

Leadership's Effect on Employee Morale in Modern Rice Mill Machinery Manufacturing Industries

G.Senguttuvan¹; Dr. S. Shanmugasundaram²

¹ Doctoral Research Scholars, Department of Business Administration, Annamalai University, Chidambaram, Tamilnadu

² Assistant Professor, (Corresponding Author), Department of Business Administration, Government Arts and Science College, Gudalur, Tamilnadu.

Abstract

Success of every business and industry depends on the effectiveness of leaders and their capability to influence and to be influenced by the followers for accomplishing their task. Now a day's business and industry have set managers as leaders to achieve the challenges as well as organization goals and objectives. Employees or workforce are the greatest resources of every sector, without them firm would not be able to realize their growth. Leadership behavior act as a soul and morale is the Strength of an organization. The main aim of this study is to analyze the role of leadership on employee morale among the employees of Modern Rice Mill Machinery Manufacturing Industries in Thanjavur District. The construct questionnaire used for this research to test the leadership consists of changes in leadership style, relationship, ego defensive attitude, fear arousal, job rotation. The study was conducted on a total of 310 respondents working in Modern Rice Mill Machinery Manufacturing Industries located in Thanjavur District. Findings suggest that employees were satisfied with leader's behavior and they act as models for their subordinates.

Key words: Leadership, Employee morale, Modern Rice Mill Machinery Manufacturing Industries

1. Introduction

Success of every business and industry depends on the effectiveness of leaders and their capability to control and to be influenced by the followers for accomplishing their assignment. Behaviour of leaders towards their subordinates plays a key role for stimulating morale of employees. If the subordinates are treated with dignity that leads to high employee morale which in turn leads to superior performance, by creating conducive work environment and culture also creates high morale among employees, job satisfaction etc. Quality of a leader is extremely based on how a leader is capable to influence the behavior of employees or follower to achieve organizational objectives and goals. A good leader can able to change their behavior according to the circumstances or situation. Employees or workforce are the greatest resources of every sector, without them firm would not be able to realize their growth. It's very important for every employer to take care of their employees and also to foster high morale among them, so that they can keep their organization running smoothly.

2. Background of the Study

Every organization, like every team requires leadership. Leadership allows managers to affect employee behaviour in the organization. Thus, motivated employees are one of the most important results of effective leadership. According to (Abbas & Asgar 2010:9), successful managers are also successful leaders because they influence employees to help accomplish organizational goals. Achieving organizational goals, however, is not enough to keep employees motivated but helping employees accomplish their own personal and career goals is an important part of their motivation. Leadership and motivation are interactive. Leadership effectiveness is critically contingent on, and often defined in terms of leaders' ability to motivate followers toward collective goals or a collective mission or vision (Shamir, Zakay, Breinin, & Popper 1998:390). The more motivated the supporters, the more effective the leader; the more effective the leader, the more motivated the followers.

Leadership is a social influence process that is necessary for the attainment of societal and organisational goals; it is both conspicuous in its absence and mysterious in its presence – familiar and yet hard to (Faeth 2010:2). Leaders understand that they have power and that they understand the source of their power: their position; their ability to reward and to coerce; their expertise; and their personal appeal and charisma. They influence their followers' behaviour through communication, group dynamics, training, rewards and discipline. There are many types of leadership styles, namely: transformational, situational, autocratic, visionary and charismatic leadership. While this study is to draw from the autocratic and transformational leadership styles to advance further understanding on the underlying mechanisms that enable leaders to behave in an autocratic or transformational manner; and to affect employee motivation, their behaviour and consequently, their organizational oriented ventures. The paper intends to establish the role of leadership style in motivating the teaching staff to be committed to their work.

3. Literature Review

Managers in an organization must carefully watch their leadership styles. They must behave in accordance with the managerial level they are interacting with. If leadership behavior does not match organizational requirements we must immediately take corrective measures so as to ensure organizational success in changing business environment.

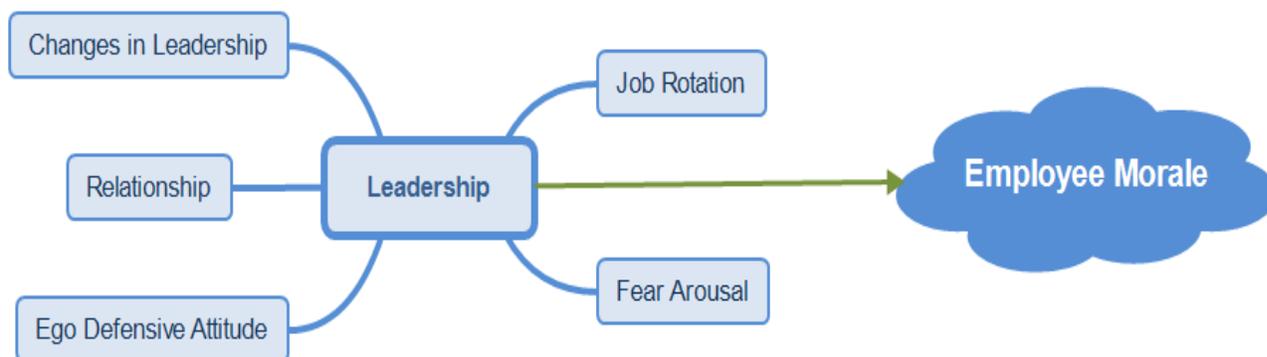
According to Sahgal and Pathak, different experiences in life craft the leadership traits in us. The organizations offering greater emphasis on training & development of subordinates tend to be more effective and efficient. They also observed that the leaders in this study showed a great concern towards both the task and the people. Manivannan M., Kathiravan C. (2017) Job performance is the most important concept in the organizational behavior and human resource management.

Ji Hoon Song observed that employees' level of work engagement strongly influences the innovation and creativity in their performance. According to them other authors too have observed the similar results^{1, 10} and its relationship with the job involvement and commitment of the workers.

According to Givens, trust strengthens the bond between transformational leaders and their followers. Transformational leadership depends upon the employee’s perception of leader’s efficacy and higher levels of motivation.

4. Conceptual Framework

The conceptual structure of this study is shown in Figure 1. The independent variable, employee Leadership attributes, has an impact on the dependent variable, Employee Morale. Leadership is made up of five sub-factors. The Morale is then measured using four indicators.



5. Objectives of the Study

1. To identify the factors influencing leadership on employee morale.
2. To find out the relationship between leadership and employee morale.

6. Hypotheses of the Study

1. There is no significant difference between the factors influences leadership.
2. There is no linear relationship between employee morale and leadership.

7. Methodology of the Study

The study employed the survey method, which allows for broad coverage, flexibility, and convenience with inputs on related populations or events. The questionnaire used in the study was developed through review of literature to collect the data. The study was conducted on a total of 310 respondents working in Modern Rice Mill Machinery Manufacturing Industries located in Thanjvur District. The sample chosen is based on convenience sampling method. Respondents were selected based on their willingness to provide relevant information. The responses of the respondents to the structured questionnaire were collected in a likert scale are numbered from 1 to 5.

8. Results and Discussion

Table –I Regression Analysis

Predictors	R square	F	Δ R square	Sig of F	B- value	t- value	Sig -t
Constant	0.897	973.37	0.896	0.001	-0.488	-4.083	0.001
Changes in Leadership Style					0.075	3.877	0.001

Relationship					0.084	7.745	0.001
Ego Defensive Attitude					0.139	11.383	0.001
Fear Arousal					0.048	2.4546	0.013
Job Rotation					0.047	2.5534	0.012

The statistical significance of the model and the R square value are shown in table 1. This indicates that the model is statistically significant at a confidence level of 0.01. The t-test for the significance of independent variables indicates that all the variables except fear arousal and job rotation are significant at the level of 0.01. The variable work pride is significant at 0.06 level. Correlation refers to any of a broad class of statistical relationships involving dependence. In the present study correlation analysis has been used to find the extent to which two quantitative variables employee morale and quality of work life are related.

Table – II Correlation between Employee Morale and Leadership

	Mean	SD	Leadership	Employee Morale
Leadership	3.76	1.174	1	0.977
Employee Morale	3.85	1.043	0.977	1

The correlation coefficient between employee morale and leadership is 0.977. It shows the existence of correlation between employee morale and leadership in 0.01 levels. Employee morale has the largest overall effect on quality of work life.

9. Discussion

The present study contributes to our knowledge by examining the relationship between employee morale and leadership among the employees of Modern Rice Mill Machinery Manufacturing Industries at Thanjavur District. The study indicates that there is significant difference between the opinion of temporary and permanent employees with regard to employee morale. Based on the mean score permanent employees having more morale than temporary employees.

Table – I indicates that all the variables except fear arousal and job rotation are significant at the level of 0.01. The variable fear arousal and job rotation is significant at 0.06 level. Employee morale has positive relationship with changes in leadership style, relationship, ego defensive attitude, fear arousal, job rotation and negatively associated with employee morale. Table –II shows perfect positive relationship between leadership and employee morale.

10. Conclusion

People’s behavior is unpredictable and complex in nature, and it is needed to be studied in any organization for effective utilization and functioning of human resources. Leadership has higher influence on the level of Employee Morale in Modern Rice Mill Machinery Manufacturing Industries. The dimensions of leadership like changes in leadership style, relationship, ego defensive attitude, fear arousal, job rotation directly influences the employee morale. The performance of Modern Rice Mill Machinery Manufacturing Industries can be improved only when the human resources are satisfied with the higher employee morale and leadership.

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