Impact of organization policies on the morale of line managers in Mumbai

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Abstract. Policies are a set of rules and regulations that determine the organization running and wellbeing. Employees are at the core of organization functioning. Hence, it is very important that the policies be in place for the smooth functioning of the organization. Since line-managers are working at the operational level, are relatively less experienced and new to the organization the focus of the organization should be to develop the policies, which are helpful for the line managers. Policies are binding on all and can prove to be a very good factor in boosting the morale of the employees. Through this research, we would like to understand the impact of policies on the morale of line managers. In addition, we would like to understand the awareness of line managers about various organization policies. A very important aspect here would include understanding to what level the policies are conveyed to the line managers and is there a fair implementation of policies across the organization.

Keywords: organization policies, line managers, morale.

1 Introduction

Line managers are working at the base of the pyramid in the administrative framework. We can consider people with work experience and handling operational teams working in the management function to be line managers. They are liable to outrageous work weights and are mindful to facilitate the work. They have a scope of collaborations appropriate from non-administration staff to top-level management. They go over different circumstances in their everyday work life. These components influence their execution at work. The resolve to contribute decidedly at work can be an aftereffect of these factors. It is their ability to deal with this situation and the workplace around that decides their development. Policies play a major role in defining the organization culture and shaping the morale of line managers. This study is imperative since line managers are key components of the organization and frequently are instrumental in shaping the execution in the organization. Morale can be accounted by factors like policy implementation, efficiency, basic leadership, authoritative responsibility, fulfilment and commitment. An investigation of Industrial brain science influencing these variables will help in seeing how it influences the execution of the line mangers. Through the examination, we attempt to dissect the role of organization policies influencing the Line mangers. We would likewise attempt to analyse the components in charge of this advancement.

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2 Literature review

1. (Renwick) The contribution of line managers in HRM has dependably been noted in the writing, however as of late the line have been believed to assume a more unmistakable part in HRM because of more HR work being "delegated" to them. The basis of why line association in HRM has gone to the fore as of late supposedly has five primary components: to lessen costs; to give a more complete way to deal with HRM; to put obligation regarding HRM with supervisors most in charge of it; to accelerate basic leadership; and as a contrasting option to outsourcing the HR work. Different creators take note of the distinctive parts that line directors should now play in associations and the purposes behind them. These incorporate thoughts that line supervisors "are currently anticipated that would accomplish their very own greater amount HRM" and "can profit by broadly educating in HR forms"; that the line "should lead the path in completely coordinating HR into the organization's genuine work; and that the line receive an "association" approach between HR, line and representatives to oversee HR issues – "a HR group of three".
2. (Nandi) Line managers coordinate the work of others who are not in charge themselves. They are people who have graduated fresh from college. Front line managers are in frequent contact with their subordinates. Subordinates of front line managers may be blue-collar workers, sales persons, accounting clerks or scientists depending on the particular tasks performed by the concerned sub-unit. Front line managers are responsible for the implementation and control of the operational plans developed by the middle managers. They are responsible for bottom line operational outputs. Finding high achievement people to work as front line managers and developing achievement motivation in the existing frontline managers are vital for higher order organizational performance.
3. (Bina Tiwari)Lay off is a very frequently used strategy by organization. The IT/ITES sector faces the threat of recession despite of increasing demand. Organizations need to install confidence in the employees through psychological support and the line managers are the key in this. The organization should prepare scheduled reviews by taking into account individual needs, learning styles, and current work priorities. Provisions for adequate pay, fringe benefits, job security, and healthy working conditions can further enhance morale and motivation of survivors.
4. (Deborah Blackman) Performance management systems should be reoriented to help reduce anxiety. A lot of anxiety is found if the employees are unclear about their expectations in terms of performance. This affects the morale of the people. Particularly when an individual is trying to perform in an organization there has to be clear understanding about his performance expectations. The gap often leads to lower level of morale.
5. (Gupta) It is important to understand that even today; most of the organisations focus on participative style of management. They make good relationship with lower level of employees and take care of employees‟ psychological and social needs. Lastly,

Henry Fayol started administration theory of management that was based on effective administration.

6. (Murugesan) The study of Pestonjees (1977) in employee morale is the best-known research done in India. In this study, he showed that 1. Morale is an attitude of employees, which predisposes them to view their leaders (supervisors), their company and its policies as contributions to or thwarting their need satisfaction. 2. Morale is generated by virtue of individuals, group members. 3. Since morale is a group phenomenon it enacts consideration of such factors as group involvement and progress in the attainment of group goals. Thus, he considered that employee morale is a general attitude of workers based upon their faith in the fairness of the employers' policies and behaviour, adequacy of immediate leadership; a sense of participation in the organisation is worth working for. In short, this is an index of their regard for the organisation, which employs them.
7. (Mcguer) As the public services have been commercialized, the employees have been involved leading to an improvement in performance. Central to these efforts has been a radical reconsideration of the role of line managers. By devolving responsibility for human resource (HR) practices to line managers, public services organizations expect a closer relationship between line managers and employees with speedier decision-making and more effective resolution of workplace problems. Partnership models involving HR specialists and line managers are becoming increasingly common. This article presents a model identifying the context, enablers and inhibitors of line manager HR involvement. It concludes that adequate support needs to be provided to line managers to enable them to effectively take on new HR responsibilities.
8. (Watson) According to the indications of earlier research, a lot of learning is associated to the role facilitated by line managers. However, short-term pressures, work overload, and lack of specialist expertise, for example, have been identified as inhibiting line manager involvement in human resource development (HRD). Based on a sample of 328 line managers from the Hilton hotel group in the United Kingdom, this article considers line managers' under-standing of their HRD roles and responsibilities, the key HRD activities they engage in, and the challenges they face in relation to their HRD roles. It concludes that line managers appear to have embraced their HRD roles, with support from HRD professionals.
9. (Abdel-Maksouda)Employee Morale in manufacturing firms should consider developments on shop floors as key contributors. In late 2003, a survey of medium-large Italian manufacturing firms was undertaken. The Italian context was considered particularly appropriate because Italian firms lag behind in their application of contemporary management techniques, and, until the late 1990s, industrial relations were based on a conflict relationship. The findings suggest that, contrary to human resources literature, the significant positive associations between the importance of SFNFPMs related to Employee Morale and the deployment of IMPs seem to be independent of shop-floor involvement. Furthermore, the significant positive association between training (one of the shop-floor involvement variables) and the

level of importance of SFNFPMs related to Employee morale is found to be dependent upon IMPs deployment.

10. (Srinivasan)The feeling of the employees towards their job is a key factor. The organization culture, employee morale of employees towards their jobs, can help the organization to take adequate measures to maintain good relationship with their employees. The employees performance are likely to higher if his/her values is fit well for an organization thus it became important to mindset, thinking , morale is clear about the employees, organization can evaluated positively and allocated rewards to employees and more likely to satisfied if they values also fit in the organization. The researcher concludes employee morale plays a very important role in every organization. Good employee morale helps to success of the organization. Unless an employee has poor morale if always a possibility of employee disharmony and also affect smooth running organization.

11. (Sabarirajan) The present research contributes to our knowledge by examining the relationship between employee morale and job satisfaction among the employees of spinning mills at Dindigul District. The study indicates that there is significant difference between the opinion of temporary and permanent employees with regard to employee morale. Human 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. Employee morale has higher impact on the level of job satisfaction in spinning mills. The dimensions of employee morale like intrinsic motivation, work meaningfulness, organizational commitment and work pride directly influences the employee morale. The performance of spinning mills can be improved only when the human resources are satisfied with the higher employee morale and job satisfaction.

3 Research Objective

To understand the significance of organization policies on line managers study the relationship between organization policies factor and morale of line managers as compared to middle and senior managers.

4 Research hypothesis

1. H0 = There is no significant difference between the organization policy factors affecting morale of line managers to others(middle and senior managers)
2. H0 = There is no significant relation between the policy satisfaction of line managers and non-line managers

3. H0 = There is no significant difference between the recommendation for job by line managers and non-line managers
4. H0 = There is no significant difference between the organization policy factors affecting morale of male line managers to others(middle and senior managers)
5. H0 = There is no significant difference between the organization policy factors affecting morale of female line managers to others(middle and senior managers

5 Research Methodology, tools and techniques

The morale of employees has been compared to the factors related to policy development and implementation. The demographics consisting of age, gender and years of experience add impetus to the study.

5.1 Research Design

The approach to the research included the exploratory approach where characteristics of the population were determined by the sample data obtained through online survey method. The questionnaire was constructed using data from literature and established theories. Established standard set of questionnaires were also referred for constructing the questions. The data has been collected, filtered and aligned according to the requirement of the analysis. The parameters for analysis were selected based on the literature review and theories pertaining to the topic.

5.2 Sample Design

Convenience sampling is used to gather the data online from people working in the management function across Mumbai. The data analysed is a primary data.

5.3 Data

Primary data consisting a sample size of 105 has been used for analysis. The data has been obtained through an online survey that consisted of approximately 20 questions including five demographic questions. A five point Likert scale has been used to understand the parameters, which resulted in the factors for the study.

Two distinct factors that can serve as independent variables have emerged by conducting factor analysis.

SPPS software is primarily used to conduct the analysis. Factor analysis has been used to classify the question parameters under distinct factors. Linear Regression has been used to test the hypothesis.

SPSS version 22 is used to find out the reliability of the questionnaire, which is at a Cronbach Alpha value of 0.9.

6 Data Interpretation and Analysis

Source of data: SPSS

Table 1.1. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.949	.949	15

On testing the reliability of the questionnaire we could conclude that the data is very much reliable (Cronbach's Alpha = 0.949)

Table 1.2. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.569	58.224	58.224	7.569	58.224	58.224	4.989	38.374	38.374
2	1.050	8.075	66.299	1.050	8.075	66.299	3.630	27.925	66.299
3	.771	5.928	72.227						
4	.699	5.373	77.600						
5	.503	3.866	81.466						
6	.479	3.685	85.151						
7	.402	3.092	88.243						
8	.316	2.427	90.670						
9	.310	2.382	93.052						
10	.268	2.060	95.112						
11	.240	1.847	96.959						
12	.226	1.736	98.695						

13	.170	1.305	100.000						

Extraction Method: Principal Component Analysis.

From above table we can see that 66% of the variation is explained by the two factors

Table 1.3. Rotated Component Matrix[a]

	Component	
	1	2
My organization has a good work culture	.519	
In my organization rules and regulations are followed strictly	.758	
The organization policies are in place	.759	
I am aware of all policies in the organization		.537
There is transparency and clarity in the organization policies		.706
There is high employee consideration and participation in policy formation		.881
Employees are involved in policy formation		.871
The policies are fair and just	.641	.564
The policies are implemented fairly	.671	
All concerned employees are informed about any amendments in policies if any	.757	
The HR department ensures awareness and regular updating of employees knowledge regarding the policies	.722	
Rewards to employees are given according to policies	.695	
Compensation is disbursed in accordance with the policies	.777	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.[a]

a. Rotation converged in 3 iterations.

- From the rotated component Analysis we can see that two distinct factors emerge after conducting dimension reduction on the above 12 parameters
- The factors being:
    1. policy implementation(8 parameters)
    2. Involvement of employees in policymaking. (4 parameters)

- Regression was used to find out the relation between the morale and the factors affecting morale for both line managers and non-line managers (middle and senior management).
- Out of the total sample size of 105 we could bifurcate according to analysis 71 line managers and 34 non line managers : work experience 8 years or less being line managers and more than 8 years being non line managers(from literature and reviews of employees)
- Morale was taken to be a combination of two factors namely
    1. employees being happy with the policies of the organization and
    2. employees willingness to recommend others to join the organization

Table 2.1. Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835[a]	.698	.692	.62298

a. Predictors: (Constant), Policy_implementation, Employee_involvement

b. Dependent Variable: Morale

Table 2.2. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.375	2	45.687	117.719	.000[b]
	Residual	39.587	102	.388		
	Total	130.962	104			

a. Dependent Variable: Morale

b. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 2.3. Coefficients[a]

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	-.245	.270		-.907	.366
	Employee_involvement	.528	.096	.456	5.477	.000
	Policy_implementation	.577	.110	.435	5.230	.000

a. Dependent Variable: Morale

- From table 2.1 it can be seen that adjusted R square value is 69% which signifies that the independent variables explain 69 % variation in dependent variable.
- From table 2.2 it can be seen that the regression is significant as P value is <0.05. Hence we can say that dependent variable has a significant relation with independent variable.
- The regression equation thus formed from tale 2.3 is
  Morale=-0.245+ 0.528(employee involvement) +0.577(policy implementation)

Table 3.1. Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate
	Work experience in years <= 8.0 (Selected)	Work experience in years > 8.0 (Unselected)			
1	.857[a]	.798	.735	.727	.61938

a. Predictors: (Constant), Policy_implementation, Employee_involvement

b. Unless noted otherwise, statistics are based only on cases for which Work experience in years <= 8.0.

c. Dependent Variable: Morale

Table 3.2. ANOVA[a,b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.223	2	36.111	94.130	.000[c]
	Residual	26.087	68	.384		
	Total	98.310	70			

a. Dependent Variable: Morale

b. Selecting only cases for which Work experience in years <= 8.0

c. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 3.3. Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.540	.309		-1.745	.085
	Employee_involvement	.564	.115	.463	4.893	.000
	Policy_implementation	.602	.126	.453	4.789	.000

a. Dependent Variable: Morale

b. Selecting only cases for which Work experience in years <= 8.0

- Above data is for line managers(work experience < 8 years) morale
- From table 3.1 it can be seen that adjusted R square value is 73% which signifies that the independent variables explain 73 % variation in dependent variable.
- From table 3.2 it can be seen that the regression is significant as P value is <0.05. Hence we can say that dependent variable has a significant relation with independent variable.
- The regression equation thus formed from tale 3.3 is
  Morale= -0.54+0.564(employee involvement) +0.602(policy implementation)

Table 4.1. Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate
	Work experience in years > 8.0 (Selected)	Work experience in years <= 8.0 (Unselected)			
1	.800[a]	.854	.641	.617	.58595

a. Predictors: (Constant), Policy_implementation, Employee_involvement

b. Unless noted otherwise, statistics are based only on cases for which Work experience in years > 8.0.

c. Dependent Variable: Morale

Table 4.2. ANOVA[a,b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.974	2	9.487	27.631	.000[c]
	Residual	10.644	31	.343		
	Total	29.618	33			

a. Dependent Variable: Morale

b. Selecting only cases for which Work experience in years > 8.0

c. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 4.3. Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.722	.530		1.362	.183
	Employee_involvement	.545	.168	.562	3.247	.003
	Policy_implementation	.355	.219	.280	1.621	.115

a. Dependent Variable: Morale

b. Selecting only cases for which Work experience in years > 8.0

- Above data is for non-line managers(work experience > 8 years: middle and senior level managers) morale
- From table 4.1 it can be seen that adjusted R square value is 62% which signifies that the independent variables explain 62 % variation in dependent variable.
- From table 4.2 it can be seen that the regression is significant as P value is <0.05. Hence we can say that dependent variable has a significant relation with independent variables. However only employee involvement is significant and not policy implementation.
- The regression equation thus formed from table 4.3 is Morale=0.722+ 0.545(employee involvement)

Table 5.1. Model Summary[b,c]

Model	R	R Square	Adjusted R	Std. Error of the

	Work experience in years <= 8.0 (Selected)	Work experience in years > 8.0 (Unselected)		Square	Estimate
1	.849[a]	.819	.720	.712	.6566

a. Predictors: (Constant), Policy_implementation, Employee_involvement

b. Unless noted otherwise, statistics are based only on cases for which Work experience in years <= 8.0.

c. Dependent Variable: I am happy with the policies of the organization

Table 5.2. ANOVA[a,b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.470	2	37.735	87.518	.000[c]
	Residual	29.319	68	.431		
	Total	104.789	70			

a. Dependent Variable: I am happy with the policies of the organization

b. Selecting only cases for which Work experience in years <= 8.0

c. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 5.3. Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.627	.328		-1.914	.060
	Employee_involvement	.690	.122	.549	5.647	.000
	Policy_implementation	.487	.133	.356	3.659	.000

a. Dependent Variable: I am happy with the policies of the organization

b. Selecting only cases for which Work experience in years <= 8.0

- Above data is for line managers w.r.t happiness of policies in the organization
- From table 5.1 it can be seen that adjusted R square value is 71% which signifies that the independent variables explain 71 % variation in dependent variable.

- From table 5.2 it can be seen that the regression is significant as P value is <0.05. Hence we can say that dependent variable has a significant relation with independent variables.
- The regression equation thus formed from table 5.3 is
  Morale=-0627+0.690(employee involvement) + 0.487(policy implementation)

Table 6.1. Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate
	Work experience in years > 8.0 (Selected)	Work experience in years <= 8.0 (Unselected)			
1	.819[a]	.848	.671	.649	.5810

a. Predictors: (Constant), Policy_implementation, Employee_involvement

b. Unless noted otherwise, statistics are based only on cases for which Work experience in years > 8.0.

c. Dependent Variable: I am happy with the policies of the organization

Table 6.2. ANOVA[a,b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.299	2	10.650	31.545	.000[c]
	Residual	10.466	31	.338		
	Total	31.765	33			

a. Dependent Variable: I am happy with the policies of the organization

b. Selecting only cases for which Work experience in years > 8.0

c. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 6.3. Coefficients[a,b]

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	.350	.526		.667	.510
	Employee_involvement	.542	.166	.540	3.258	.003
	Policy_implementation	.426	.217	.324	1.959	.059

a. Dependent Variable: I am happy with the policies of the organization

b. Selecting only cases for which Work experience in years > 8.0

- Above data is for line managers w.r.t happiness of policies in the organization
- From table 6.1 it can be seen that adjusted R square value is 65% which signifies that the independent variables explain 65% variation in dependent variable.
- From table 6.2 it can be seen that the regression is significant as P value is <0.05. Hence we can say that dependent variable has a significant relation with independent variables. However only employee involvement is significant and not policy implementation.
- The regression equation thus formed from table 6.3 is Morale= 0.350+0.542(employee involvement)

Table 7.1. Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate
	Work experience in years <= 8.0 (Selected)	Work experience in years > 8.0 (Unselected)			
1	.752[a]	.676	.565	.552	.8898

a. Predictors: (Constant), Policy_implementation, Employee_involvement

b. Unless noted otherwise, statistics are based only on cases for which Work experience in years <= 8.0.

c. Dependent Variable: I would recommend people to join my organization

Table 7.2. ANOVA[a,b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.906	2	34.953	44.145	.000[c]

	Residual	53.841	68	.792		
	Total	123.746	70			

a. Dependent Variable: I would recommend people to join my organization

b. Selecting only cases for which Work experience in years <= 8.0

c. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 7.3. Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.452	.444		-1.018	.312
	Employee_involvement	.438	.166	.320	2.646	.010
	Policy_implementation	.716	.180	.481	3.966	.000

a. Dependent Variable: I would recommend people to join my organization

b. Selecting only cases for which Work experience in years <= 8.0

- Above data is for line managers w.r.t recommending people to join the organization
- From table 7.1 it can be seen that adjusted R square value is 55% which signifies that the independent variables explain 55 % variation in dependent variable.
- From table 7.2 it can be seen that the regression is significant as P value is <0.05. Hence we can say that dependent variable has a significant relation with independent variables.
- The regression equation thus formed from table 7.3 is
  Morale= -0.452+0.438(employee involvement) + 0.716 (policy implementation)

Table 8.1. Model Summary[b,c]

Model	R		R Square	Adjusted R Square	Std. Error of the Estimate
	Work experience in years > 8.0 (Selected)	Work experience in years <= 8.0 (Unselected)			
1	.688[a]	.735	.473	.439	.7769

a. Predictors: (Constant), Policy_implementation, Employee_involvement

b. Unless noted otherwise, statistics are based only on cases for which Work experience in years > 8.0.

c. Dependent Variable: I would recommend people to join my organization

Table 8.2. ANOVA[a,b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.818	2	8.409	13.932	.000[c]
	Residual	18.711	31	.604		
	Total	35.529	33			

a. Dependent Variable: I would recommend people to join my organization

b. Selecting only cases for which Work experience in years > 8.0

c. Predictors: (Constant), Policy implementation, Employee involvement

Table 8.3. Coefficients[a,b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.094	.703		1.556	.130
	Employee_involvement	.547	.222	.516	2.462	.020
	Policy_implementation	.285	.291	.205	.980	.335

a. Dependent Variable: I would recommend people to join my organization

b. Selecting only cases for which Work experience in years > 8.0

- Above data is for line managers' w.r.t recommending people to join the organization.
- From table 8.1 it can be seen that adjusted R square value is 44% which signifies that the independent variables explain 44 % variation in dependent variable.
- From table 5.2 it can be seen that the regression is significant as P value is <0.05. Hence we can say that dependent variable has a significant relation with independent variables. However only employee involvement is significant and not policy implementation.
- The regression equation thus formed from table 4.3 is
  Morale= -1.09+0.5470(employee involvement)

Table 9.1. Model Summary

Model	R Gender = Male (Selected)	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836[a]	.700	.680	.52130

a. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 9.2. ANOVA[a,b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.984	2	9.492	34.928	.000[d]
	Residual	8.153	30	.272		
	Total	27.136	32			

a. Dependent Variable: morale

b. Weighted Least Squares Regression - Weighted by Linemanagers

c. Selecting only cases for which Gender = Male

d. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 9.3. Coefficients[a,b,c]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.026	.501		.052	.959
	Employee_involvement	.552	.153	.511	3.603	.001
	Policy_implementation	.494	.178	.393	2.768	.010

a. Dependent Variable: morale

b. Weighted Least Squares Regression - Weighted by Linemanagers

c. Selecting only cases for which Gender = Male

- Above data is for male line managers(work experience < 8 years) morale

- From table 9.1 it can be seen that adjusted R square value is 70% which signifies that the independent variables explain 70 % variation in dependent variable.
- From table 9.2 it can be seen that the regression is significant as P value is <0.05. Hence we can say that dependent variable has a significant relation with independent variable.
- The regression equation thus formed from tale 9.3 is
  Morale= 0.26+0.552(employee involvement) +0.494(policy implementation)

Table 10.1. Model Summary

Model	R Gender = Female (Selected)	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891[a]	.794	.778	.61759

a. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 10.2. ANOVA[a,b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.777	2	18.389	48.211	.000[d]
	Residual	9.535	25	.381		
	Total	46.312	27			

a. Dependent Variable: morale

b. Weighted Least Squares Regression - Weighted by Linemanagers

c. Selecting only cases for which Gender = Female

d. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 10.3. Coefficients[a,b,c]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	-.720	.404		-1.781	.087
	Employee_involvement	.561	.167	.475	3.364	.002
	Policy_implementation	.605	.180	.473	3.353	.003

a. Dependent Variable: morale

b. Weighted Least Squares Regression - Weighted by Linemanagers

c. Selecting only cases for which Gender = Female

- Above data is for female line managers(work experience < 8 years) morale
- From table 10.1 it can be seen that adjusted R square value is 79.4% which signifies that the independent variables explain 79.4 % variation in dependent variable.
- From table 10.2 it can be seen that the regression is significant as P value is <0.05. Hence we can say that dependent variable has a significant relation with independent variable.
- The regression equation thus formed from tale 11.3 is
  Morale= -0720+0.561(employee involvement) +0.605(policy implementation)

Table 11.1. Model Summary

Model	R Gender = Female (Selected)	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869[a]	.755	.718	.43359

a. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 11.2. ANOVA[a,b,c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.540	2	3.770	20.054	.000[d]
	Residual	2.444	13	.188		
	Total	9.984	15			

a. Dependent Variable: morale

b. Weighted Least Squares Regression - Weighted by NonLinemanagers

c. Selecting only cases for which Gender = Female

d. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 11.3. Coefficients[a,b,c]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.921	.473		1.945	.074
	Employee_involvement	.395	.198	.448	1.994	.068
	Policy_implementation	.433	.207	.469	2.087	.057

a. Dependent Variable: morale

b. Weighted Least Squares Regression - Weighted by NonLinemanagers

c. Selecting only cases for which Gender = Female

- Above data is for female non line managers(work experience > 8 years) morale
- From table 11.1 it can be seen that adjusted R square value is 75.5% which signifies that the independent variables explain 75.5 % variation in dependent variable.
- From table 11.2 it can be seen that the regression is significant as P value is <0.05. Hence we can say that dependent variable has a significant relation with independent variable.
  However the individual values are not significant, hence regression equation can't be formed

Table 12.1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	Gender = Male (Selected)			
1	.722[a]	.522	.483	.76939

a. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 12.2. ANOVA[a,b,c]

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	16.129	2	8.065	13.624	.000[d]
	Residual	14.799	25	.592		
	Total	30.929	27			

a. Dependent Variable: morale

b. Weighted Least Squares Regression - Weighted by NonLinemanagers

c. Selecting only cases for which Gender = Male

d. Predictors: (Constant), Policy_implementation, Employee_involvement

Table 12.3. Coefficients[a,b,c]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.031	.822		-.038	.970
	Employee_involvement	.491	.232	.414	2.122	.044
	Policy_implementation	.583	.309	.368	1.888	.071

a. Dependent Variable: morale

b. Weighted Least Squares Regression - Weighted by NonLinemanagers

c. Selecting only cases for which Gender = Male

- Above data is for male non line managers(work experience > 8 years) morale
- From table 12.1 it can be seen that adjusted R square value is 52.2% which signifies that the independent variables explain 52.2 % variation in dependent variable.
- From table 12.2 it can be seen that the regression is significant as P value is <0.05. Hence we can say that dependent variable has a significant relation with independent variable.
- The regression equation thus formed from tale 11.3 is
  Morale= -0.310+0.491(employee involvement)

7 Inference

• We identified 12 parameters and when tested for dimension reduction we could bifurcate them into two distinct factors, i.e. policy implementation and employee involvement.

Hypothesis 1

- H0 = There is no significant difference between the organization policy factors affecting morale of line managers to others(middle and senior managers)
- From Table 2, 3 and 4 we can infer that there is a difference between the factors affecting the morale of line managers and non-line managers. Non-line managers feel policy implementation is not significant part of policies that affect the morale.
- Hence we reject H0

Hypothesis 2

- H0 = There is no significant relation between the policy satisfaction of line managers and non-line managers
- From tables 5 and 6 we can infer that there is a difference between the satisfaction level of line managers and non-line managers, where non-line managers do not feel that policy implementation is essential for the happiness of the employees.
- Hence we reject H0

Hypothesis 3

- H0 = There is no significant difference between the recommendation for job by line managers and non-line managers
- From tables 7 and 8 we can infer that there is a difference between the satisfaction level of line managers and non-line managers where non-line managers don't feel policy implementation is a significant factor in recommending jobs in the organization to others.
- Hence we reject H0

Hypothesis 4

- H0 = There is no significant difference between the organization policy factors affecting morale of male line managers to others(middle and senior managers)
- From Table 9 and 12 we can infer that there is a difference between the factors affecting the morale of male line managers and non-line managers. Non-line managers feel employee involvement is not significant part of policies that affect the morale.
- Hence we reject H0

Hypothesis 5

- H0 = There is no significant difference between the organization policy factors affecting morale of female line managers to others(middle and senior managers)
- From Table 10 and 11 we can infer that there is a difference between the factors affecting the morale of male line managers and non-line managers. Non-line managers feel

neither policy implementation nor employee involvement is significant part of policies that affect the morale.

- Hence we reject H0

8 Limitations

- The study is conducted in the Mumbai region and hence has a geographical limitation.
- It is assumed that people with work experience of up to 8 years will generally serve as line managers, as they are in lower level management.
- The study is conducted on the perception of the line managers and other employees of the organization. Hence, there is a possibility for further study in the same after a certain time gap.
- The factors affecting the morale are derived from limited literature and opinion of few line managers. More factors can enhance the study.

9 Conclusion

Morale is a very critical component that can make or break the organization. It is essential for the organization to maintain a healthy atmosphere and culture to boost the morale of the employees. From the above analysis, we understand that organizational policies play a critical role in building the morale of the employees. Particularly in the case of line managers, it serves a great deal that organization policies are in place and communicated properly. The line managers' satisfaction and happiness is subject to the effective implementation of the policies in the organization. They seek involvement in policy development. They would recommend others to join the organization if they feel that the policy implementation and their involvement in policymaking is significant.

On running an analysis with respect to the males and the females, we see similar patterns across the gender where both male and female line managers feel that organization policies certainly impact morale whereas the middle and senior management feel otherwise. Overall, if we see, the morale of line managers depends a lot on the organization policies. Hence, it is important for the organizations to have the policies in place and have high level of involvement of employees, particularly line managers in policymaking.

10 Conceptual Framework

	Employee Involvement	Policy Implementation
Overall Morale	Impact	Impact

Line Managers Morale	Impact	Impact
Non Line managers Morale	Impact	No Impact
Line managers – Male Morale	Impact	Impact
Line managers – Female Morale	Impact	Impact
Non Line managers – Male Morale	Impact	No Impact
Non Line managers – Female Morale	No Impact	No Impact
LM Happy with policies	Impact	Impact
LM recommend others	Impact	Impact
NLM Happy with polices	Impact	No Impact
NLM recommend others	Impact	No Impact

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Annexures

Descriptive Statistics:

Table 9.1. Statistics

		Gender	Age in years	Profession sector	Work experience in years
N	Valid	105	105	105	105
	Missing	0	0	0	0
Mean		1.419	1.286	1.229	7.918

Table 9.2. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	61	58.1	58.1	58.1
	Female	44	41.9	41.9	100.0
	Total	105	100.0	100.0	

Table 9.3. Age in years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-35 years	77	73.3	73.3	73.3
	36-50 years	26	24.8	24.8	98.1
	51-60 years	2	1.9	1.9	100.0
	Total	105	100.0	100.0	

Table 9.4. Profession sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Private	88	83.8	83.8	83.8
	Government	10	9.5	9.5	93.3
	Self Employed	7	6.7	6.7	100.0
	Total	105	100.0	100.0	

Table 9.5. Work experience in years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.0	1	1.0	1.0	1.0
	.1	2	1.9	1.9	2.9
	.2	1	1.0	1.0	3.8
	.3	1	1.0	1.0	4.8
	.5	3	2.9	2.9	7.6
	.7	1	1.0	1.0	8.6
	1.0	5	4.8	4.8	13.3
	1.5	1	1.0	1.0	14.3
	2.0	9	8.6	8.6	22.9
	3.0	8	7.6	7.6	30.5
	4.0	7	6.7	6.7	37.1
	5.0	14	13.3	13.3	50.5
	6.0	8	7.6	7.6	58.1
	7.0	8	7.6	7.6	65.7
	8.0	2	1.9	1.9	67.6
	9.0	1	1.0	1.0	68.6
	10.0	5	4.8	4.8	73.3
	11.0	4	3.8	3.8	77.1
	12.0	4	3.8	3.8	81.0
	13.0	1	1.0	1.0	81.9
	14.0	4	3.8	3.8	85.7
	15.0	3	2.9	2.9	88.6
	19.0	1	1.0	1.0	89.5
	20.0	2	1.9	1.9	91.4
	23.0	1	1.0	1.0	92.4
	24.0	1	1.0	1.0	93.3

	25.0	2	1.9	1.9	95.2
	26.0	3	2.9	2.9	98.1
	29.0	1	1.0	1.0	99.0
	34.0	1	1.0	1.0	100.0
	Total	105	100.0	100.0	

Table 10.1

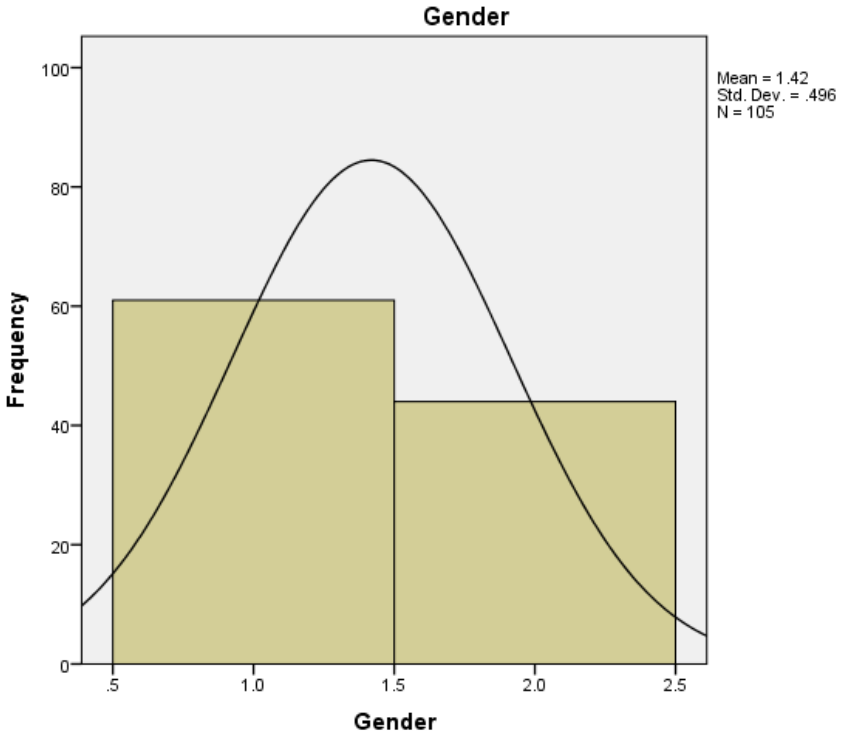


Table 10.2

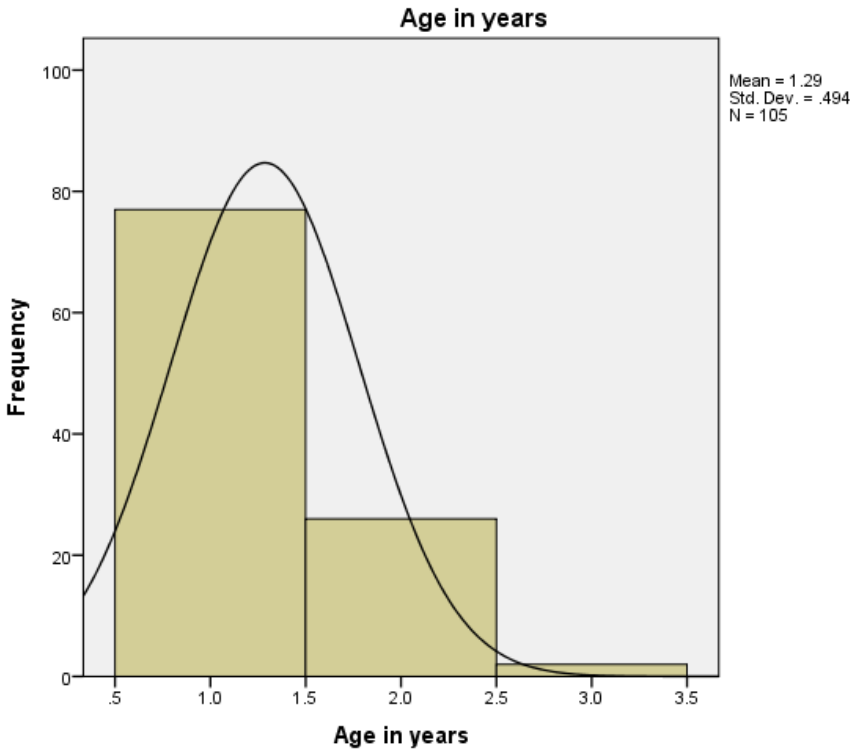

Age in years
Mean = 1.29
Std. Dev. = .494
N = 105
Frequency
100
80
60
40
20
0
.5
1.0
1.5
2.0
2.5
3.0
3.5
Age in years

Table 10.3

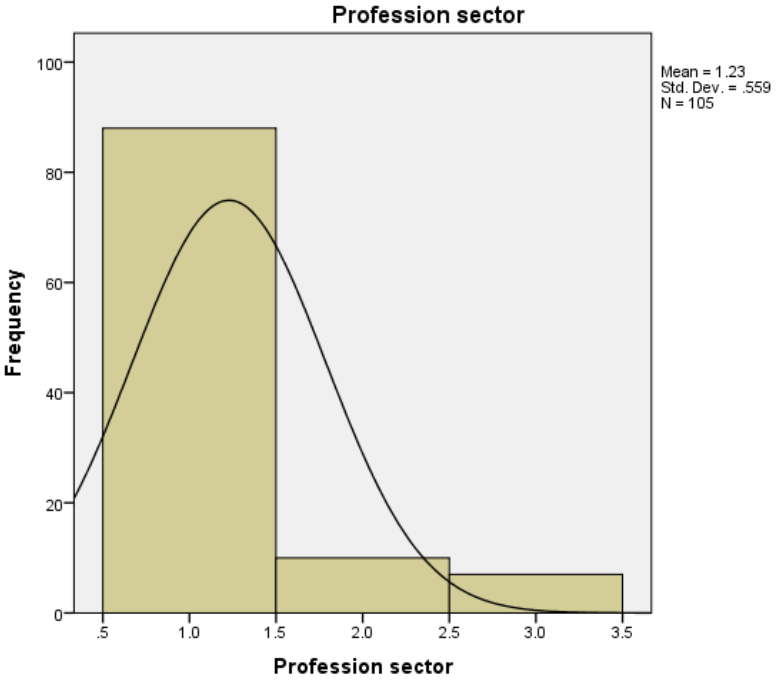
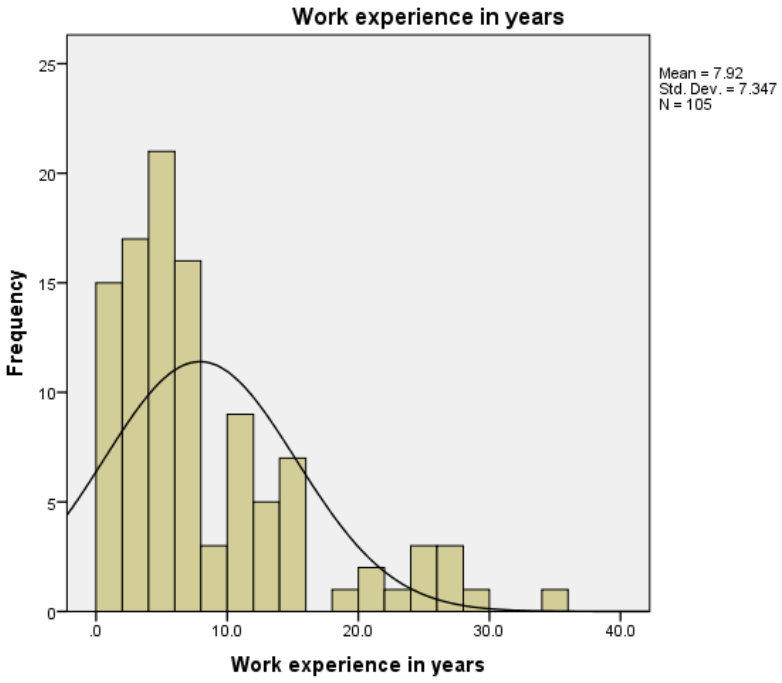

Profession sector
Mean = 1.23
Std. Dev. = .559
N = 105
Frequency
100
80
60
40
20
0
.5
1.0
1.5
2.0
2.5
3.0
3.5
Profession sector

Table 10.4


Work experience in years
Mean = 7.92
Std. Dev. = 7.347
N = 105
Frequency
25
20
15
10
5
0
.0
10.0
20.0
30.0
40.0
Work experience in years