

# A STUDY ON INFLUENCE OF EMPLOYEES MORALE AT THEIR PRODUCTION WITH REFERNCE TO YAZAKI INDIA PVT LTD, BANGALORE

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## **ABSTRACT:**

*In the subject of Human resource development, the 'Employee morale is defined as the individual employee's job satisfaction, outlook, and his own feelings about wellbeing within the workplace setting. The organisation is the place where people mingling and do their assigned work within their working premises now, that's not the problem because human behaviour is not always good and be oriented its always changing like a monkey in the branches of trees .so, the organisation must conduct the research within the stipulated period to measuring the employee's morale will help the organisation to develop its own businesses into the next level using human power .employee morale will measured using the following like nature of work ,the level of supervision ,level of satisfaction, concept of self quality of work life ,reward system, participation in management, bondage to job and co-workers, leadership ,appreciation to performance .the questionnaire was designed to achieve the purpose and examine the above aspects ,and it is distributed to the personnel of international automotive manufacturer located in Bangalore .India .the findings of the study gives the new ideas to the researcher ,it is concluded with morale will affect the employee productivity at any level.*

## **Introduction**

Employee morale defined by various knowledgeable authors in the world Author larry flipppo 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 co-operate .morale is basically a group phenomenon.it describes the level of favourable and unfavourable attitudes" human being is never satisfied with their needs and wants organisation 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 . now a days the organisation is more changed from old/tradition method to modern method and day-to-day its developed and makes by the corporates 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 organisation .some of the factors also affecting the employee morale in the organisation like nature and type of work, the organisation they worked for, satisfaction & supervision level, employees perception about reward system, their educational& occupational level.

## OBJECTIVES OF THE STUDY

- To assess the level of morale of the employees of Yazaki India pvt ltd.
- To find the various factors leading to employees morale in the organization.
- To evaluate the impact of employee morale on their efficiency.
- To suggest measures for improve morale of the employees of organization.

## NEED OF THE STUDY

1. To analyse the factors that contributing the morale of the employees and study how to been contributed in employees productivity.
2. To find out the level of employee morale in every individual employee to knew their level in leadership ability.
3. To motivate the employees to give their involvement in “participation in management” through effective suggestions through analyses get from the study.

## COMPANY PROFILE

### Yazaki wiring harness

The group provides complete solutions including design from basic vehicle schematic, development, prototyping, validation and manufacturing of wiring harnesses for passenger cars, commercial vehicles, two and three wheelers, multi utility vehicles, farm and material handling equipment and off road vehicles. MSSL also manufacturing specialises wiring harnesses for white goods, office automation equipment, medical diagnostic equipment and other electrical and electronic equipment. The complete vertical integration of manufacturing critical wiring harness components like wires, connectors, terminals, grommets, junction boxes, relay boxes, protectors etc. Provide quality goods with reduced time to market the capability of designing and manufacturing of jigs, fixtures, applicators, circuit checking& assembly boards, supported by state of the art facilities for wiring harnesses 7 component testing, makes the company a full system solution provider.

### Method of research

The type of research is descriptive research design. It includes surveys and fact – finding requires of difference kinds. The major purposes of description research design as it exists at present. The primary data needed for the study were collected through the questionnaires

these distributed among the employees of Yazaki Ind pvt ltd. The research sample size is 120 which 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.

A questionnaire designed for this purpose was distributed randomly to the permanent working employees taking part in actions and activities that has to do with carrying out businesses in their companies in January 2019, as well as to different managerial departments the questionnaire was designed to feature 33 questions, with 5 questions specifically on morale level and 6 questions specifically on productivity. Finalised data were analysed using SPSS v.16.0.

Quantitative data were collected using self-administered questionnaires in which employees were asked to state the likelihood (on a 5-point scale [5]Always;[4]Often but always;[3]sometimes but not very often;[2]Rarely;[1]Never )

Other data was collected from secondary sources. Secondary data is collected from articles published by the well-known periodicals, books, and dissertations.

Cronbach’s Alpha was used to test the internal reliability of the measurement instrument. According to Uma, Sekrran a Cronbach's Alpha of 0.60 or higher is considered acceptable (Sekrran, 2003). As shown in Table 1 the Cronbach’s Alphas ( $\alpha$ ) ranged from 0.692 to 0.916, thus establishing the reliability of the survey questionnaire. It is obvious that all values of alpha are acceptable and relatively high. This indicates that for each measurement of a variable, the items are correlated and hence highly consistent. Table 1 shows the Cronbach's Alpha for each scale:

Cronbach alpha	No.of .items
.843	33

Table 1.Cronbach’s Alpha

**Literature review**

**1] Dr.Ushatiwari.(2014)** “A STUDY ON EMPLOYEE MORALE AND ITS IMPACT ON EMPLOYEE EFFICIENCY AT JAYPEE CEMENT PLANT REWA (M.P.)”.Study shows the employees morale and its impact on employees efficiency at. Jaypee Cement Plant Rewa, appears Good. The average mean score and percentage score has been computed at 3.60(65%). The most important factor contributing employees morale are: relationship with the fellow workers ,team spirit in direct work environment ,working condition of work place ,leaves and holidays provided, management and employees are allowed to talk freely.

**2] SUGANYA DEVI.P(2018)** “A STUDY ON EMPLOYEE MORALE WITH SPECIAL REFERENCE TO BUTTERFLY GANDHIMATHI APPLIANCE PVT LTD”.IN her research she finds the management should treated all equally ,and should maintain the goals and responsibilities to all ,management should appreciates the extra talents.

**3] Shamih (2017)** “THE EFFECT OF LOW MORALE AND MOTIVATION ON EMPLOYEES’ PRODUCTIVITY & COMPETITIVENESS IN JORDANIAN INDUSTRIAL COMPANIES”. His study aims to examine the effect of low morale and motivation on employees’ productivity and competitiveness. Low productivity and loss of competitiveness are outcomes of low morale and low motivation and may sometimes lead to further undesired symptoms such as absenteeism and sabotage.

**4] N.Hillary(2017)** “THE EFFECT OF EMPLOYEE RELATION ON EMPLOYEE MORALE AT ST. JOHN’S MEDICAL HOSPITAL, BENGALURU”.This paper studies how employee relations as an impact on the morale of employees and what are the factors that enable the employees to develop trust and faith on the organization and its employers in the organisation.

**5] Mrs.N.Umadevi(2016)** “A STUDY ON IMPACT OF MORALE ON ORGANISATIONAL COMMITMENT, THROUGH STRUCTURAL EQUATION MODELLING (SEM)”. The analysis of organisational commitment shows that teachers of self-financing colleges have got higher level of commitment than that of Government and aided colleges. The lowest commitment is found among the Government college teachers with the mean value 150.77 (Kruskal –Wallis One way ANOVA Test). But there is no significant difference found among the three groups of teachers in their organisational commitment. The Structural Equation Modelling (SEM) shows that 30% of Organisational Commitment is determined by morale.

**6] Vikaschaddha(2016)** “CORPORATE RESTRUCTURING AND ITS EFFECT ON EMPLOYEE MORALE AND PERFORMANCE”, he impact of restructuring is often measured by the financial performance of the organisations but it is not measured by assessing its effect on the section which is most effected by implementation of any restructuring strategy that is human resources of that organisation. This paper is an attempt by the author to analyse the impact of the restructuring strategies on morale of employees of the organisation by measuring the change in factors that affect employee morale, pre and post restructuring.(its help me to find out the impact when the MNC corporation changes its organisation structure)

**7] Tepillahvasantham(2014)** “EMPLOYEE MORALE AND EMPLOYEE RETENTION”, High morale leads to success and low morale brings to defeat. In an organization if the employees possess high morale then their attitude to stay in the organization will increase otherwise the vice versa. The play of morale is not less important for an Industrial undertaking (helps to finding out the relationship b/w employee morale and employee retention)

**8] Fadilahbantiahmad (2014)** “A STUDY ON THE RELATIONSHIP BETWEEN MORALE OF EMPLOYEES AND PROJECT PERFORMANCE IN THE CONSTRUCTION INDUSTRY IN KEDAH”, This thesis was conducted to determine the relationship between morale of employees and project performance in the construction industry. Based on a study conducted by the American Management Association study reported that among firms applying job cuts in the 1990s, 69 percent reported a decline in employee morale( help me to find out the alternative way to conduct the research using with secondary data )

**9] Saranyaanand(2018)** “THE EFFECT OF HUMAN RESOURCE POLICIES ON EMPLOYEE MORALE IN DR. REDDY’S, HYDERABAD”, More and more companies are shifting their focus towards building a satisfied and content set of employees by empowering them and developing them with the types of HR Policies they are implementing. HR Policies, the codified definitions established by companies to support every department and its employees, include several component(to know about the how HR policies develop employee morale”

**10] Carolyn ashe (2016)** “CORRELATION OF MORALE, PRODUCTIVITY AND PROFIT IN ORGANIZATIONS”, This study examined whether the level of employee morale has a direct relationship to productivity and profit. Several studies indicated that low morale causes low productivity but have not indicated decreased profit as a result.(to know about how to correlate , employee morale with employee production)

**11] Kandhakumar.P (2016)** “CONCEPTUAL FRAME WORKS ON EMPLOYEE MORALE AND SATISFACTION IN WORK PLACE”, This conceptual article attempts to describe the factors influencing employees moral and various researchers’ contribution towards morale factors in work place. This article finds scope to undergo further research and also aims to understand the relationship between morale, employee satisfaction and employee performance. ( how to differentiate the employee morale and satisfaction

**12] Jehanzeb R. Cheem(2017)** “EFFECTS OF STAFF PARTICIPATION, MORALE, AND SHORTAGE ON ORGANISATIONAL PERFORMANCE: AN INTERNATIONAL SURVEY”, In this study we looked at the link between staff-centred organisational factors and organisational performance, within the special context of high schools across nationally representative samples from 64 countries and economies. Our empirical results indicate large cross-country variations in the effect of factors such as staff participation, morale and shortage, on school performance. Implications are discussed. (Good and bad effects of employee morale and participation in management)

**13] Saymazia(2011)** “EFFECTS OF ORGANIZATIONAL TEAM BUILDING ON EMPLOYEES' MORALE & JOB RETENTION”, It is a Cross sectional survey. The topic is “effect of organizational team building efforts on employee morale and employee retention.” Cause and effect method is used in which sufficient type of causal research has been conducted as in this study the effects of organizational team building efforts are studied.

Quantitative paradigms are used to assess the qualitative variables.(examine the various methods to know the team building employees and building employee morale too)

**14] Marisa Avallone Sharkey (2000)** “A STUDY TO DETERMINE HOW CASUAL DRESS IN THE WORKPLACE AFFECTS EMPLOYEE MORALE AND PRODUCTIVITY”, The purpose of this study was to provide managers and key decision makers insight into how casual dress work environments compare to traditional corporate cultures by assessing the impact of casual dress on employee morale and productivity, two vital influencers of the bottom line .using a survey, based on a literature review, the author surveyed 148 human resources and performance management professionals serving in a human resources capacity in American companies. Responses were hand-coded and double-checked for accuracy(whole new different view to the employee morale in the organisation)

### **High or Low Morale**

Morale may be referred to high morale or low morale. In the words of McFarland, a leading U.S. publisher of scholarly, reference and academic books, high morale exists when employee attitudes are favourable to the total situation of a group and to the attainment of its objective. Low morale exists when attitude inhibit the willingness and ability of an organization to attain its objectives. The words such as zeal, enthusiasm, loyalty dependability denote high morale. Low morale may be described by word like lack of interest, laziness, apathy, bickering, jealousy, quarrelsome, pessimism, etc.

### **Morale and Motivation**

Morale and motivation are inter-related but differ from each other. Morale refers to the attitude of a person towards his work and environment while motivation is a process to inspire people. Motivation is an inner feeling which energizes a person to work more for satisfying his unsatisfied demands. Motivation revolves round needs and incentives while morale will determine the willingness to cooperate. Morale is a group phenomenon while motivation is an individual's readiness to work more. Moral is related to the combination of various factors operating at work but motivation concerns to the job only. Motivation helps in mobilizing energy while morale is concerned with the mobilization of sentiments.

### **Morale and Productivity**

Morale reflects the attitude of employees onwards their work, it will be of interest to know if it has any bearing on productivity. A number of research studies reveal that there is no direct relationship between morale and productivity. High morale may lead to higher productivity but in some cases production may go down even. It is generally felt that there is a positive relation between morale and productivity but the degree may not be the same. For example, 10 per cent increase in morale may lead to higher productivity but production may not necessarily increase by 10 percent.

Sample Characteristics 55% of the respondents were males and 45% were females; most of them were between the ages of 26 and 30 years. Most respondents had an average experience

of less below 5 years, 70% of the respondents had Bachelors’ degree, and the remaining 30% had other degrees. Demographic data is shown in Table

Variable	Group	Frequencies	%
<b>Sex</b>	Male	66	55
	Female	54	45
<b>Total</b>		<b>120</b>	<b>100</b>
<b>Age</b>	18-25	33	27.5
	25-30	68	56.7
	31-40	15	12.5
	41&above	4	3.3
<b>Total</b>		<b>120</b>	<b>100</b>
<b>Experience</b>	Below 5 years	61	50.8
	5-10 years	38	31.7
	11-15 years	16	13.3
	Above 15 years	5	4.2
<b>Total</b>		<b>120</b>	<b>100</b>
<b>Educational level</b>	SSLC	20	16.7
	PUC	8	6.7
	UG	55	45.8
	DEGREE	26	21.7
	PG	11	9.2
<b>Total</b>		<b>120</b>	<b>100</b>

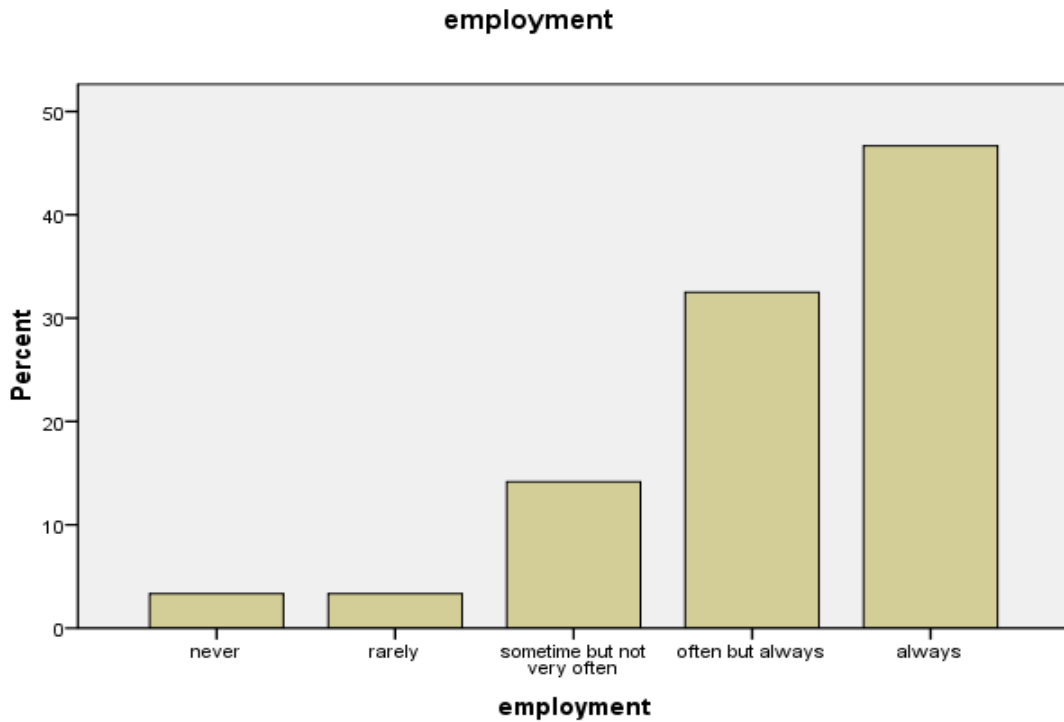
**FREQUENCY DISTRIBUTION ON JOB SECURITY OF THE RESPONDENTS**

To analyse job security of the employee

S.No	Factors	No of Respondents	Percentage
1	Never	4	3.3
2	Rarely	4	3.3
3	sometime but not very often	17	13.9
4	often but always	39	32.0
5	Always	56	45.9
6	<b>Total</b>	<b>120</b>	<b>100</b>

**Interpretation**

Employment and 46% of the employees agreed with always statement 32% of the employees often but always, 14% sometimes, 3.3% both never and rare



**FREQUENCY DISTRIBUTION ON DECISION MAKING LEVEL OF EMPLOYEES**

To find the Relational distance of employee and his/her superior

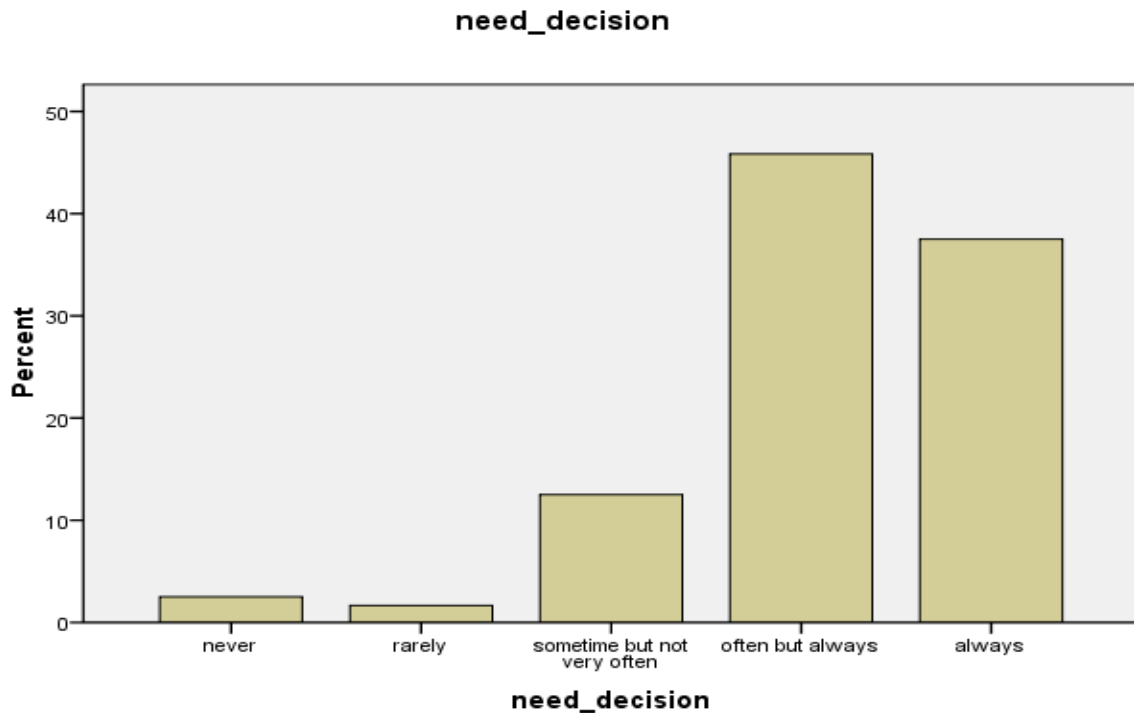
S. No	Factors	No of the respondents	Percentage
1	Never	3	2.5
2	Rarely	2	1.6
3	sometime but not very often	15	12.3
4	often but always	55	45.1
5	Always	45	36.9
6	<b>Total</b>	<b>120</b>	<b>100</b>

The above data is collected through questionnaire (Primary data)



**Interpretation**

The statement of accessibility of employees when they need decision making 45% of the employees felt that often but always situation is helpful to them to accessing the superiors when they need a clearance and 37% of them agreed with always helpful and 13% often but always, 2% rarely, 2.5% felt never.



**CHI – SQUARE TEST**

**1] Checking the relationship between the employee morale and employee productivity**

H0: There is no relationship between employee morale and productivity

H1: There is relationship between employee morale and productivity.

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	46.830 <sup>a</sup>	16	.000
Likelihood Ratio	29.615	16	.020
Linear-by-Linear Association	7.283	1	.007
N of Valid Cases	120		

a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .23.

supportvalue\_appriciated \* oppurtunity\_discuss Crosstabulation

			oppurtunity_discuss					Total
			never	rarely	sometime but not very often	often but always	always	
supportvalue_appriciated	never	Count	1	1	0	0	1	3
		Expected Count	.1	.2	1.8	.9	.1	3.0
		% within supportvalue_appriciated	33.3%	33.3%	.0%	.0%	33.3%	100.0%
		% within oppurtunity_discuss	33.3%	14.3%	.0%	.0%	20.0%	2.5%
	rarely	Count	2	0	1	0	0	3
		Expected Count	.1	.2	1.8	.9	.1	3.0
		% within supportvalue_appriciated	66.7%	.0%	33.3%	.0%	.0%	100.0%
		% within oppurtunity_discuss	66.7%	.0%	1.4%	.0%	.0%	2.5%
	sometime but not very often	Count	0	2	7	6	0	15
		Expected Count	.4	.9	8.8	4.4	.6	15.0
		% within supportvalue_appriciated	.0%	13.3%	46.7%	40.0%	.0%	100.0%
		% within oppurtunity_discuss	.0%	28.6%	10.0%	17.1%	.0%	12.5%
	often but always	Count	0	2	51	24	4	81
		Expected Count	2.0	4.7	47.2	23.6	3.4	81.0
		% within supportvalue_appriciated	.0%	2.5%	63.0%	29.6%	4.9%	100.0%
		% within oppurtunity_discuss	.0%	28.6%	72.9%	68.6%	80.0%	67.5%
always	Count	0	2	11	5	0	18	
	Expected Count	.4	1.0	10.5	5.2	.8	18.0	
	% within supportvalue_appriciated	.0%	11.1%	61.1%	27.8%	.0%	100.0%	
	% within oppurtunity_discuss	.0%	28.6%	15.7%	14.3%	.0%	15.0%	
Total	Count	3	7	70	35	5	120	
	Expected Count	3.0	7.0	70.0	35.0	5.0	120.0	
	% within supportvalue_appriciated	2.5%	5.8%	58.3%	29.2%	4.2%	100.0%	
	% within oppurtunity_discuss	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

**Interpretation**

The calculated value is less than table value. Therefore null hypothesis is rejected alternative hypothesis is accepted. so there is a significant relationship between employee morale(quality of co-workers) and productivity(quality of leadership).

**2] Checking the relationship between reward system and quality of work life**

H0: There is no Relationship between reward system and quality of work life

H1: There is a Relationship between reward system and quality of work life

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	45.657 <sup>a</sup>	16	.000
Likelihood Ratio	34.275	16	.005
Linear-by-Linear Association	14.262	1	.000
N of Valid Cases	120		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .18.

maintain\_QOW \* happy\_rewardsystem Crosstabulation

			happy_rewardsystem					Total
			never	rarely	sometime but not very often	often but always	always	
maintain_QOW	never	Count	2	1	1	3	0	7
		% within maintain_QOW	28.6%	14.3%	14.3%	42.9%	.0%	100.0%
		% within happy_rewardsystem	66.7%	11.1%	5.0%	5.2%	.0%	5.8%
	rarely	Count	1	2	2	1	1	7
		% within maintain_QOW	14.3%	28.6%	28.6%	14.3%	14.3%	100.0%
		% within happy_rewardsystem	33.3%	22.2%	10.0%	1.7%	3.3%	5.8%
	sometime but not very often	Count	0	2	9	24	6	41
		% within maintain_QOW	.0%	4.9%	22.0%	58.5%	14.6%	100.0%
		% within happy_rewardsystem	.0%	22.2%	45.0%	41.4%	20.0%	34.2%
	often but always	Count	0	1	6	15	15	37
		% within maintain_QOW	.0%	2.7%	16.2%	40.5%	40.5%	100.0%
		% within happy_rewardsystem	.0%	11.1%	30.0%	25.9%	50.0%	30.8%
	always	Count	0	3	2	15	8	28
		% within maintain_QOW	.0%	10.7%	7.1%	53.6%	28.6%	100.0%
		% within happy_rewardsystem	.0%	33.3%	10.0%	25.9%	26.7%	23.3%
	Total	Count	3	9	20	58	30	120
		% within maintain_QOW	2.5%	7.5%	16.7%	48.3%	25.0%	100.0%
		% within happy_rewardsystem	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Interpretation**

From the above table shows, the calculated value is less than the tabulated value. so the result is significant therefore there is the relationship between reward system and quality of work life.

**Suggestion**

Experts worldwide suggest these 5 things to improve employee morale

1. communicate with employees in every situation even employee didn't perform
2. Hear employee feedbacks to get innovative ideas and get engaged with employee.
3. Motivate management by employee in making business decisions.
4. Create an effective incentive program to employee, to develop the employee satisfaction.
5. Use social media to praise employees, motivate the employee in social stage will feel the employee more energetic.
6. Management should inculcate the habit of motivating employees through appreciation for good performance and significant achievement recorded.
7. Employee morale is primary constituent of any business enterprise. Hence, employers should strive to increase high work effort, creativity and initiative by raising the morale of the employees.

8. Management should create a conducive work environment that will reduce the tension and stress often experienced by workers in the workplace, hence reducing their separation intention.

As the researcher thought above suggestions have been followed effectively in the Yazaki Corporation.

## Conclusion

Yes , finally come to the end of the report , researcher started this only with theoretical knowledge , but this study needs more practical knowledge as well ,many knowledgeable persons help me to get these knowledge's to successfully completed my study. The results show the relationships of morale and productivity with statistical variables. This study helps me to find the more skills from all people like employees of Yazaki as well. I thank to my mentor to guide me in good path to completes this study , and people from Yazaki India pvt ltd, Bangalore , like Mrs. Saritha shetty , Harish shetty sir, and all personnel from there .i learn more skills regarding to my future along with this study. I hope this study would helps 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 I analyse theories of study comes to the practical with good impact.

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