

PROJECT REPORT

ON

“MORALE LEVEL OF EMPLOYEES AT UNIVERSITY OF DELHI”

Submitted in partial fulfillment of the requirements for qualifying
Master of Business Administration (HRM)

UNDER SUPERVISION OF:

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SUBMITTED BY

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“MORALE LEVEL OF EMPLOYEES AT UNIVERSITY OF DELHI”

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CERTIFICATE OF ORIGINALITY

This is to certify that the project titled “**MORALE LEVEL OF EMPLOYEES AT UNIVERSITY OF DELHI**” is an original work of the Student and is being submitted in partial fulfillment for the award of the “**MASTER OF BUSINESS ADMINISTRATION (HRM)**”. This report has not been submitted earlier either to this University or to any other University/Institution for the fulfillment of the requirement of a course of study.

SIGNATURE OF SUPERVISOR

Place: _____

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Place: _____

Date : _____

ACKNOWLEDGEMENT

With Candor and Pleasure I take opportunity to express my sincere thanks and obligation to my esteemed guide It is because of his able and mature guidance and co-operation without which it would not have been possible for me to complete my project.

It is my pleasant duty to thank all the staff member of the computer center who never hesitated me from time during the project.

Finally, I gratefully acknowledge the support, encouragement & patience of my family, and as always, nothing in my life would be possible without God, Thank You!

(NAME)

(ENROLLMENT NO)

DECLARATION

I hereby declare that this project work titled **“MORALE LEVEL OF EMPLOYEES AT UNIVERSITY OF DELHI”** is my original work and no part of it has been submitted for any other degree purpose or published in any other from till date.

(NAME)

(ENROLLMENT NO)

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TITLE OF THE PROJECT

**“MORALE LEVEL OF EMPLOYEES
AT
UNIVERSITY OF DELHI”**

CHAPTER – 1

INTRODUCTION TO THE STUDY

What is morale? Can it be measured? If so, how? And what if it is measured and discovered to be low – what then? Can it be improved? If so, how? These are some of the many questions and concerns that make the concept of morale so difficult to grasp. Despite the disparity in understanding of these issues, one fact remains – the employees of successful organizations tend to have high morale, and unsuccessful organizations can often attribute their lack of success to a deficiency in this vital category of employment.

All organizations should aspire to improve morale, whether everything appears to be functioning stupendously, or there are clear indications that change is needed. However, before we can learn how to improve morale in an organization, we must understand what it is.

Morale - “the state of the spirits of an individual or group as shown in the willingness to perform assigned tasks”. It can also be described as a state of mind, mood, or mental condition.

Morale (also referred to as **esprit de corps**) is a term for the capacity of people to maintain belief in an institution or a goal, or even in oneself and others. The term applies particularly to military personnel and to members of sports teams, but is

also applicable in business and in any other organizational context, particularly in times of stress or controversy.

CONCEPT AND NATURE OF MORALE:

Meaning of Morale?

The term 'morale' has been defined in many ways. However, all the definitions revolve around the attitude towards work for the accomplishment of organization goals. William Spriegel has defined morale as the cooperative attitude or mental health of number of people who are related to each other on some basis. According to Alexander H. Leighton, "Morale is the capacity of a group of people to pull together persistently in pursuit of a common purpose." These definitions reveal that morale is the degree of enthusiasm and willingness with which the members of a group work to perform their assignments.

Morale represents a composite of feelings, attitudes and sentiments that contribute to general feelings of satisfaction. It is a state of mind and spirit affecting willingness to work, which in turn, affects organizational and individual objectives. It shapes the climate of an organization.

Nature of Morale

Generally, the term 'morale' is used to describe an overall 'climate' prevailing among the members of a group. It is not an absolute concept which can convey a

specific amending. Like the worked 'health', the word 'morale' by itself does not convey any favorable or unfavorable meaning. It has to be qualified with the degree, as high morale or low morale. Thus, it is a relative concept. We can only refer to the degrees of morale. Thus, morale is the degree of enthusiasm and willingness with which the members contribute their efforts towards the organization goals. If the enthusiasm and willingness to work of a group is high, we can say morale is high and vice versa. We cannot say that there is morale or nor morale among the member of a group. Therefore, morale has to be qualified like the word 'health'. Just as good health is essential for an individual, high morale is necessary for an organization. Morale is dynamic in nature; Managers cannot achieve high morale once and then forget about it for several years. High morale is to be built and maintained by continuous efforts.

Morale represents the collective attitudes of the workers. High morale represents an attitude of satisfaction with desire to continue in and willingness to strive for the goals of the group. It is manifestations of direct and indirect satisfaction, sense of contentment and need fulfillment through work. Morale is both an individual and group phenomenon. In the latter case, high morale is reflected in good team work and team spirit. Under conditions of high morale, workers have few grievances, frustrations and complaints; they are clear about the goals— individual and organization and are satisfied with human relations in the organization.

Morale is multi-dimensional in nature in the sense that it is a complex mixture of several elements. It recognizes the influences of job situation on attitudes of individuals and also includes the role of human needs as motivational forces. Morale is mostly regarded as a long term phenomenon. Raising morale to high level and maintaining it is long-run and measures such as gimmicks contests, or one-shot Actions.

Morale vs. Motivations

Morale should be distinguished from motivation. Though both are cognitive concepts, they are quite different. Morale is a composite of feelings, attitude and sentiments that contribute to general feeling of satisfaction at eh workplace. But motivation is something that moves a person to action. It is a process of stimulating individuals to actions to accomplish desired goal. Motivation is concerned with 'mobilization of energy' whereas morale is concerned with 'mobilization of sentiments'. Motivation provides high potential for morale and morale reflects motivation.

IMPORTANCE OF MORALE

Morale is an important part of organizational climate. It is a vital ingredient of organization success because it reflects the attitudes and sentiments of organizational members towards the organization, its objectives and policies. These attitudes and sentiments largely affect productivity and satisfaction of

individuals. Morale is the total satisfaction and person derives from his job, his workgroup, his boss, his organization and his environment.

High morale exists when employees' attitude is favorable towards their jobs, their company and their fellow workers—favorable to the total situation of the group and to the attainment and ability of its objectives. Low morale exists when attitude inhibit the willingness and ability of the group to attain company objectives. Thus, morale of employees should be high to achieve the organizational objectives efficiently and effectively. High morale reduces labor turnover, wastes and disharmony.

Employees with high morale like their jobs and co-operate fully with the management towards the achievement of goals of the organization. It results from job satisfaction and greatest job enthusiasm. High morale is indeed a manifestation of the employees' strength, dependability, pride, confidence and devotion. All these qualities of mind and character taken together create high morale among the employees.

Morale of employees must be kept high to achieve the following benefits:

- I. Willing cooperation towards objectives of the organization.
- II. Loyalty to the organization and its leadership or management.
- III. Good discipline i.e., voluntary conformity to rules and regulations.
- IV. High degree of employee's interest in their jobs and organization.
- V. Pride in the organization.

VI. Reductions of rates of absenteeism and labor turnover.

Indicators of Low, Morale

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

- I. High rates of absenteeism and labor turnover.
- II. Excessive complaints and grievances.
- III. Frustration among the workers.
- IV. Friction among the workers.
- V. Friction among the workers and their groups.
- VI. Antagonisms towards Leadership Of The organization.
- VII. Lack of discipline.

Low morale may be very fatal to the organization as human relations will tend to deteriorate. Whatever may be the cause of low morale, organization suffers ultimately because quality of production both suffers. Thus, in order to avoid these evil consequences, every manager should work to build and maintain high morale of the people working under him, for this, he should have constant knowledge of the opinions and attitudes of the employees towards their work

and the organization. He should carefully note the changes in their behavior and appraise the factors responsible for changes in the attitude of employees.

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".

It may be thought of as an emotional attitude. Webster's Dictionary (1969) defines morale in the following ways:

- Moral principles, teachings, or conduct;
- The mental and emotional attitude of an individual to the function or tasks expected of him [/her] by his [/her] group and loyalty to it;
- A sense of common purpose with respect to a group;
- A state of individual psychological well being based on factors such as a sense of purpose and confidence in the future.

In the [workplace](#), morale is more of an individual thing than something measured by departments. Events play a large part in morale, such as

- heavy layoffs,
- the cancellation of overtime,
- cancelling benefits programs,
- and the influence of unions.

Other events can also influence workplace morale, such as

- sick building syndrome,

- low wages,
- and employees being mistreated etc.

HOW IT CAN BE MEASURED:

Knowing what morale is does little for us if we do not know how to assess it. In order to improve morale in an organization, it is essential to understand the factors or circumstances under which the organization is currently operating, and consequently improve upon these circumstances. There are several means by which morale may be measured.

1. Firstly, morale may be assessed by analyzing company records for changes or patterns in resignations, lateness, absenteeism, productivity, and complaints (Beng & Hickey, 1984). This is a time-consuming and costly method. It relies on the recognition of changes that have occurred in the past within the organization.
2. Morale may also be analyzed by interviewing employees using prepared questions or by simply allowing employees to speak freely about their feelings and opinions regarding the organizations current state of affairs (Beng & Hickey, 1984). This method is much more subjective, but less time consuming.

3. Lastly, morale may be investigated through use of anonymous questionnaires administered to groups of employees. Use of such questionnaires allows for more systematic collection and analysis of data.

ROLE OF MORALE IN THE ORGANIZATION:

Now that we have established what morale is and how it may be measured, it is both logical and imperative to clarify its role in organizations. Without this essential linkage of morale to the bottom line, many managers may fail to comprehend the utility of morale for success, and therefore not capitalize on its insatiable potential for enhancing productivity and employee satisfaction. Realistically, there are few other efforts an organization can undertake that have the potential to have such a widespread impact on an organization's functioning. Productivity has been demonstrated to be intrinsically tied to worker morale (Jolivet, 1998). A happy worker is a productive worker and an organization that is productive has a higher likelihood of being successful. Therefore it follows that improving morale may be utilized as one means of improving productivity.

Morale has also been linked to turnover and absenteeism, two of the evils with which organizations often find themselves in constant battle. Having high morale means creating a workforce that feels valued in their work. Workers who feel valued are then more disposed to value the work they do, and the organization for which they do it. Therefore, increasing morale can lower both absenteeism and turnover as well. It is also important to investigate morale because it is much

better to find out how employees are feeling before someone expresses dissatisfaction. Doing so generates an air of concern for the well being of employees and allows management to extinguish any potential problems before they have the opportunity to develop into major, often costly troubles.

METHODS AND STRATEGIES FOR IMPROVING MORALE:

Now that some of the benefits of improving morale have been established, what is left to distinguish is how to go about doing it! The methods and strategies which may be utilized for improving morale are innumerable. They range from learning to use simple key phrases to complete physical restructuring of workspaces. There are several “traditional” practices which may be utilized for improving morale. These include methods such as:

1. Get Rid of Negative People

One of the fastest ways to improve morale in an organization is to get rid of the negative influences that are infecting and affecting other employees. Think about it: If someone is constantly badmouthing residents and management and causing conflict in the work place, how likely is it that the overall morale of the organization will be negatively affected? We call these people morale busters, business busters and career busters. They destroy morale, anger customers, frustrate team members and cause turmoil wherever they work. Get rid of them—legally, but quickly.

As soon as management weeds out the morale busters, morale will improve throughout the organization and employees will be grateful.

2. Cast People in the Right Roles

One of the biggest morale busters is placing people in positions they don't enjoy or where they don't have the talent, knowledge or skill to excel. When people perform well at their job, they enjoy it more. And, when they enjoy their job more, they are more productive. Managers can ensure their employees are doing what they do best and what they enjoy by asking key questions to identify the employee's, or prospective employees, strengths. Ask them, "What do you feel is your greatest strength?" Then ask why. Get them talking, and listen for subtle messages which will provide insight into their true strengths. Examine their past. By looking at areas where they previously excelled, managers can find an indication of where they might best perform in the organization. Past experience can include professional duties as well as opportunities they have had in volunteer or community organizations. Use the information to cast people in the right role. They'll be happier, they'll perform better, and management will have fewer problems.

3. Involve People in the Improvement Process

People will support what they help create. Managers can get people to help create and support a better organization by getting them involved in the improvement process—making the company a better place to work and do

business. Most employees, at one time or another, go home and tell their spouse or a friend, "If we would just (fill in the blank), we could save the company money," Or, "If we could (fill in the blank), our residents would be more satisfied and we would have less turnover." Yet, because no system is in place, those ideas are never captured, never considered and never used.

One of the first questions managers should ask themselves when considering employee feedback is, "What organized system does my community have in place for constantly soliciting, analyzing and implementing employee suggestions for improving the organization?" Sadly, most often, the answer is, "Nothing." Managers can take advantage of an incredible opportunity to build morale and build a better organization by involving their employees in the improvement process. Often it is as simple as asking for input, but it can go further than that. Some companies reward their employees for contributing value-able improvement ideas. In addition to the emotional payoff the employee receives from making a contribution, they also get a tangible incentive. This increases the likelihood that the employee will look for and contribute improvement ideas again in the future.

4. **Give Responsibility**

Managers build morale and enhance self-confidence in their employees when they give staff members responsibility backed by accountability. When people know what is expected of them and they know how to do their work, morale

improves. As a manager, clarify employee responsibilities. In other words, they should know what is expected and what they are responsible for in the company. Then, some accountability follow up should be in place to guarantee they've followed through on their responsibilities.

It is not always easy for managers to do, but making employees responsible for specific outcomes and an area of the business helps develop them into valuable assets to the organization. It also improves their morale by making them feel important, useful and valuable.

5. **Show Appreciation**

Sometimes, leadership fails to acknowledge positive behavior and achievements of employees. As a result, employees don't know whether or not they are doing a good job. This can be a dreadful morale buster.

For various reasons, managers sometimes emphasize mistakes over achievements. Employees develop the attitude that the only time they ever hear anything from management is when they do something wrong.

Managers can build employee morale by rewarding employees with genuine appreciation. A pat on the back, a hand-written note, an e-mail or a quick comment in the hallway can show your employees that the positive contribution they're making to the organization was noticed.

6. **Recognize and Reward**

Often people will do for recognition what they will not do for money. That's right. Recognition can be a morale builder that will get employees excited about being a part of the organization. To some it may seem strange, but employees are frequently motivated by the opportunity to get have their name displayed and recognized in the lobby, receive a trophy at an annual banquet or see their picture in the company newsletter. It gives them a huge emotional payoff for their actions. Look for creative ways to publicly reward and recognize employee excellence in the work place. Hold contests. Create special promotions. Start a "wall of fame" featuring employees who reach milestones or achieve benchmarks. Think up ways you can maximize this morale-building opportunity.

7. **Be an Inspiring Leader**

People want to be part of an organization that is making progress, succeeding and going somewhere. As a leader, inspire staff members and build morale by working to create a positive, growing organization.

Set goals and make the goals known to the members of your team. Most people are not leaders and they'll look to leaders to set the course for their company. Hold positive, uplifting meetings rather than allowing staff meetings to become gripe sessions. With some creative thinking and the right attitude, leaders can actually create meetings people look forward to attending. Hide negative emotions. Being a manager is sometimes a frustrating obligation. But employees

should not see or hear about it from management. Just as managers would not want employees exposing residents to their own personal problems, managers should keep their frustrations and setbacks to themselves.

8. Avoid 'Buddy' Relationships

Some managers make the mistake of forming buddy-buddy relationships with their employees. While on the surface it seems harmless and to some a good idea, it can have a damaging effect on overall employee morale throughout the company. As a result, other employees may feel alienated and less a part of the team. Suspicion of favoritism can even creep into the minds of staff members. Use caution when forming close friendships with employees. Exhibit good judgment when deciding whom to spend time with during lunch hours or after work. If possible, form relationships with peers instead and keep employees at an arm's length. Otherwise, managers may find employee morale plummeting and their judgment cloudy when making decisions.

9. Perform at High Standard

If managers expect more out of employees than they expect from themselves, they may find themselves surrounded by a poorly performing, dissatisfied staff. Instead, managers should hold themselves to a higher standard. At very least, managers should never expect employees to do something managers would not

do. When managers exhibit willingness to do more than they expect from employees, managers will increase their credibility as leaders and set the bar in the organization. As a result, managers will build morale throughout the company, and inspire employees to be their best.

10. Monitor Morale

Managers should regularly monitor two important levels of satisfaction in the organization: The first is resident satisfaction, and the second is employee satisfaction. Many leaders and organizations are committed to the former, but few have any system in place to monitor the latter. They should. Do not wait until employees are leaving to identify why they are dissatisfied in the company. It's too late then. And don't depend on "the grapevine" either. It's not very reliable. Instead, develop a system for monitoring employee satisfaction levels. The system can be as informal as pulling everyone together on a monthly or quarterly basis to solicit ideas on how to help them be more successful and feel fulfilled in their jobs. Just being observant can reveal a lot about employee morale. Look for high absenteeism or recurring tardiness. Employees who often call in sick or who repeatedly show up late may not be excited about coming to work. Find out before it's too late. Managers can speak one-on-one with employees to learn more about their level of satisfaction in the company. Ask

them what they like about their work. Find out what they would like to see improved or changed. Be sensitive and ask lots of questions.

INNOVATIVE METHODS FOR IMPROVING MORALE:

Described thus far have been some of the traditional methods of improving morale within organizations. Now, here are some newer, more creative, innovative, strategies that some organizations have been trying – with some very successful results! Some are as follows:

- There has been a new trend and wave of organizations focusing on food as a means of improving morale in their organizations. For example, gourmet food is being served in the employee cafeterias of some organizations. For those organizations that take a liking to this idea but cannot quite foot the bill for such extravagance, a caterer may be hired to come in once a week and cook the employee's favorite meals.
- Still other organizations have put a different spin on these ideas, providing meals for employees to take home at the end of the day. Yet another idea which has the employees' interests (and stomachs!) at heart is

that of having fully furnished kitchens at the workplace, with complimentary soup, coffee and tea available to employees during the day. While serving as great morale boosters, these services are also beneficial to the organization as more employees stay at work for their meal breaks, thus increasing productivity. Also, having a common eating area (with good food that the employees are happy to eat) may foster open communication and cohesion among departments of the organization that may otherwise not be experienced.

- Another novel idea for improving morale undertaken by some organizations is that of contracting a professional masseuse to come in to the organization to give employees massages on a monthly basis. This service is usually provided for a modest cost of approximately five dollars or so to the employee, with the organization footing the remainder of the bill. Massages are a wonderful tension reliever and a service for which employees may not otherwise have the time or funding.

Other inventive means of boosting morale include the following:

1. Using color, as opposed to the traditional black, white, and grays, in furnishing the office building;
2. Designing logos or themes for assignments;
3. Increasing the amount of natural light in the work environment; and
4. Using a “Praising Pad” of post-it notes in an odd color to write down and acknowledge work well done – hang these around the office.

OVERVIEW OF DELHI UNIVERSITY:-



The University of Delhi (or simply DU) is a central university in Delhi, India and is funded by Government of India. Established in 1922, it offers courses at the undergraduate and post-graduate levels. Vice-President of India Mohammad Hamid Ansari is the chancellor. It was ranked 371 in the world in 2010 by the THES - QS world universities ranking. The university has two campuses in the northern and southern part of the city. The north campus is well connected with the yellow line of the Delhi Metro. The station is called Vishwavidyalaya, which

means "university" in Hindi and Sanskrit. North campus is about 2.5 km from Delhi Vidhan Sabha and 7.0 km from ISBT.



The University of Delhi main building, housed in former Viceregal Lodge (1912-1931) When the University took birth, only three colleges existed in Delhi then: St. Stephen's College founded in 1881, Hindu College founded in 1899 and Ramjas College founded in 1917, which were subsequently affiliated to it. The University thus had a modest beginning with just three colleges, two faculties (Arts and Science) and about 750 students. In October 1933, the University offices and the Library shifted to the Viceregal Lodge Estate, where Viceroy Lord Hardinge stayed (1912-1931)[3]

HISTORY

The University of Delhi was established in 1922 as a unitary, teaching and residential university by an Act of the Central Legislative Assembly. The first convocation of Delhi University was also held in the Assembly Hall in Old Secretariat Building which now houses the Legislative Assembly of Delhi, on 26 March 1923 with 750 invitees. Honorary Degrees were conferred on Lord

Reading(Viceroy of India), Sir Md. Jahan and Sir Hari Singh Gaur, the first Vice Chancellor of the University. Only three colleges existed then in Delhi: St. Stephens College founded in 1881, Hindu College founded in 1899 and Ramjas College founded in 1917, which were affiliated to the University. The University thus had a modest beginning with just three colleges, two faculties (Arts and Science) and about 750 students. The first college to move to the campus was St Stephen's in 1942, followed by Hindu, Ramjas and Commerce (now known as Shri Ram College of Commerce). There was Zakir Husain College also, The origin of the Zakir Husain College can be traced to the closing years of the 17th Century.

In October 1933, the University offices and the Library shifted to the Viceregal Lodge Estate, which had been the residence of the Viceroy and Governor-General of India, Rufus Isaacs and later Lord Mountbatten. Till today this site is the nucleus of the University (Main Campus).[6] Apart from central administrative offices, examination offices and the sports complex, the main departments of the Faculty of Science are housed in the Viceregal Lodge Estate. Sir Maurice Gwyer, who was the then Vice Chancellor, realizing the importance of a distinguished faculty, searched for talent all over the country and brought men of eminence to this University, such as Prof. D S Kothari in Physics, Prof. T R Sheshadri in Chemistry, Prof. P Maheshwari in Botany and Prof. M L Bhatia in Zoology.

List of Chancellors

No.	Chancellors	Tenure
1	<u>Sarvepalli Radhakrishnan</u>	13 May 1952 - 12 May 1962
2	<u>Zakir Hussain</u>	13 May 1962 - 12 May 1967
3	<u>Varahagiri Venkata Giri</u>	13 May 1967 - 3 May 1969
4	<u>Gopal Swarup Pathak</u>	31 August 1969 - 30 August 1974
5	<u>Basappa Danappa Jatti</u>	31 August 1974 - 30 August 1979
6	<u>Muhammad Hidayat Ullah</u>	31 August 1979 - 30 August 1984
7	<u>Ramaswamy Venkataraman</u>	31 August 1984 - 27 July 1987
8	<u>Shankar Dayal Sharma</u>	3 September 1987 - 24 July 1992
9	<u>Kocheril Raman Narayanan</u>	21 August 1992 - 24 July 1997
10	<u>Krishan Kant</u>	21 August 1997 - 27 July 2002
11	<u>Bhairon Singh Shekhawat</u>	19 August 2002 - 21 July 2007
12	<u>Mohammad Hamid Ansari</u>	11 August 2007 - Till-date

CHAPTER – 2

REVIEW OF LITERATURE

The literature for review to be collected from secondary sources such as magazines, articles, reports, budgets, news paper etc to highlight the problems and findings of the study done by many research and business professionals to understand the significance of employees morale in the companies. The objectives of the proposed topic have to be formulated based on the previous study by the many research professionals. Approximately ten to fifteen reviews has to be collected and presented in my project report.

Margaret Spear, Katy Gould and Barbara Lee October 2000

Studies analyze during the review revealed that teachers believe their own moral to be largely determine by their quality of life with in the school, rating factors such as good relations with pupils and helping pupils to achieve as very important the factors which affects the morale of the teachers are mostly external to the process of teaching itself, focusing on more positive portrayal of the teaching profession by the media, increase pay and condition and less pressure.

Aca demon (2000)

Improving employee morale and motivation is a critical concern for managers in order to increase productivity. The paper discusses the views on extrinsic versus

intrinsic motivators and some of the debates regarding motivation in general. Fine kind of methods for improving morale are found; monetary rewards, work-life balance, career-oriented benefits, entertainment and status enhancing.

Verna L. Riley (2001)

Solo librarians are a unique breed, and running a one person special libraries require certain skills and characteristics not necessarily common among librarians in more conventional settings. While much of the recent literature on employee morale is written with the assumptions that managers are primarily responsible for employee morale, some study argues that the employees themselves are responsible for their own professional and emotional well being in the work place. A fundamental construct contained in the literature reviewed here is that effective employee-management communication is essential to successful management and high employee morale. The construct will evaluate along the three other factors; management styles, networking and continuing education that can affect morale for solo librarians.

Lawrence Andrew Hartman III (2003)

Morale must be recognized, maintained and encouraged in order to guard against reduced individual job performance and organizational instability. Training and education should be continuously provided and encouraged. Directives must be clearly defined and efficient supervision needed to work

alongside employees offering guidance and the reflection of appropriate behaviors staff should be empowered to make decisions and solved problems. Open communication must offer feedback regarding individual job performance and the recognition of good work. All these factors employed in union will have a positive affect upon employee morale through stressing the importance of the individual and benefiting the cohesion of the facility.

Thomas Duff (1995)

I think that many businesses and bosses could be so much further ahead if they read *The Enthusiastic Employee* by David Sirota, Louis A. Mischkind, and Michel Irwin Meltzer (Wharton School Publishing). Served. The authors have done a number of surveys of employees to get a idea of how 1) employees feel about their current jobs, and 2) what they'd like to see from their companies and management. These findings are presented to the reader (which *should* be in management) to help them understand how their staff really thinks and works. The conclusion is that companies can profit handsomely by understanding what their employees want and making sure they get it. And it's not always just money. It can be since of teamwork, a vested interest in making sure the company is successful, or even just the challenge of being given a difficult job along with the authority to do what's necessary to pull it off. While not every employee is the same or is motivated by the same ideals or benefits, a company

that follows the findings in this book and implement changes will find turn over plunging and job satisfaction going up to unknown levels.

K. Jaussi (2003)

He enthusiastic employees a great read for ANYONE in business as it demonstrates (in a well written and enjoyable manner) the importance of employee morale from both an empirical anecdotal perspective. The obvious fit for this book is a reader who is in a position to improve morale in his or her organization----however, I especially recommend it for those just starting there career, as through the data it presents, it provides exactly the kind of information to ask in interviews when trying determine whether the organization offer systems and the other elements conducive to generating positive attitudes.

C. S. Clarke (2000)

If you are in management or H.R or have employees of any sort, including by independent contract, get this book and follow its advice. It is worth its weight in gold, but fortunately you don't have to pay that much for it. This is the bible of common sense management of human motivation and performance. It contains the relevant results of 30 years worth of meticulously researched materials produced by members of Sirota Consulting where the authors are senior staff.

(David Sirota is the founder.)

The book contains very little that anyone familiar with the literature in the field will find new. Infact, most reputable management consultants have told their clients most of the same things for many, many years:

1. Ask your employees what they want.
2. Employees wanted to be treated fairly, including in compensation-and fair means fair, not extraordinary.
3. Employees want the opportunity to perform well and achieve something meaningful (really!).
4. Employees want to with others who share their basic values and with whom they can comfortably interact and co-operate—there is an important social element in the work place.

Herbert Karlow, MD (Los Angels, CA) (2003)

The enthusiastic employee...holds a compelling message: listen to your employees. When they organizations what they want, they are providing a roadmap for success. The discussions on equity, achievement and camaraderie make too much sense to be ignored. This book is difficult to put down. Rather than a dry business to me that puts one to sleep, it wakes you up and forces you to examine your own behavior as well as the behavior of organization's leadership. We are presented with an approach a building a "partnership culture" that has universal application.

ONE OF THE BEST BOOKS ON MANAGING PEOPLE! April 8, 2005**Reviewer: Gerry Stern (Culver City, CA United States)**

Based on 30 years of research, the authors demonstrate a clear relationship between financial performance and employee morale. Data reveals three dimensions of morale, each having sub factors:

1. Equity (job security, compensation, respect)
2. Achievement (organization purpose and principles, job enablement, job challenge and feedback, recognition and reward, and
3. Camaraderie (teamwork).

Chapters are devoted to each of these subjects and provide illustrative examples. Furthermore, the authors have adopted a People Performance Model consisting of: leadership; management practices; employee morale; individual performance; customer satisfaction; customer behavior; and business performance; the model provides an excellent framework for gaining insight into crucial connections. Appendices include a self-assessment questionnaire for managers and key statistical findings. Speaking not only as a reviewer, but a management consultant (HR Consultant.com), this book is a gem. It is exceptionally informative and insightful; one of the best books on the subject of successfully managing people.

According to Marshall Schminke in 2005:

This study examines the effect of leader moral development on the organization's ethical climate and employee attitudes. Results indicate that the relationship between leader moral development and ethical climate is moderated by two factors: the extent to which the leader utilizes his or her cognitive moral development (i.e., capacity for ethical reasoning), and the age of the organization. Specifically, the influence of the leader's moral development was stronger for high utilizing leaders, those whose moral actions were consistent with their moral reasoning. Additionally, the influence of the leader's moral development was stronger in younger organizations. Finally, as predicted, congruence between the leader's moral development and the employee's moral development was positively associated with job satisfaction and organizational commitment and negatively associated with turnover intentions.

Fippo has described morale

"As a mental condition or attitude of individuals and groups which determines their willingness to co-operate. Good morale is evidenced by employee enthusiasm, voluntary conformance with regulations and order, and a willingness to co-operate with others in the accomplishment of an organization's objectives. Poor morale is evidenced by surliness, insubordination, a feeling of discouragement and dislike of the jobs, company and associates. According to Mooney, "Morale is the sum total of several psychic qualities which include courage, fortitude, resolution and, above all, confidence. Theo Haimann says: "It

is a state of mind and emotions affecting the attitude and willingness to work which, in turn, affect individual and organizational objectives. Davis observes: "Organizational morale is basically a mental condition of groups and individuals which determines their attitude.

CHAPTER – 3

OBJECTIVES OF THE STUDY

Fixing the objective is like identifying the star. The objective decides where we want to go, what we want to achieve and what is our goal or destination.

We will carry out for the following objectives.

1. To study the morale level of employees of the University of Delhi.
2. To study the factors which affect the morale level of employees.
3. To study the level of satisfaction of employees.
4. To study the effect of morale on the productivity and efficiency of employees.
5. To study the strategies to improve the morale of employees.
6. To study the effect of productivity on morale

7. To know and understand about the employee morale and suggest measure to increase morale of employee of University of Delhi.
8. To find out whether the employee of University of Delhi expecting monetary benefits for the morale boosting,
9. To find out whether the working cultural provided by the Administrative Authorities satisfying the employee of University of not.

Importance of the Study:

Good employee morale is the mental attitude of the individual or of the group which enables the employee to rely the maximum satisfaction of his drive as it coincides with the fulfillment of the objectives of the organization. In other words the employee's morale identifies his objectives in the tasks and purposes of a company so that the organizational goals can be accomplished. Since the level of morale effects the quality and quantity of the output and influences factors like costs and transparency which are the ingredients for success, the study and measurement of morale is highly significant.

CHAPTER – 4

RESEARCH METHODOLOGY

Research methodology makes the most important contribution towards the enrichment of study. In a research there are numerous methods and procedures to be applied but it is the nature of the problem under investigation that determines the adoption of a particular method for all studies. Methods selected should always be appropriate to the problem under investigation. This chapter discusses the research design, data collection method, sampling design, data design and data analysis.

We will use the data from primary sources which will be collected from the questionnaire and personal interview. Our proposed sample size is 100 employees of the University of Delhi and we have framed 20 questions relating to the required information. The specimen of the questions is attached at **ANNEXURE-I.**

We seek to conduct personal interview of 40 % of our sample size with the same questionnaire to collect the data. After collecting the data, the analysis part will be started. The main aim of the study is to find out morale level of the employees of the University of Delhi which can be observed through the responses given by the employees in questionnaire and in personal interview. Our main objective is

to find out whether employees of the University of Delhi are expecting monetary benefits to boost their morale or not. The working culture provided by the administrative authorities in the University of Delhi is satisfying their employee or not will also be an important outcome of the study. The data would be then tabulated and analyzed in the form of Pie Diagrams for a better representation. The tools of Data Analysis would show the absolute numbers and percentage.

❖ **DATA COLLECTION**

Primary Sources : Questionnaire and Personal interview

❖ **SAMPLING DESIGN**

Universe : Various Divisions/ Departments under University of Delhi

Sample size : 100 employees

❖ **SAMPLING PROCEDURE**

Simple Random Sampling would be used to select the sample from the University of Delhi.

❖ **DATA RE-PRESENTATION**

The data would be shown with the help of Pie Diagrams.

Data Analysis & Interpretation - Classification & tabulation transforms the raw data collected through questionnaire in to useful information by organizing and compiling the bits of data contained in each questionnaire

i.e., observation and responses are converted in to understandable and orderly statistics are used to organize and analyze the data:

- ◆ Simple tabulation of data using tally marks.
- ◆ Calculating the percentage of the responses.
- ◆ Formula used = $(\text{name of responses} / \text{total responses}) * 100$

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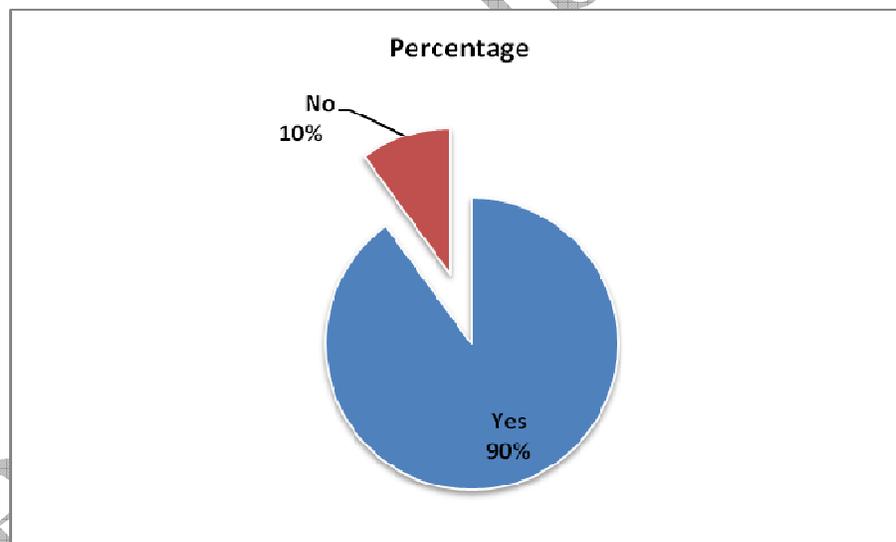
CHAPTER - 5

DATA ANALYSIS AND INTERPRETATION

1. Are you satisfied with your job?

TABLE - 1

Criteria	Frequency	Percentage
Yes	90	90%
No	10	10%



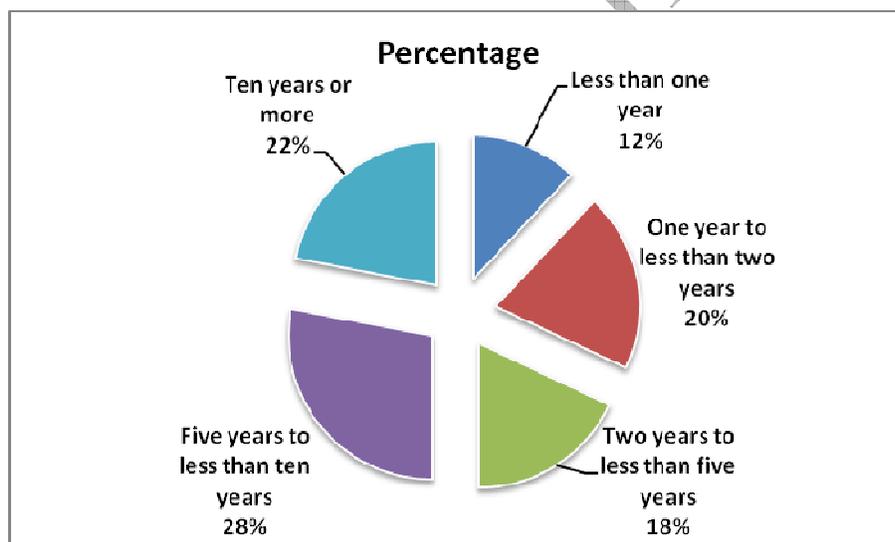
ANALYSIS & INTERPRETATION:

As per shown in the above pie graph, 90% of respondent satisfied with their job and only 10% of respondent do not satisfied with their job?

2. How long have you worked for University of Delhi?

TABLE - 2

Criteria	Frequency	Percentage
Less than one year	12	12%
One year to less than two years	20	20%
Two years to less than five years	18	18%
Five years to less than ten years	28	28%
Ten years or more	22	22%



ANALYSIS & INTERPRETATION:

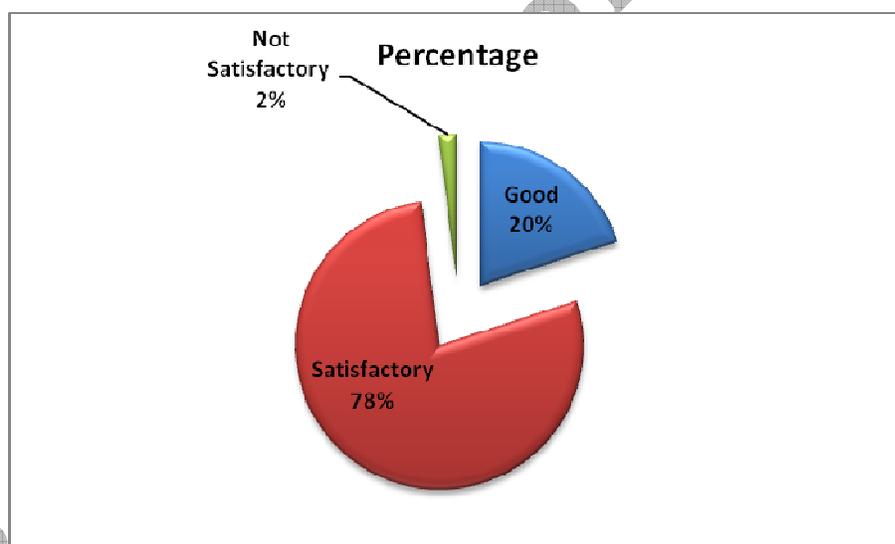
As per shown in the above pie graph, 28% of respondent working Five years to less than ten years, 22% of respondent working Ten years or more, 20% of respondent working One year to less than two years , 18% of respondent working

Two years to less than five years and 12% of respondent working Less than one year.

3. How is working environment in University of Delhi?

TABLE - 3

Criteria	Frequency	Percentage
Good	20	20%
Satisfactory	78	78%
Not Satisfactory	2	2%



ANALYSIS & INTERPRETATION:

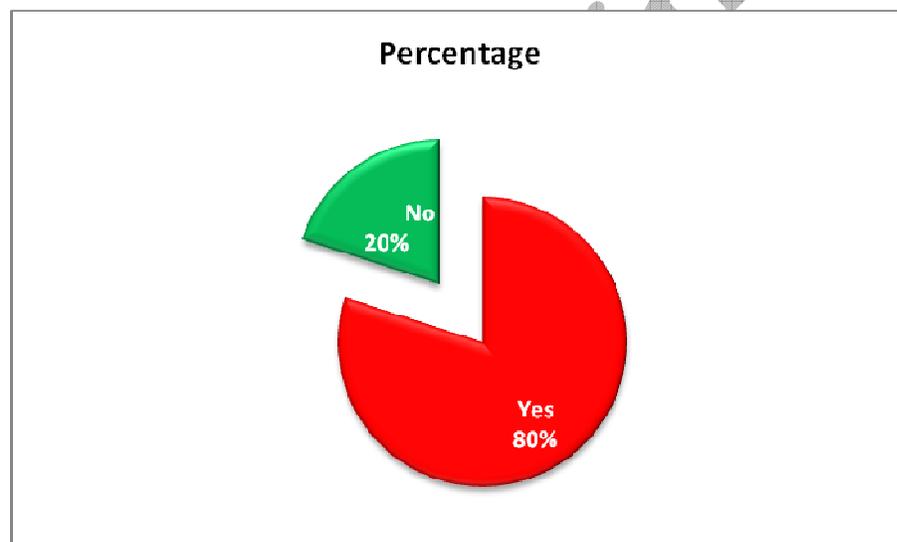
As per shown in the above pie graph, 78% of respondent satisfied with working environment in University of Delhi, 20% of respondent feel good working environment in University of Delhi, and only 2% of respondent not satisfied.

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4. Do you feel proud to work at University of Delhi?

TABLE - 1

Criteria	Frequency	Percentage
Yes	90	90%
No	10	10%



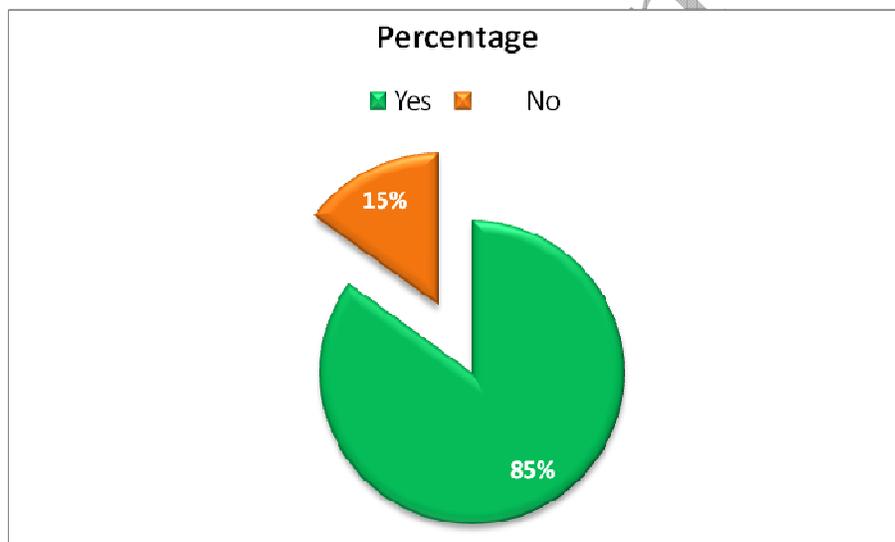
ANALYSIS & INTERPRETATION:

As per the chart given above, it can be concluded that maximum number of employees of the University were agreeing with the statement that they feel proud to work in the University of Delhi and only 10% are in no category.

5. Do you have opportunity to learn new skills on the job?

TABLE - 5

Criteria	Frequency	Percentage
Yes	85	85%
No	15	15%

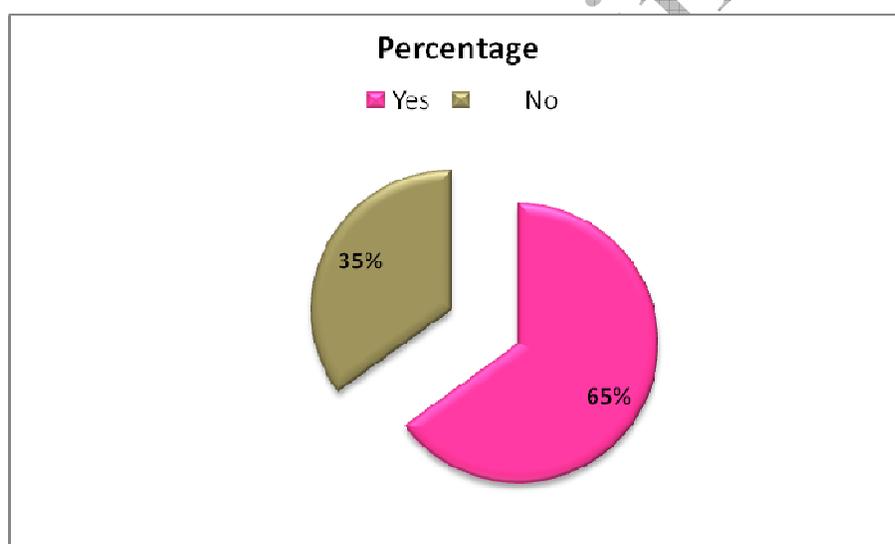


ANALYSIS & INTERPRETATION:

As per the pie chart given above, most of the employees of the university are agreed with the statement that they have opportunities to learn new skills on the job

6. Do you feel that your work is recognized in your University?**TABLE - 6**

Criteria	Frequency	Percentage
Yes	65	65%
No	35	35%

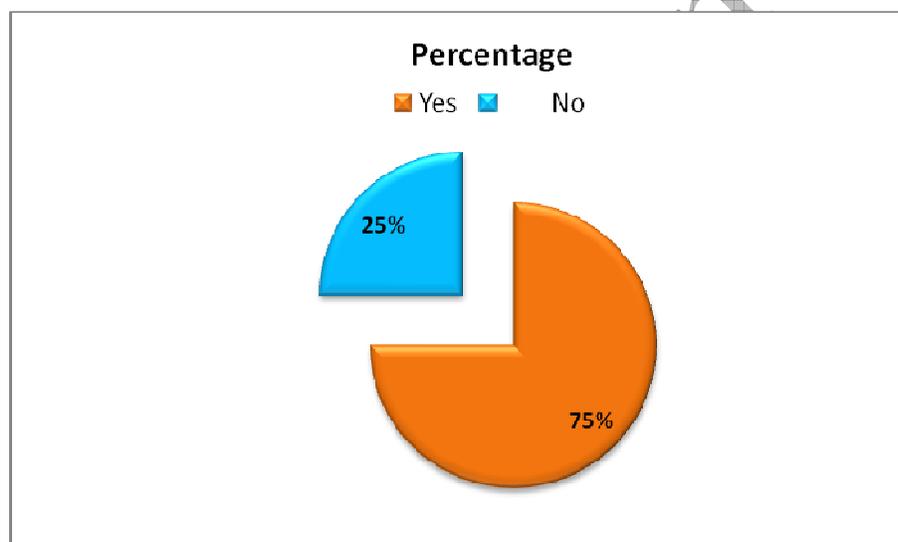
**ANALYSIS & INTERPRETATION:**

Out of total workers surveyed, 65% workers said YES and 35% workers said NO.

Some employees of the organization feel that their work is recognized.

7. Have you the opportunities for advancement?**TABLE - 7**

Criteria	Frequency	Percentage
Yes	75	75%
No	25	25%

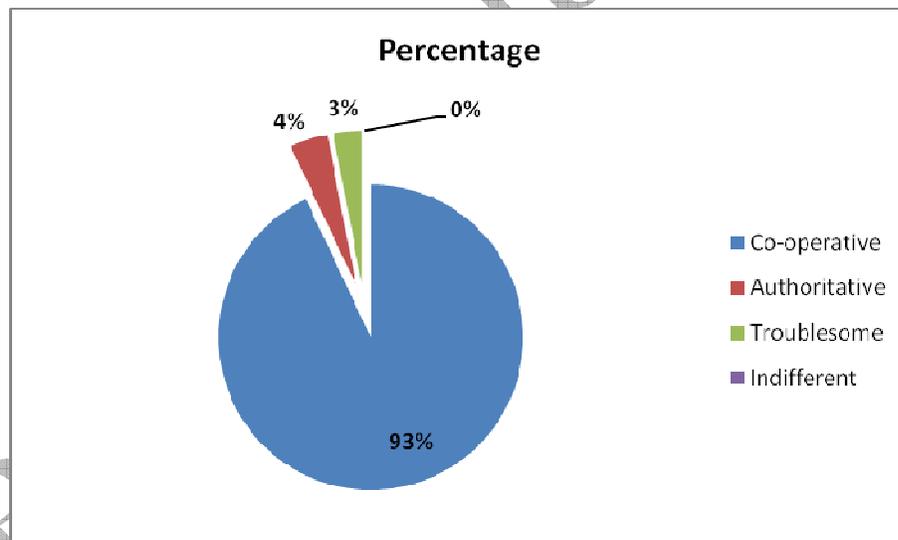
**ANALYSIS & INTERPRETATION:**

As per shown in the above pie graph, 75% of respondent feel they get the opportunities for advancement and 25% of respondent are not feel like that.

8. The staff of the University is:

TABLE - 8

Criteria	Frequency	Percentage
Co-operative	93	93%
Authoritative	4	4%
Troublesome	3	3%
Indifferent	0	0%



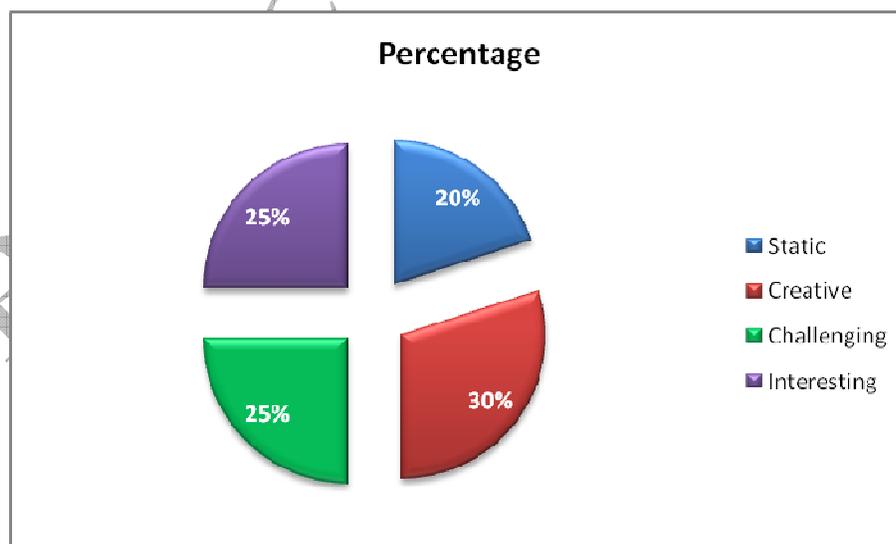
ANALYSIS & INTERPRETATION:

From the pie graph shown above, it is very much clear that almost all of the staff of the University of Delhi is Co-operative, 3% of the staff is Troublesome and only 4% of the staff is Authoritative.

9. How will you categorized your job?

TABLE - 9

Criteria	Frequency	Percentage
Static	20	20%
Creative	30	30%
Challenging	25	25%
Interesting	25	25%

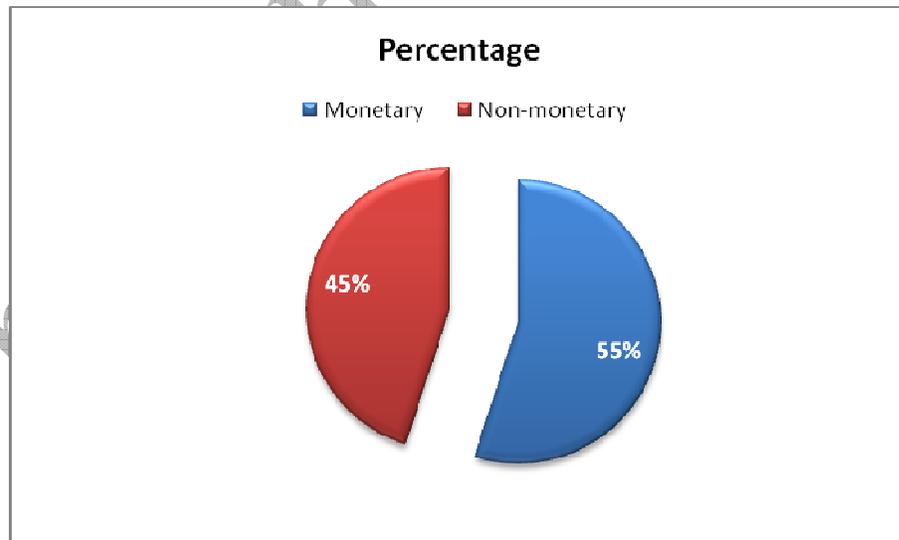


ANALYSIS & INTERPRETATION:

Out of the total workers surveyed, there is mixed responses of employees.30% of the employees feel that their job is creative.20% are in favor of static and rest of employees are in favor of both challenging and interesting.

10. What according to you is best technique to boost morale?**TABLE -10**

Criteria	Frequency	Percentage
Monetary	55%	55%
Non-monetary	45%	45%

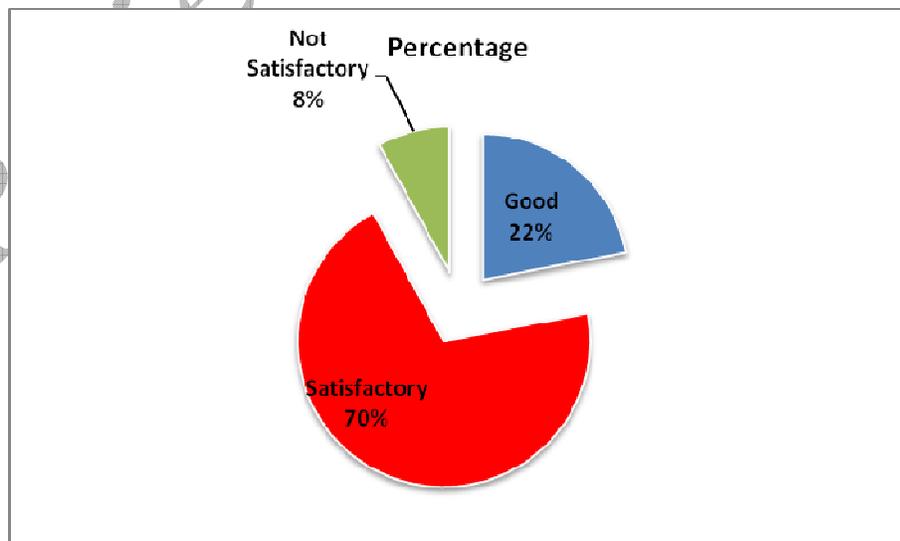
**ANALYSIS & INTERPRETATION:**

Out of total employees surveyed, 55% employees think that monetary techniques are best to boost morale, 45% employees are in favor of non-monetary techniques and 5% employees feel like both are important to boost morale of employee.

11. How do you find the working condition in your work place?

TABLE -11

Criteria	Frequency	Percentage
Good	22	22%
Satisfactory	70	70%
Not Satisfactory	8	8%



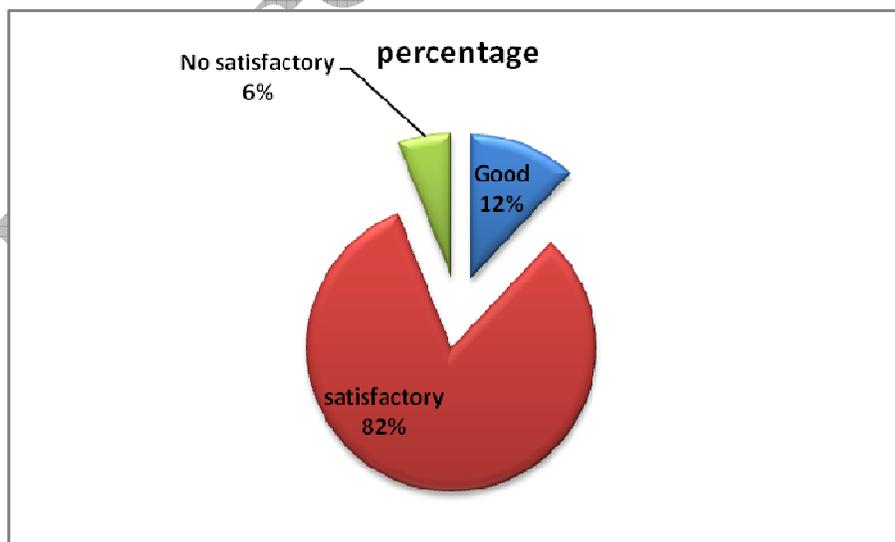
ANALYSIS & INTERPRETATION:

As per shown in the above graph, 70% of respondent satisfied with the working condition in their work place, 22% of respondent said good, and 8% of respondent not satisfied with working environment in their work place.

12. How is your relationship with the fellow workers?

TABLE -12

Criteria	Frequency	Percentage
Good	12	12%
Satisfactory	82	82%
Not Satisfactory	6	6%

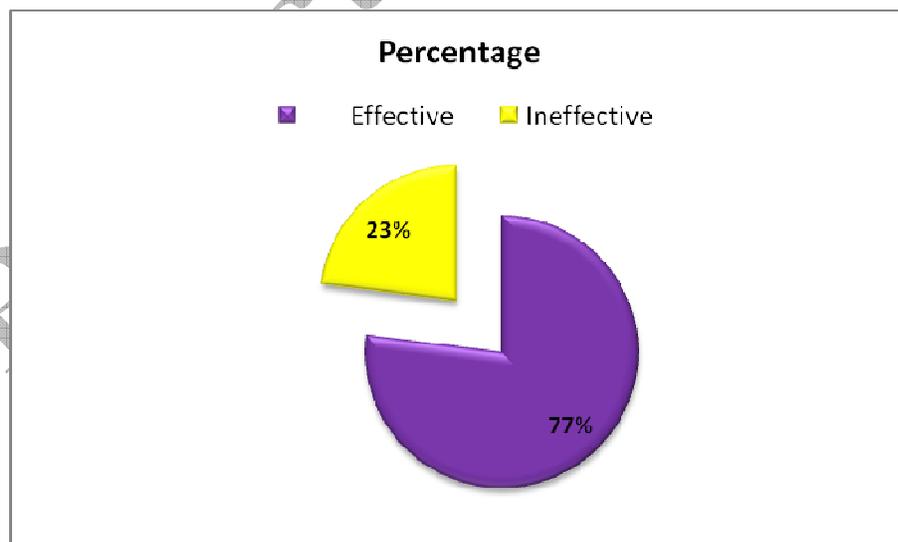


ANALYSIS & INTERPRETATION:

As per shown in the above graph, 82% of respondent satisfied relationship with the fellow workers, 12% of respondent feel good relationship with the fellow workers, and 6% of respondent not satisfied with relationship with the fellow workers.

13. What kind of communication is there in your university?**TABLE -13**

Criteria	Frequency	Percentage
Effective	77	77%
Ineffective	23	23%

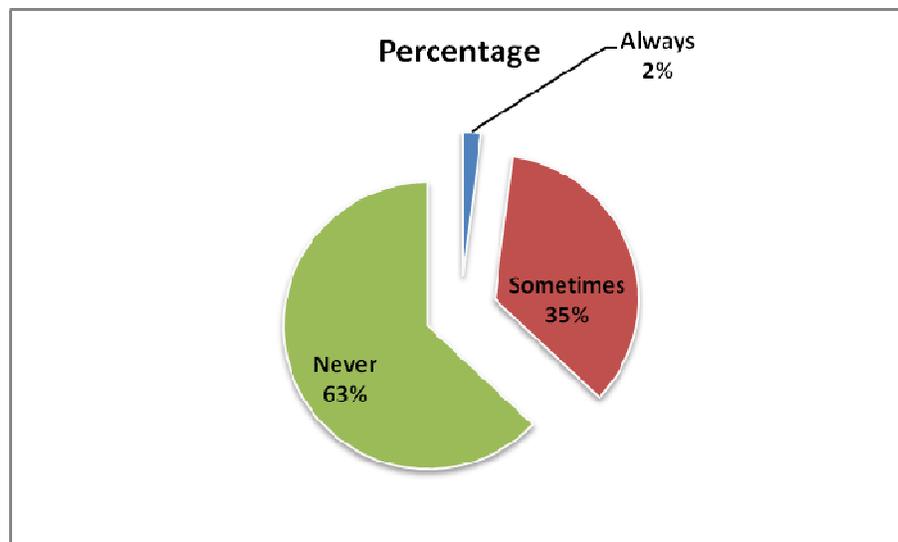


ANALYSIS & INTERPRETATION:

From the graph given above, it is clear that most of the employees said that university is effective communication, 23% of the respondent said ineffective.

14. How often do you have the feeling of giving up?**TABLE -14**

Criteria	Frequency	Percentage
Always	2	93%
Sometimes	35	4%
Never	63	



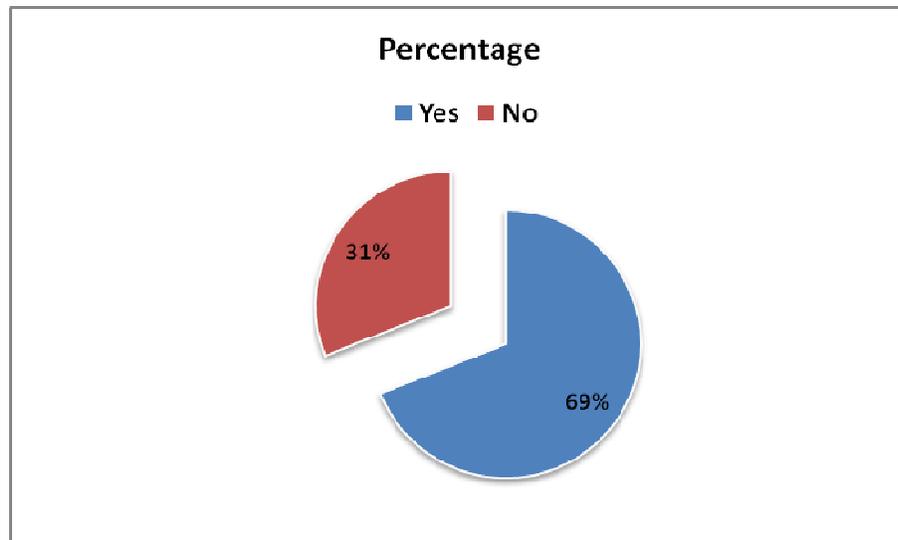
ANALYSIS & INTERPRETATION:

From the above analysis, we can conclude that most of the employees never have the feeling of giving up the university, 35% of the employees sometimes have this feeling, and only 2% of the employees always have this feeling

15. Are you satisfied with the grievance handling machinery of your organization?

TABLE -15

Criteria	Frequency	Percentage
Yes	69	93%
No	31	4%



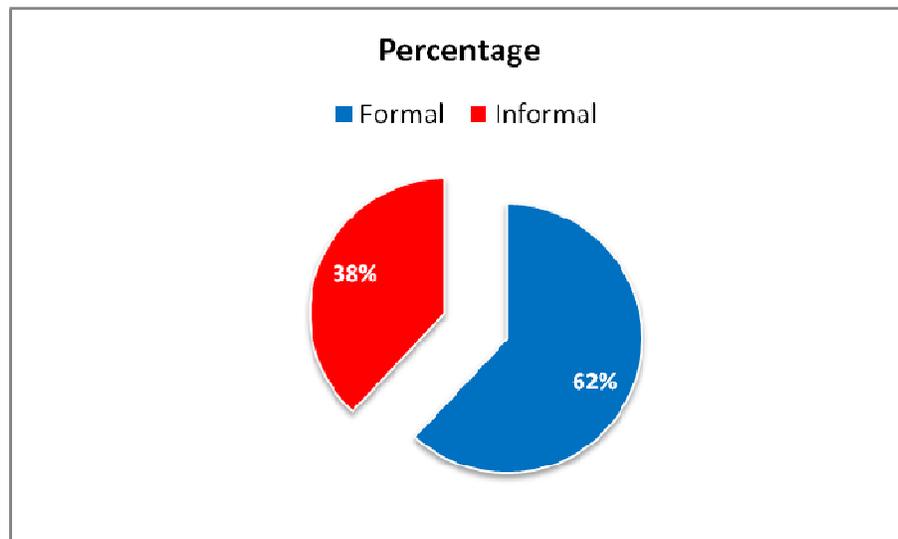
ANALYSIS & INTERPRETATION:

Out of total number of employees surveyed, most of the employees are satisfied from grievance handling machinery whereas only 31% comes under the negative response.

16. What kind of relationship you are having with your superiors?

TABLE -16

Criteria	Frequency	Percentage
Formal	62	62%
Informal	38	38%



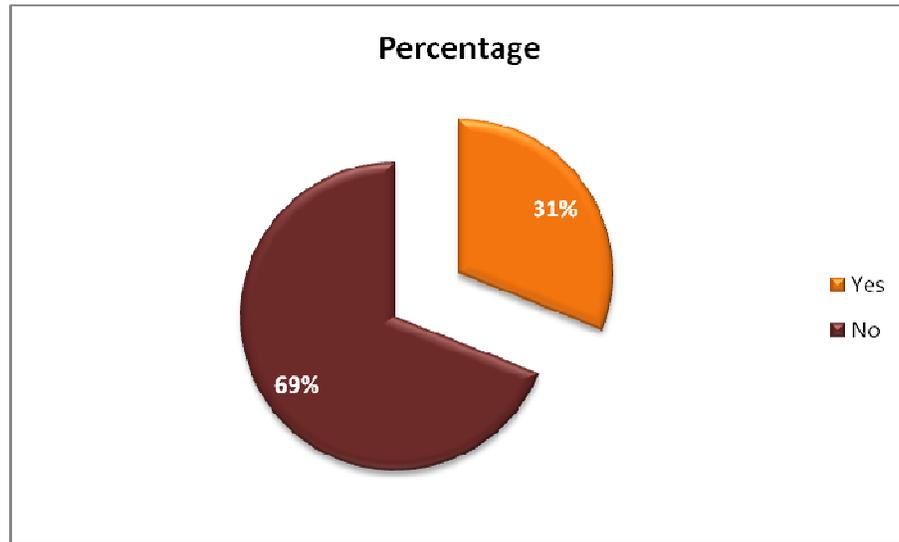
ANALYSIS & INTERPRETATION:

Most of the employees said that they are having formal relationship with their superiors. They talk like senior with each other. And 38% of respondents said they have informal relationship with their superiors.

17. Does your company provide career planning?

TABLE -17

Criteria	Frequency	Percentage
Yes	31	31%
No	69	69%

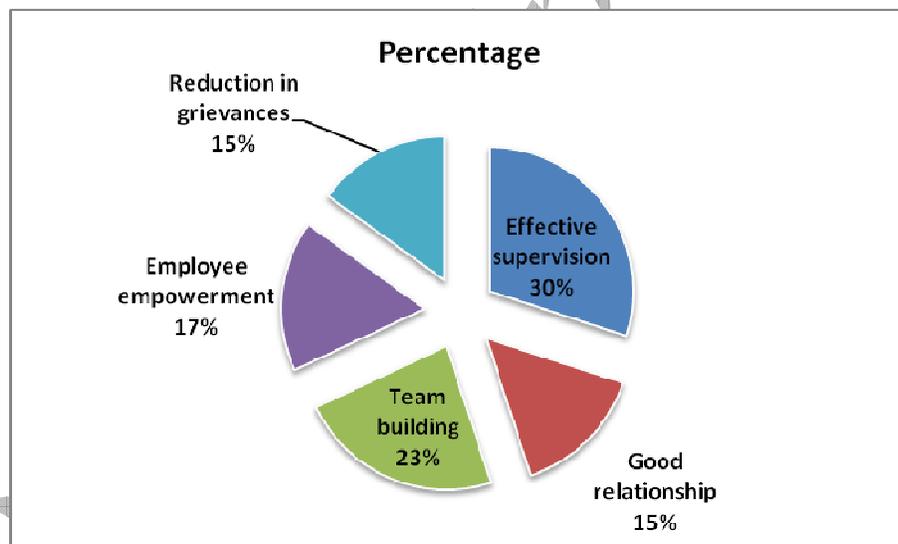
**ANALYSIS & INTERPRETATION:**

As per shown in the above pie graph, 69% of respondent said their company does not provide any career planning and 31% of respondent said that their company provide them career planning.

18. What according to you are the factors which lead to high morale?

TABLE -18

Criteria	Frequency	Percentage
Effective supervision	30	30%
Good relationship	15	15%
Team building	23	23%
Employee empowerment	17	17%
Reduction in grievances	15	15%



ANALYSIS & INTERPRETATION:

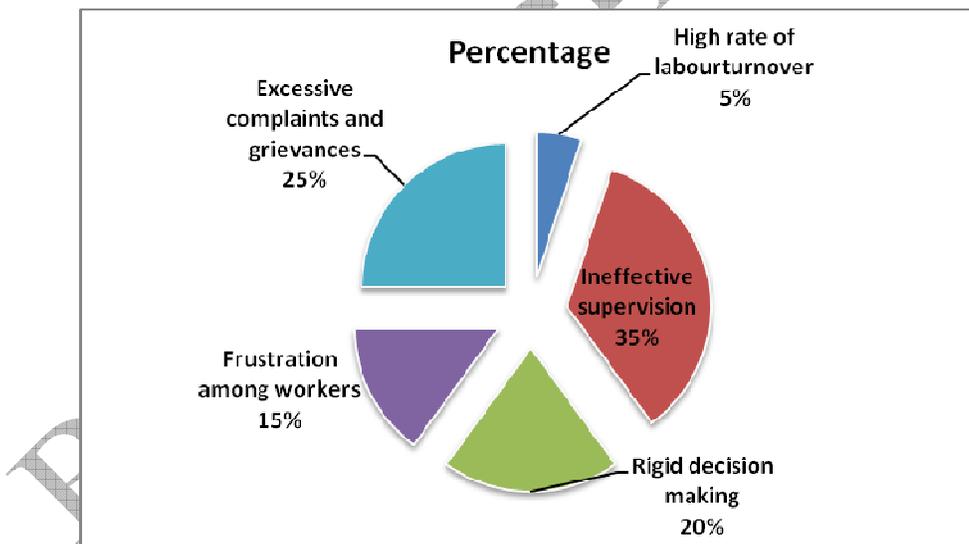
From the above analysis it has been found that there are so many factors which lead to high morale, according to employees responses effective supervision is

the most effective factor leading to high morale and rest of factors has gain almost equal weight age.

19. What according to you are the factors which lead to low morale?

TABLE -19

Criteria	Frequency	Percentage
High rate of labourturnover	5	5%
Ineffective supervision	35	35%
Rigid decision making	20	20%
Frustration among workers	15	15%
Excessive complaints and grievances	25	25%



ANALYSIS & INTERPRETATION:

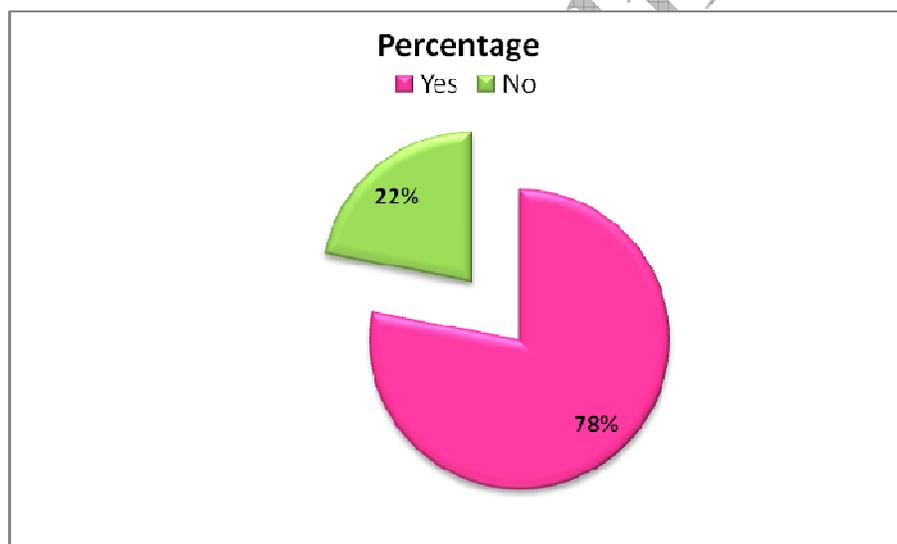
From the above analysis it has been found that there are so many factors which lead to low morale, according to employees responses ineffective supervision is

the factor leading to high morale and rest of factors has gain almost equal weight age.

20. Does your management encourage in over all development of the employees?

TABLE -20

Criteria	Frequency	Percentage
Yes	78	78%
No	22	22%



ANALYSIS & INTERPRETATION:

Out of the total employees surveyed, most of the employees said that their management encourages in overall development of employees. Only 22% are in category of no.

CHAPTER – 6

FINDINGS AND SUGGESTION

The findings of the study of “**Morale Level of Employees at University of Delhi**”.

1. We can conclude that all the employees are satisfied from their jobs i.e. their morale level is high. This further affects the productivity of the employees. Only 10% of the employees come under the category of no, which is almost negligible.
2. Maximum number of the employees of the company feels proud to work in this organization.
3. Most of the employees of the university are agreed with the statement that they have opportunities to learn new skills on the job.
4. Finding that, 28% of respondent working Five years to less than ten years, 22% of respondent working Ten years or more, 20% of respondent working One year to less than two years , 18% of respondent working Two years to less than five years and 12% of respondent working Less than one year.
5. When asked about recognition, 65% of the employees said ‘yes’ and 35% of the employees said ‘no’ i.e. employees are satisfied from the recognition which company is giving to them.

6. 68% of the employees say that they have opportunities for advancement and 32% of the employees are not agreed with this statement i.e. company should provide more opportunities to the employees.
7. Almost all of the employees of the company say that the staff of the company is 'co-operative' and only 25% of the employees say that staff is 'authoritative'.
8. Almost all of the employees are satisfied from the leadership styles followed by their superiors.
9. When asked about how you categorized their job, most of the employees said their job is creative and some employees said that their job is interesting as well as challenging.
10. Goodwill of the company, challenging work, working conditions, healthy relationship, compensation and individual development are the various factors, which are effecting or forcing them to work with same organization.
11. According to employees monetary as well as non- monetary both techniques are important to boost morale of the employees. Some time there is a need of praise which cannot be completed with money and some time there is need of money which cannot be completed with praise only.
12. Most of the employees are satisfied that their efforts are gaining desired results. They get promotion as well as salary hike in the form of the awards. While some employees feel that there is no such activity in this organization and they don't get any reward after doing good work.

13. Most of the employees of the company are satisfied with the communication channel or communications at different levels of the company.
14. Maximum number of employees said that they never feel to give up the work and 35% of employees feel sometimes, and only 2% of the employees always have this feeling.
15. Most of the employees are satisfied with grievance handling machinery of the organization.
16. Almost all of the employees of the company are satisfied from the relationships with their superiors and also highly satisfied from their relationships with their colleagues.
17. Employees are not satisfied with career planning methodology adopted by company.
18. According to employees "EFFECTIVE SUPERVISION" is one of the factors which lead to high morale. And other factors are team building, good relationship, employee empowerment, reduction in grievances.
19. There are some factors which lead to low morale and "INEFFECTIVE SUPERVISION" is mostly said by employees. Other factors are High rate of labor turnover, rigid decision making, and Frustration among workers, Excessive complaints and grievances

SUGGESTIONS

1. There should be proper suggestion box system within the organization and employees are not to be forced to mention their names on the suggestion. There should also be some award system for productive suggestions so that employees feel motivated for giving their innovative suggestions.
2. The University should provide more opportunities for growth and development by creating more jobs and other programs beneficial for their success.
3. University should provide proper training to every employee for developing their career.
4. There should be proper feedback system for employees so that they should have proper knowledge that what company wants from them and what company is getting from their efforts.
5. Most of the workers said that they are not enjoying their work, so company should take step towards this thing. There should be some sources of entertainment for the employees like inter-organizations competition, programmers for welfare of the families of employees etc.

6. University should conduct annual surveys of employees to determine what employees want from the company and how the company can best respond.
7. There should be proper involvement of workers in decision-making process. They should be given chance to provide decisions or suggestions which they want.
8. University should give more recognition to employees for their work so that they feel more importance and motivated to stay with same organization for long time.
9. University should create standard methods of communicating results or other required information to the employees so they can aware all the programs and happenings in the organization.
10. There should be a proper career plans for all employees.

CHAPTER - 7

CONCLUSION

“Morale is when your hands and feet keep on working when your head says it can't be done”

After studying the morale level of the employees of the University of Delhi, I can conclude that morale of the employees is very high and the relationship between performance and morale is positive. The various factors that affect the morale level of the employees are:

- Goodwill
- Opportunity for advancement
- Good benefits
- Challenging work
- General working conditions
- Healthy relationships
- Compensation
- Individual development
- Office environment i.e. décor
- Diversity
- Organizational culture etc.

There is a positive correlation between morale level of employees and productivity. It is foolish to ignore, excuse, or otherwise minimize its impact on productivity. Recent studies have shown that the correlation between the length of time people intend to stay with their current employers and “soft “ factors – like recognition given for work well done- is more statistically significant than that the monetary award correlation.

Generally, increased employee morale means a happier, more productive, and higher performing employee. There is a difference between what people do and how they do it.

The difference between either not meeting, or just meeting, productivity goals – or exceeding goals- for productivity may be attributed to high morale. Poor morale is contagious. Poor morale can manifest in the use (abuse) of leave accruals, accidents, illnesses, litigation, and worker’s compensation claims. Morale is the state of mind. It is steadfastness and courage, hope. It is confidence and zeal and loyalty. It is determination, esprit de corps.

CHAPTER – 8

LIMITATIONS OF THE STUDY

No study is complete in itself, however good it may be and every study has some limitations. Some of the limitations which I may face in this study are as follows:

- The study will be restricted to the employee morale of University of Delhi only.
- This is not an inclusive survey due to time and resource constraint.
- Since the convenient sampling technique will be adopted in the study, hence, it may not be the representative of the universe.
- Since the proposed sampling size is 100, so the findings and conclusions of the study may only be suggestive and not conclusive.
- The respondents (some) may provide biased information/views due to their personal issues in an organization.

Scope: Scope will be limited to the geographical boundary of employees of University of Delhi.

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- Personnel Management : C.B. Memoria

- Industrial Psychology : P.K. Ghosh & M.B. Ghorpada
- Personnel and Human Resource Management : P. Subba Rao
- Principle and practice of Management : Dr. J.N. Chabra

Internet Resources:-

- www.google.com
- <http://www.du.ac.in>

ANNEXURE-I**QUESTIONNAIRE****DEAR RESPONDENT,**

I am **MUKESH KR. SHARMA**, a student **MBA. (HRM)**. I am underlying a project named **"MORALE LEVEL OF EMPLOYEES AT UNIVERSITY OF DELHI"**. So by filling this questionnaire please help me in completing my research project.

Name :

Age :

Address :

Contact No. :

Year of Experience :

1. Are you satisfied with your job?

Yes

No

2. How long have you worked for University of Delhi? Less than one year One year to less than two years

Two years to less than five years

Five years to less than ten years

Ten years or more

3. How is working environment in University of Delhi?

Good

Satisfactory

Not Satisfactory

4. Do you feel proud to work at University of Delhi?

Yes

No

5. Do you have opportunity to learn new skills on the job?

Yes

No

6. Do you feel that your work is recognized in your University?

Yes

No

7. Have you the opportunities for advancement?

Yes

No

8. The staff of the University is:

Co-operative

Authoritative

Troublesome

Indifferent

9. How will you categorized your job?

- Static
 Creative
 Challenging
 Interesting

10. What according to you is best technique to boost morale?

- Monetary Non-monetary

11. How do you find the working condition in your work place?

- Good Satisfactory Not Satisfactory

12. How is your relationship with the fellow workers?

- Good Satisfactory Not Satisfactory

13. What kind of communication is there in your university?

- Effective Ineffective

14. How often do you have the feeling of giving up?

- Always
 Sometimes
 Never

15. Are you satisfied with the grievance handling machinery of your organization?

Yes

No

16. What kind of relationship you are having with your superiors?

Formal

Informal

17. Does your company provide career planning?

Yes

No

18. What according to you are the factors which lead to high morale?

- Effective supervision
- Good relationship
- Team building
- Employee empowerment
- Reduction in grievances

20. What according to you are the factors which lead to low morale?

- High rate of labour turnover
- Ineffective supervision
- Rigid decision making
- Frustration among workers
- Excessive complaints and grievances

20. Does your management encourage in over all development of the employees?

Yes

No

=====Thank You=====

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