRIBUTE	NO. OF RESPONDENTS	%
Yes	30	60
NO	12	24
No response	8	16

Figure No 4.10



#### Interpretation:

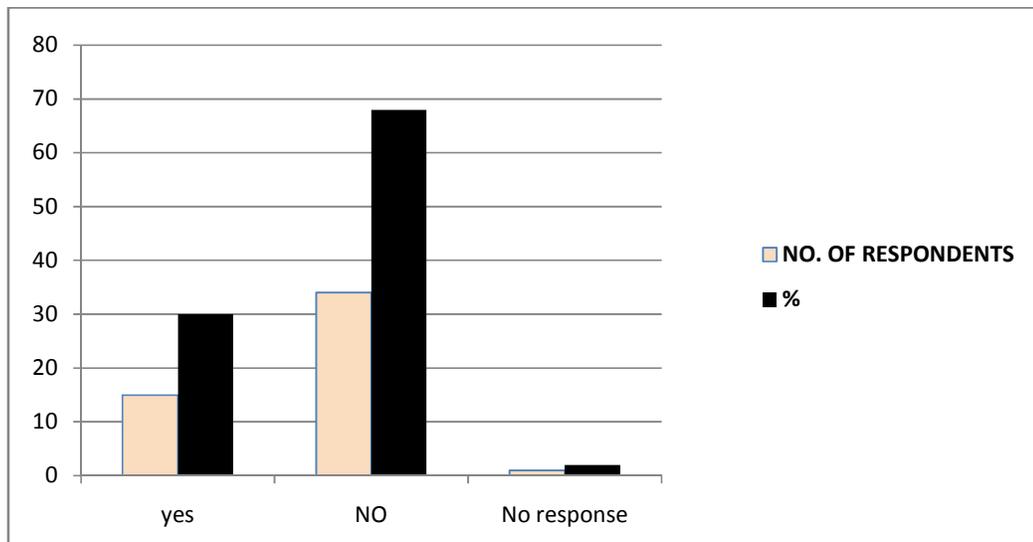
The company follows strict rules and regulations. The table shows that 60 % of the employees are having a feeling that it is very difficult to follow. 24 % of employees are expressed that they are able to follow the rules and regulations. Company makes the rules and regulations in such a manner that it may allow the employees to abide.

#### 4.1.13 Does the present system of incentive motivate you?

Table No. 4.13

ATTRIBUTE	NO. OF RESPONDENTS	%
yes	15	30
NO	34	68
No response	1	2

Figure No. 4.11



#### Interpretation:

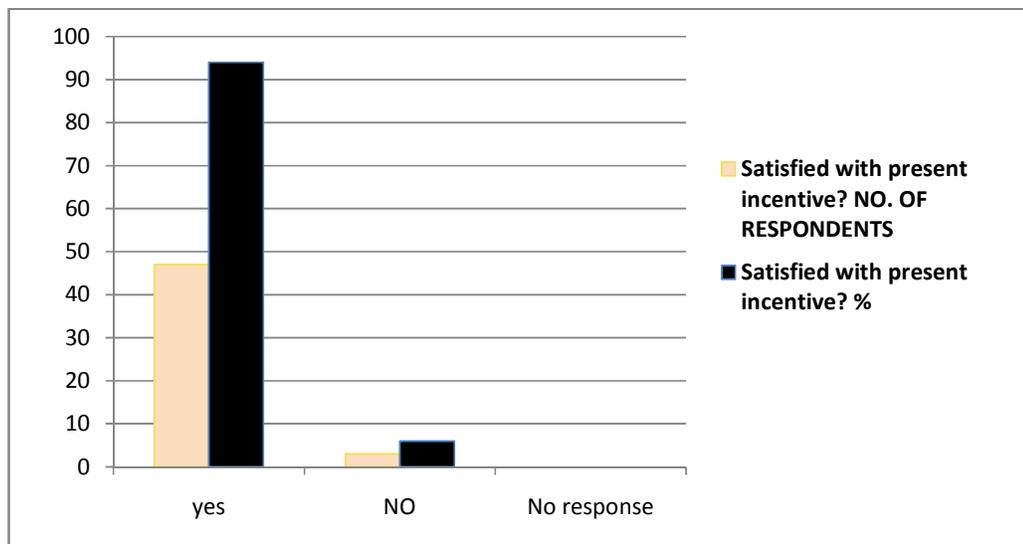
Incentives are the best method of motivation to employees. Employees are motivated by providing either cash incentives or fringe benefits. The table clearly shows that the majority of respondents (68%) are not agreed with the present system of incentives in the company i.e., it does not motivates them. Only 30 % of them are agreed that they are motivated by the present system of incentives. In order to motivating the employees and increasing their morale company must increase the incentives.

#### 4.1.14 Are you satisfied with present incentive?

Table No. 4.14

ATTRIBUTE	NO. OF RESPONDENTS	%
yes	47	94
NO	3	6
No response	0	0

Figure No. 4.12



#### Interpretation:

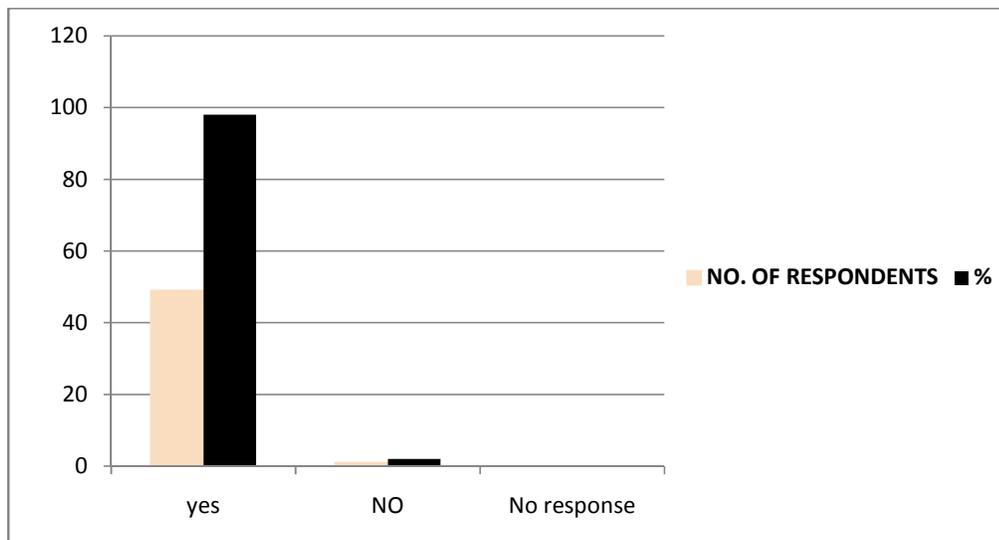
Employee satisfaction can be improved through incentives. Here the above figures depicted that 94 % of the employees are satisfied with the present level of incentives. It is a positive signal that that the company shown towards its employees. Only 6 % of employees are dissatisfied with the present incentives.

#### 4.1.15 Do you feel change have to be made in present Incentive package?

Table No. 4.15

ATTRIBUTE	NO. OF RESPONDENTS	%
yes	49	98
NO	1	2
No response	0	0

Figure No. 4.13



#### Interpretation:

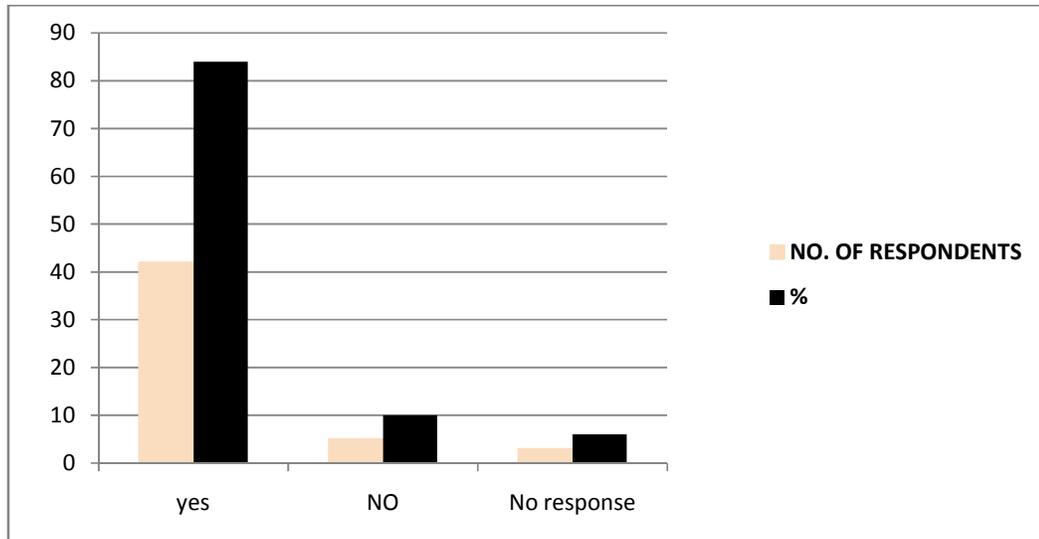
Everyone in the organization wants more and more incentives. So they expect some changes in the incentive packages offered by the company. At present 98 % of employees in CPT feel that a change has to be made in current incentive packages. By this they are get more benefits and improve their morale. So the company should revise its incentive packages for the benefits of its employees. Here only 2 % of employees are satisfied and they don't feel changes are necessary.

**4.1.16 Are you aware about all organizational change that is to be adopted by CPT?**

**Table No. 4.16**

ATTRIBUTE	NO. OF RESPONDENTS	%
yes	42	84
NO	5	10
No response	3	6

**Table No. 4.14**



**Interpretation:**

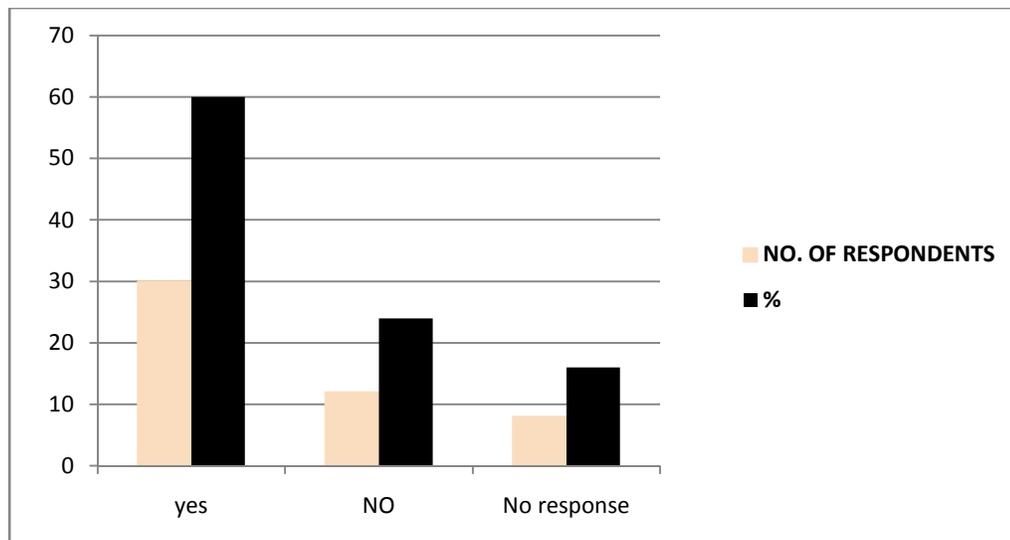
The employees in the organization are well informed about the organizational changes in the company. Then only they can work properly. Here the table shows that 84 % of employees are aware about the organizational changes accepted by CPT. It shows the rapport between the company and its employees. And only 10 % is unaware about such changes in the company.

**4.1.17 Do you think that the morale has impact on performance of the employees and productivity of the Organization?**

**Table No. 4.17**

ATTRIBUTE	NO. OF RESPONDENTS	%
yes	30	60
NO	12	24
No response	8	16

**Table No. 4.15**



**Interpretation:**

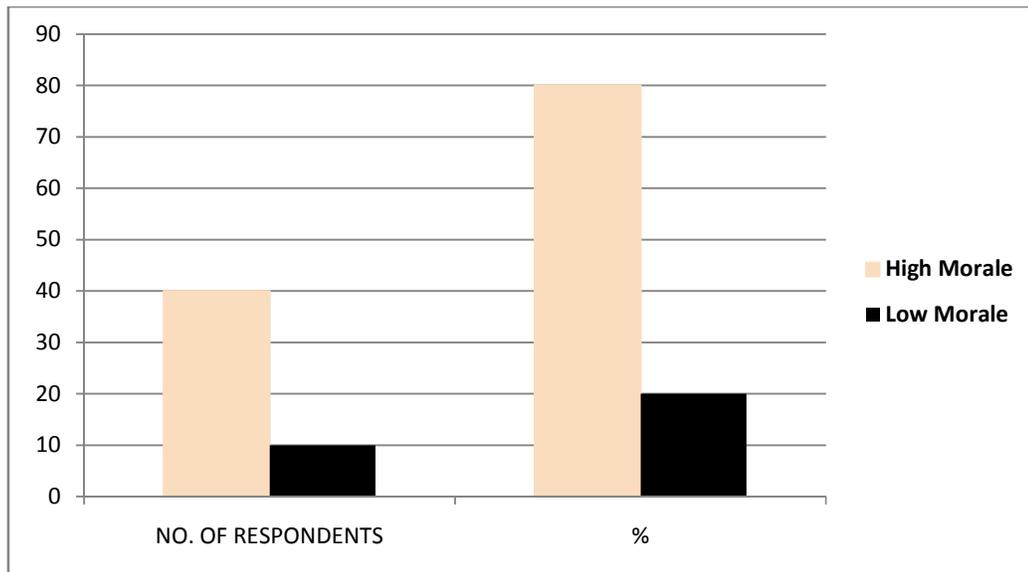
Employee morale and productivity of the organization are directly related. Performance of the employees and productivity of the organization are improved well if it has employees with high morale. Here the 60% of respondents are of the opinion that morale has an impact on the performance and productivity of the organization. 24 % are not agreeing with this. And 16 % don't have any response.

#### 4.1.18 What do you think of your morale towards the organization?

**Table No. 4.18**

ATTRIBUTE	NO. OF RESPONDENTS	%
High Morale	40	80
Low Morale	10	20

**Table No. 4.16**



#### **Interpretation:**

The above table reveals that the different categories of employees have different levels of morale towards organization. In CPT, 80 % of employees are having high morale towards the organization. And 20 % of them are having low morale.

# CHAPTER V

# CHAPTER V

## FINDINGS, CONCLUSION AND SUGGESTIONS

### **5.1 Findings:**

By the study it is found that:

- Majority of the respondents are satisfied with working their working at CPT. They are happy with the working conditions provided by CPT. It is clear that the company provides good and reasonable working atmosphere to the employees for its betterment. It shows their increased satisfaction level.
- While noticing the employer employee relationship in CPT, It is quite good and the company needs to improve the relationship for smooth running of its business.
- 50 % of the employees are having the opinion that the company provides them with good safety and welfare measures. In order to motivate the employees company need to provide good safety and welfare measures.
- Majority of employees i.e., 38 % are not satisfied with the leaves and holidays provided by the company. For good co-operation from the employees the company should also taken care of such leave packages.
- From the study it is reveals that the company provides security as per its legislation.
- As major opinion is concerned, the company should take measures to reduce heavy workload of employees to ensure good employee participation.
- Majority of the employees is having the opinion that the authority does not appreciate them when they fulfill their work properly. It is not a good attitude of the company. The company should take efforts to appreciate the employees for their outstanding performances. It is a kind of incentives to them and it leads to improve their morale.
- The company follows strict rules and regulations. Employees are having a feeling that it is very difficult to follow. Company makes the rules and regulations in such a manner that it may allow the employees to abide.

- Incentives are the best method of motivation to employees. Employees are motivated by providing either cash incentives or fringe benefits. From the study it is clear that majority of respondents (68%) are not agreed with the present system of incentives in the company i.e., it does not motivates them.
- Employee satisfaction can be improved through incentives. From the study it is depicted that 94 % of the employees are satisfied with the present level of incentives. It is a positive signal that that the company shown towards its employees.
- Everyone in the organization wants more and more incentives. So they expect some changes in the incentive packages offered by the company. Majority of the employees in CPT feel that a change has to be made in current incentive packages. By this they are get more benefits and improve their morale. So the company should revise its incentive packages for the benefits of its employees.
- The employees in the organization are well informed about the organizational changes in the company. Then only they can work properly. Most of the employees are aware about the organizational changes accepted by CPT. It shows the rapport between the company and its employees.
- Employee morale and productivity of the organization are directly related. Performance of the employees and productivity of the organization are improved well if it has employees with high morale. Most of the respondents are of the opinion that morale has an impact on the performance and productivity of the organization.
- Different categories of employees have different levels of morale towards organization. In CPT, Majority of the employees are having high morale towards the organization.

## **5.2 Suggestions:**

To improve the level of Employee Morale, it is better to consider following suggestion.

- Management should reduce the work load of the employees.
- It will be more effective if the management take the steps to introduce suggestion scheme system for the employees.
- The management should pay reasonable wage and allowance to the employees.
- It is better the management should recognize the needs of employees and encourages employees special talents.
- It will be better if the management provides incentives to employees so it will boost in their morale and productivity.
- Supervisors should maintain cordinal relationship with workers and offers recognitions of the employee efforts and provide needed guidance to workers.
- It will be better if management provide performance and potential appraisal in regularly.
- The management should provide opportunities for career development.
- It will better if management given performance awards to employees.

### **5.3 Conclusion:**

Morale is psychological concept. Morale is not a cause but rather the effect or result of many going awry. Morale drifts from person to person, industry to industry, level of education age, nature of work etc. Morale may be range from very high to very low.

By this study it is clear that various faction which influences morale and productivity of the employees each as Social Security measures, welfare facilities, salary status, Bonus, heath condition, shift system and recognition of work are getting much importance.

To conclude employee morale plays very important role in every organization. Good employee morale helps to 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.

## **5.4 BIBLIOGRAPHY**

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- Industrial Psychology : P.K. Ghosh & M.B. Ghorpada
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- Principle and practice of Management : Dr. J.N. Chabra
- Internet Sources

## 5.5 ANNEXURE

### Questionnaire

#### A Study on Employee Morale with Special reference to Cochin Port Trust

Respected Sir,

I am Afsal K. A. studying in second year M.Com. Finance at The Cochin College, Cochin - 2 conducting study on "Employee Morale" with special reference to Cochin Port Trust. I request you to please fill up this questionnaire and it will be kept confidential.

Part-A

#### **Personal Details**

Name :

Age :

Marital Status :

Qualification :

Department :

Year of Experience :

Part-B

1. Are you happy to work with Cochin Port Trust?

Happy  Very happy  Not happy

2. Do you think that the following functions are important to improve the morale of the employees?

<u>FACTORS</u>	<u>YES</u>	<u>NO</u>
❖ Attitude of the manager towards their subordinates		
❖ Working condition		
❖ Effective Leadership		
❖ Sharing of authority & responsibility		

❖ Organizational structure		
❖ Compensation & other incentive		
❖ Employee-Employer relationship		

3. How is the working environment in Cochin Port Trust?

Good  Satisfactory  Not satisfactory  No response

4. How is your relationship with the employees?

Good  Satisfactory  Not satisfactory  No response

5. Does your management encourage in overall development of the employees?

Yes  No  No response

6. Do you feel that the CPT takes care of your security as per the organizational legislation?

Yes  No  No response

7. What is your opinion about safety and welfare measures provided by the organization?

Good  Satisfactory  Not satisfactory  No response

8. What do you think about the leaves and holidays provide in this organization?

Good  Satisfactory  Not satisfactory  No response

9. How is your relationship with the co. workers of other departments?

Good  Poor  Moderate

10. What do you think of your job?

Like it  Don't like it  Can't say

11. Do you have heavy workload in this organization?

Yes  No  No response

12. Does your Authority appreciate, when you fulfill the work?

Yes  No  No response

13. Do you respect your supervisor, colleagues and co. workers?

Yes  No  No response

14. Do you feel the rules and regulation of the company is very difficult to follow?

Yes  No  No response

15. Does the present system of incentive motivate you?

Yes  No  No response

16. Are you satisfied with present incentive system?

Yes  No  No response

17. Do you feel that changes have to be made in present incentive package?

Yes  No  No response

18. Are you aware about all organizational changes that are adopted by CPT?

Yes  No  No response

❖ And if so, from where did you come to know about the organizational change?

Management circular  House magazine  Friends

Newspaper  Medias  Others

19. Do you think that the morale has impact on performance of the employees and productivity of the organization?

Yes  No  No response

20. Have the organization ever evaluated your morale?

Yes  No  No response

❖ If yes, which are the methods adopted to measure your morale?

Observation  Attitude  Company records  Counseling

21. What do you think of your morale towards the organization?

High morale  Low morale