THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE MORALE IN SERVICE SECTOR (INDIA)

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ABSTRACT

This study is aimed to find out the impact of the organization culture on employee morale. Organizational culture is set of key values, beliefs, understandings, and norms that member of organization share and morale is a mental condition or attitude of individuals and groups which determines their willingness to-operate. So to study this relationship it was hypothesized that Culture of an organization has a significant impact on employee morale. The relationship that exists factors was also studied by taking into consideration the various components and dimensions of these factors. The need for a study of the impact of organization culture on employee morale arises from the fact that most of the studies in this area were carried out when the environment was not dynamic as today and organization culture was almost same in every organization. To conduct this study organization from different sectors were chosen. This was done to find out the affect of different culture on the morale of the employees. The data collection for this study was done by using questionnaire. The data collected from these questionnaires was analyzed and the results show that the hypothesis made was true for most of the organizations. The findings of this research were that the various dimensions of the organizational culture do have significant impact on the employee morale. It was also found in this study that some of the various components of culture have more impact on the employee morale compared to others.

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1. **ORGANISATIONAL CULTURE**

Every Organization has a culture. It has its own cultural forms that constitute the expected, supported and accepted way of behaving. These norms are mostly unwritten and tell employees the way things really are. These influence everyone's perception of the business from the chief executive to the lowest rank. Employees from all cadres of any organization contribute to the success or failure of the organization, to the norms by accepting and supporting them.

1. *Definitions:* According to **French and Bell** organizational culture is "Prevailing pattern of activities, values and product". They observed that "that it is possible for the people within and organization collaboratively to manage the culture of an organization in such a way that goals and purposes of the organization are attained at the same time". **Gareth Morgan** has described organizational culture as: "The set of the set beliefs, values, and norms, together with symbols like dramatized events and personalities, that represents the unique character of an organization, and provides the context for action in it and by it." Beliefs and values are words that will pop up frequently in other definitions, as well. Norms might be described as traditions, structure of authority, or routines.

2. **MORALE**

Morale is simple words can be understood as the degree of confidence or optimism of a person or group. It is an attitude of mind and spirit de corps, a state of well being and an emotional force. There have been given many definitions to explain morale.There has been development of various approaches for defining morale. These briefly discussed here. The first approach developed out of the classical "needs psychology" and includes those theories which stress the personal determinants of morale. In this approach, "needs" are seen as giving rise to 'drives' which aim at the satisfaction of these needs. Basic needs are those having a physicological substratum such as hunger, thirst, and sex; whereas derived or acquired needs are largely social, such as the need to achieve status and self esteem.The *second approach* to the definition deals with a hierarchy of needs. The most systematic development of this concept is given by Maslow. Very briefly, the theory holds that when basic needs are satisfied "higher" needs emerge which dominate until these in turn is fully or partially satisfied." A *third approach*, stemming from the perspectives of Elton Mayo, led to an emphasis upon the significance of interactions among members of a working group. It is held that, in work as in other activities, one of man's strongest characteristics is to be continuously associated with his fellows.

3. REVIEW OF LITERATURE

The review of literature began with a study of all those works, where attempts are made to understand and define the concept of organizational culture. In order to understand organizational culture it is important to first define our concept of organization and culture. A study on the concept of Culture began in George M. Foster's book, "Traditional Societies and Technological change". He explains how men and their activities can be divided into 3 basic systems, the social, cultural and psychological. He then explains how any culture can be thought of as the common, learned way of life shared by the members of a society, consisting of the totality of tools, techniques, social institutions, attitude, beliefs, motivation and systems of value known to a group. **Foster's** (1973) explain culture in his work, as the common , learned way of life shared by members of society, consisting of social institutions, attitude, beliefs, motivation and system of value known to a group. **French and Bell** (1978) define the culture of organization in their book of Organization Development as "the prevailing pattern of activities, interactions, norms, sentiments, beliefs, attitudes, values and products".

While studying organizational culture in Indian context the effect of socio-cultural factors also had to be taken into consideration. **P.L. Tondon** (1971) discusses in one of his articles the influence of joint family on Indian managerial culture. He observed "authority in a joint family. Managerial culture in India reflects an authoritative style." Now days the environment around the organization is constantly changing. On the basis of the adaptability of organizational culture to the environment the culture can be broadly divided into adaptive and non- adaptive culture.

4. NEED & SIGNIFICANCE OF THE STUDY

The need for a study of the impact of organizational culture on employee morale arises from the fact that most of the above mentioned studies were carried out when the environment was not dynamic as today and organization culture was almost same in every organization. Similar studies have been carried out before also but they attempt a partial understanding in the spheres of organizational culture and employee morale. The effect of organizational culture on morale has escaped scientific analysis and is subject to rough estimates and highly personal perceptions in most cases. This study would be valuable for these efforts by the Indian organizations because this study gives the result that how the culture of an organization affects the morale of the employees. This study is required to study how the culture can help in increasing employee morale which in

turn will increase their productivity. The present study, therefore, is the first step towards studying the ideal organizational culture that combines with high morale with a high degree of task effectiveness as such it is widely applicable.

5. OBJECTIVE OF STUDY

The primary objective of this study is to assess the impact of corporate culture on employee morale.

In line with this primary objective, the secondary objectives are as follows:

1. To study the organizational culture and morale of different organizations in service sector.
2. To ascertain if organizational culture has impact on employee morale.
3. To find out the relationship between organizational culture and morale in service sector.
4. To formulate recommendations regarding corporate culture and morale.

6. RESEARCH METHODOLOGY

6.1. *Scope and Sample Design of the study*

The scope of the study is limited to the study of the organizational culture and employee morale of the following organization:

CRPF (Central Reserve Police Force), Tata Consultancy Services, Orkash, bajajallianz life Insurance pvt. Ltd. & SBI (state bank of India)

6.2. *Sample Design*

The organizations that have been considered are from different sectors. Paramilitary force, IT companies and public and private units have been taken for the study. All these sectors, have diverse cultures. This will help in studying the impact of different cultures on morale of the employees. Convenient sampling was used to choose the sample. The size of the sample taken was 100 respondents. 20 respondents from every organization were selected. Primary source of data was used to carry on this research. The data was collected with the help of questionnaire. A standardized questionnaire from thesis by Nandita Kasal was chosen.

7. ANALYSIS & FINDINGS OF THE STUDY

7.1. *Means*

To study the organizational culture and morale of different organizations in service sector, we will analyze and compare the mean values of organizational culture and employee morale in different organization in service sector. To do this study we will use the following scale.

below 2.65 = low (not supportive)

2.65 - 3.81 (inclusive) = average

larger than 3.81 = high (highly supportive)

Table – 7.1

S. No.	ORGANIZATION	CULTURE	MORALE
1.	CRPF	2.33	3.09
2.	BALIC	3.15	3.98
3.	TCS	3.05	3.37
4.	ORKASH	3.29	3.50
5.	SBI	2.90	3.10

We can infer from the data above that:

1) The culture at CRPF is NON SUPPORTIVE and the employee morale here is average.
2) The culture at BALIC is AVERAGE and the employee morale is quite high.
3) The culture at TCS is AVERAGE and the employee morale is also average.
4) The culture at ORKASH is AVERAGE and the employee morale is comparatively high.
5) The culture at SBI is NON SUPPORTIVE and the employee morale is comparatively low.

This study also indicates that the public sector organizations have closed (non- supportive) organizational culture compared to private sector organizations. It also indicates that the less restrictive culture leads to higher morale. See mean value of organizational culture and morale in Table 7.1

7.2. *Correlations*

To study the relationship between the organizational culture and employee morale degree of correlation between the two was found. It came out to be different for all the five organizations.

Table – 7.2

	Cult ure	Mor ale	Cultu re	Moral e	Culture	Morale	Culture	Morale	Culture	Morale

Culture	Pearson Correlation	1	1	.205	.415	1	.690**	1	.472**	1	.569**
	Sig. (2-tailed)			.387	.069		.001	.683	.036		.000
	N	20	20	20	20	20	20	20	20	100	100
Morale	Pearson Correlation	.415	.205	1	1	.690**	1	.472**	1	.569**	1
	Sig. (2-tailed)	.069	.387			.001		.036		.000	
	N	20	20	20	20	20	20	20	20	100	100

7.3. *Company-wise*

a. CRPF

The correlation between organizational culture and employee moral for CRPF=. 415

a. sr_no =1

A considerably high degree of correlation between morale and culture has been found in case of CRPF.

b. Bajaj Allianz Life Insurance

The correlation between organizational culture and employee morale for Bajaj Allianz Life Insurance = .205

a. sr_no = 2

This value shows very low degree of correlation between morale and culture of Bajaj Allianz Life Insurance.

c. Tata Consultancy Services

The correlation between organizational culture and employee morale for Tata Consultancy Services = .690

A high degree of correlation between morale and culture has been found in case of TCS.

d. Orkash

The correlation between organizational culture and employee morale for Orkash = .683

**. Correlation is significant at the 0.01 level (2-tailed).

a. sr_no = 4

A high degree of correlation between morale and culture has been found in case of Orkash.

e. State Bank of India

The correlation between organizational culture and employee morale for State Bank of India = .472

A considerably high degree of correlation between morale and culture has been found in case of SBI.

7.4. *Overall*

Correlation between total culture score and total morale score for employees of all 5 organization = .569

A high degree of correlation between morale and culture has been found in this study.

7.5 *Regression*

To investigate the relationship between morale and 11 explanatory variables multiple regression analysis was used, taken culture as an independent variable and morale as dependent variable. It was felt that morale could be modeled using a multiple regression analysis that links morale to trust, autonomy, decision, communication, merit, leader, idea, excellence, interdepartmental, concern, and status . In order to facilitate comparatively with earlier studies, it was decided not to use factor analysis as this can sometimes superficially cluster some original items into less meaningful factors. Hence a stepwise regression was performed. A stepwise regression is a useful tool when dealing with many explanatory variables. It is an attempt to find the best regression model without testing all possible regressions. In such regression, variables are either added to or deleted from the regression model at each step in the model development process. The regression ends with the selection of the best fitting model where no variable can be added or deleted from the last fitted model.

Estimating Procedures and Model Development

An index was constructed to measure customer satisfaction. The index can be presented mathematically as follows:

Where, S_I = MORALE

T_X=level of dependence of MORALE on explanatory variables

The strength of association between MORALE and the explanatory variables was measured by using a linear regression. It was recognised that the use of all explanatory variables to predict MORALE might give rise to some redundant variables and multicollinearity problems. A stepwise regression was, therefore, employed to remove a previously entered variable that became redundant. Thus, the following regression model was used to assess the effects of each of the explanatory variables on MORALE.

$S_{IV} = I_X = \square_O + \beta_1$ trust + β_2 autonomy + β_3 decision + β_4 communication + β_5 merit + β_6 leader + β_7 idea + β_8 excellence + β_9 interdepart + β_{10} concern + β_{11} status

where, $\beta_1,\beta_2 \cdots \beta_{14}$ = coefficients of trust, autonomy, decision, communication, merit, leader, idea, excellence, interdepartmental, concern, and status respectively

A multicollinearity problem is likely to occur when explanatory variables correlate with each other. Consequently, the effect of each variable of the dependent variables becomes difficult to identify. Hence, Tolerance Values (TV) for each explanatory variable were used to measure multicollinearity. Normally, a set of explanatory variables is highly correlated when the value of tolerance is closer to zero.

Morale and explanatory variables-Relationship Analysis

7.5.1. *Organization-wise*

Relationship analysis taking morale as dependent variable and other 11 variables of culture as independent variables for different organizations:-

1)CRPF

To examine the fit of the regression model and to identify the best predictors of MORALE, stepwise regression was used with the explanatory variables as the predictors. Preliminary analysis revealed no violation of the assumption regarding sample size, multicollinearity and outliers.

Table – 7.3 a

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.46l[a]	.213	.169	.35562
2	.655[b]	.429	.361	.31172

a. Predictors: (Constant), Excellence

The model summary table No. 7.3 (a) reports the strength of the relationship between the model and the dependent variable. The table displays R, R square (R^2) and adjusted R^2, and the standard error of the estimate. R, the multiple correlation coefficient, which is defined as the linear correlation between the observed and model-predicted values of the dependent variable, has a large value. Its large value indicates a strong relationship between the two constructs. R Square, the coefficient of determination which is the squared value of the multiple correlation coefficient is also illustrated in table 7.3 (a). It can be seen that the regression model explained 42.9% of the variance in the MORALE construct.

Table-7.3 b

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.615	1	.615	4.862	.041[a]
	Residual	2.276	18	.126		
	Total	2.891	19			
2	Regression	1.239	2	.620	6.378	.009[b]
	Residual	1.652	17	.097		
	Total	2.891	19			

a. Predictors: (constant), Excellence

b. Predictors: (Constant), Excellence, Status

c. sr_no = 1

d. Dependent Variable: Mora

Table 7.3 (b) summarizes the results of an analysis of variance. The objective of ANOVA table is to test the acceptability of the model from a statistical perspective. The sum of squares, degrees of freedom and Mean Square are displayed for two sources of variation, regression and residual. The regression row displays information about the variation accounted for by the model. The residual row displays information about the variation that is not accounted for by the model i.e. error term. It was found the regression sum of squares is lower than the model explained residual sum of squares, which indicated that most of the variation in MORALE is not explained by the above

variables. The significance value of the F statistic is less than 0.05, which means that the variation explained by the model is not due to chance.

Table-7.3 c

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.953	.541	3.611	.002	
	Excellence	.306	.139	.461	2.205	.041
2	(Constant)	2.409	.507	4.751	.000	
	Excellence	.418	.130	.629	3.228	.005
	Status	-.308	.122	-.494	-2.535	.021

a. sr_no = 1

b. Dependent Variable: Morale

It can be seen the morale model does not fits the data very well (adjusted R^2=0.429). All the explanatory variables were not found to be significant which suggests that, in organizations, morale is not exactly driven by number of dimensions taken. A closer scrutiny of the results in table 7.3(c) show that the key explanatory variable in the morale, namely **excellence and status** for this organization. Therefore, it can be concluded that excellence and status is a significant predictor of morale, however, other variables like concern, communication were not found to be significant in the model. All of the coefficients were in the expected direction. Morale improved as the organization's (CRPF) performance when excellence and status are more favourable. Moreover, it was also found that significance level of excellence and status for MORALE is very high.

MORALE of employees of CRPF= 2.409+ .418* excellence -3.08*status

This equation shows that excellence and status are positively associated with morale.

2) BAJAJ ALLIANZ LIFE INSURANCE PVT. LTD.

No regression table was generated for this organization. This means that information collected for this organization when analyzed showed that there is no significant impact of organization culture on the morale of the employees of Bajaj Allianz.

3) TATA CONSULTANCY SERVICES

To examine the fit of the regression model and to identify the best predictors of MORALE, stepwise regression was used with the explanatory variables as the predictors. Preliminary analysis revealed no violation of the assumption regarding sample size, multicollinearity and outliers.

Table- 7.4 a

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629[a]	.395	.362	.43141
2	.887[b]	.786	.761	.26414
3	.922[c]	.850	.822	.22804

a. Predictors: (Constant), Interdepart

b. Predictors: (Constant), Interdepart, Decision

c. Predictors: (Constant), Interdepart, Decision, Idea

d. sr_no = 3

The model summary Table 7.4 (a) reports the strength of the relationship between the model and the dependent variable. The table displays R, R square (R^2) and adjusted R^2 , and the standard error of the estimate. R, the multiple correlation coefficient, which is defined as the linear correlation between the observed and model- predicted values of the dependent variable, has a large value. Its large value indicates a strong relationship between the two constructs. R Square, the coefficient of determination which is the squared value of the multiple correlation coefficient is also illustrated in table 7.4 (a). It can be seen that the regression model explained 85% of the variance in the MORALE construct.

Table-7.4 b

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.19	1	2.190	11.764	.003[a]
	Residual	3.350	18	.186		
	Total	5.540	19			
2	Regression	4.354	2	2.177	31.199	.000[b]
	Residual	1.186	17	.070		
	Total	5.540	19			
3	Regression	4.708	3	1.569	30.177	.000[c]
	Residual	.832	16	.052		
	Total	5.540	19			

a. Predictors: (Constant), Interdrop

b. Predictors: (Constant), Interdrop, Decision

c. Predictors: (Constant), Interdrop, Decision, Idea

d. sr_no = 3

e. Dependent Variable: Morale

Table 7.4(b) summarizes the results of an analysis of variance. The objective of ANOVA table is to test the acceptability of the model from a statistical perspective. The sum of squares, degrees of freedom and Mean Square are displayed for two sources of variation, regression and residual. The regression row displays information about the variation accounted for by the model. The residual row displays information about the variation that is not accounted for by the model i.e. error term. It was found the regression sum of squares is lower than the model explained residual sum of squares, which indicated that most of the variation in MORALE is not explained by the above variables. The significance value of the F statistic is less than 0.05, which means that the variation explained by the model is not due to chance.

Table- 7.4 c

Coefficients

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

1	(Constant)	.784	.700		1.120	.277
	Interdepart	.728	.212	.629	3.430	.003
2	(Constant)	-1.773	.628		-2.823	.012
	Inderdepart	.849	.132	.733	6.445	.000
	Decision	.752	.135	.634	5.569	.000
3	(Constant)	-1.741	.542		-3.210	.005
	Interdepart	.736	.122	.636	6.043	.000
	Decision	.661	.122	.557	5.437	.000
	Idea	.180	.069	.277	2.609	.019

a. sr_no = 3

b. Dependent Variable: Morale

It can be seen the morale model does not fits the data very well (adjusted R^2=0.850). All the explanatory variables were not found to be significant which suggests that, in organizations, morale is not exactly driven by number of dimensions taken. A closer scrutiny of the results in table 7.4(c) show that the key explanatory variable in the morale, namely **interdepart, decision and idea** in this organization. Therefore, it can be concluded that interdepart, decision and idea is a significant predictor of morale, however, other variables like status, communication were not found to be significant in the model. All of the coefficients were in the expected direction. Morale improved as the organization's (TDS) performance when interdepart, decision and idea are more favourable. Moreover, it was also found that significance level of excellence and status for MORALE is very high.

MORALE of employees of CRPF= - 1.741+ .736* interdepart+ .661*decision+ .180* idea

This equation shows that interdepart, decision and idea are positively associated with morale.

2) **ORKASH**

To examine the fit of the regression model and to identify the best predictors of MORALE, stepwise regression was used with the explanatory variables as the predictors. Preliminary analysis revealed no violation of the assumption regarding sample size, multicollinearity and outliers.

Table- 7.5 (b)

Model Summary[d]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661[a]	.437	.406	.43198
2	.851[b]	.724	.692	.31124
3	.943[c]	.890	.869	.20288

a. Predictor: (Constant), Communication

b. Predictor: (Constant), Communication, Decision

c. Predictor: (Constant), Communication, Decision, Interdrop

d. sr_no = 4

The model summary table 7.5 (a) reports the strength of the relationship between the model and the dependent variable. The table display R, R square (R^2) and adjusted R^2, and the standard error of the estimate. R, the multiple correlation coefficient, which is defined as the linear correlation between the observed and model-predicted values of the dependent variable, has a large value indicates a strong relationship between the two constructs. R Square, the coefficient of determination which is the squared value of the multiple correlation coefficient is also illustrated in table 7.5 (a). It can be seen that the regression model explained 89% of the variance in the MORALE construct.

Table- 7.5 b

ANOVA

Model	Sum of squares	df	Mean Square	F	Sig.	
1	Regression Residual Total	2.608 3.359 5.967	1 .187 19	2.608	13.974	.002[a]
2	Regression Residual Total	4.320 1.647 5.967	2 17 19	2.160 .097	22.296	.000[b]
3	Regression Residual Total	5.308 .659 5.967	3 16 19	1.769 .041	42.989	.000[c]

a. Predictors: (Constant), Communication,

b. Predictors: Constant), Communication, Decision

c. Predictors: (Constant), Communication, Decision, Interdrop

d. sr_no = 4

e. Dependent Variable: Moral

Table 7.5 (b) summarizes the results of an analysis of variance. The objective of ANOVA table is to test the acceptability of the model from a statistical perspective. The sum of squares, degrees of freedom and Mean Square are displayed for two sources of variation, regression and residual. The regression row displays information about the variation accounted for by the model. The residual row displays information about the variation that is not accounted for by the model i.e. error term. It was found the regression sum of squares is lower than the model explained residual sum of squares, which indicated that most of the variation in MORALE is not explained by the above variables. The significance value of the F statistic is less than 0.05, which means that the variation explained by the model is not due to chance.

Table- 7.5 c

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	sig.
1.	(Constant)	2.167	.285		7.595	.000
	Communication	.304	.081	.661	3.738	.002
2.	(Constant)	.378	.473		.800	.435
	Communication	.271	.059	.589	4.577	.000
	(Constant)	-1.571	.503		-3.123	.007
3.	Communication	.131	.048	.284	2.721	.015
	Decision	.761	.103	.634	7.373	.000
	Interdepart	.635	.130	.509	4.900	.000

a. sr_no =4

b. Dependent Variable: Morale

It can be seen the morale model does not fits the data very well (adjusted R^2 =0.89). All the explanatory variables were not found to be significant which suggests that, in organizations, morale is not exactly driven by number of dimensions taken. A closer scrutiny of the results in table 7.5 (c) show that the key explanatory variable in the morale, namely **communication, decision and interdepart** in this organization. Therefore, it can be concluded that communication, decision and interdepart is a significant predictor of morale, however, other

variables like status, concern were not found to be significant in the model. All of the coefficients were in the expected direction. Morale improved as the organization's (Orkash) performance when communication, decision and interdepart are more fovourable. Moreover, it was also found that significance level of communication, decision and interdepart for MORALE is very high.

MORALE of employees of Orkash = - 1.571+ .131* communication + .761* decision+ .635* interdepart.

This equation shows that interdepart, decision and idea are positively associated with morale.

5) STATE BANK OF INDIA

To examine the fit of the regression model and to identify the best predictors of MORALE, stepwise regression was used with the explanatory variables as the predictors. Preliminary analysis revealed no violation of the assumption regarding sample size, multicollinearity and outliers.

Table- 7.6 a

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555[a]	.308	.267	.40324
2	.678[b]	.460	.392	.36717
3	.780[c]	.608	.530	.32300

a. Predictors: (Constant), Excellence

b. Predictors: (Constant), Excellence, Trust

c. Predictors: (Constant), Excellence, Trust, Status

d. sr_no = 5

The model summary table 7.6 (a) reports the strength of the relationship between model and the dependent variable. The table displays R, R square (R^2) and adjusted $R^{2,}$ and the standard error of the estimate. R, the multiple correlation coefficient, which is defined as the linear correlation between the observed and model-predicted values of the dependent variable, has a large value. Its large value indicates a strong relationship between the two constructs. R Square, the coefficient of determination which is the squared value of the multiple correlation coefficient is also illustrated in table 7.6 (a).

Table- 7.6 b

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.228	1	1.228	7.551	.014[a]
	Residual	2.764	17	.163		
	Total	3.992	18			
2	Regression	1.835	2	.918	6.806	.007[b]
	Residual	2.157	16	.135		
	Total	3.992	18			
3	Regression	2.427	3	.809	7.755	.002[c]
	Residual	1.565	15	.104		
	Total	3.992	18			

a. Predictors: (constant), Excellence

b. Predictors: (Constant), Excellence, Trust

c. Predictors: (Constant), Excellence, Trust, Status

d. sr_no = 5

e. Dependent Variable: Morale

It can be seen that the regression model explained 60.8% of the variance in the MORALE construct. See table Table 7.6 (b) summarizes the results of an analysis of variance. The objective of ANOVA table is to test the acceptability of the model from a statistical perspective. The sum of squares, degrees of freedom and Mean Square are displayed for two sources of variation, regression and residual. The regression row displays information about the variation that is not accounted for by the model. The residual row displays information about the variation that is not accounted for by the model i.e. error term. It was found the regression sum of squares is lower than the model explained residual sum of squares, which indicated that most of the variation in MORALE is not explained by the above variables. The significance value of the F statistic is less than 0.05, which means that the variation explained by the model is not due to chance.

Table- 7.6 c

Coefficients

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

1.	(Constant)	1.409	.648		2.176	.044
	Excellence	.455	.166	.555	2.748	.014
2.	(Constant)	1.121	.605		1.852	.083
	Excellence	.369	.156	.449	2.358	.031
	Trust	.199	.094	.404	2.122	.050
3.	(Constant)	1.612	.571		2.823	.013
	Excellence	.423	.139	.515	3.033	.008
	Trust	.215	.083	.435	2.592	.020
	Status	-.252	.106	-.393	-2.382	.031

a. sr_no = 5

b. Dependent Variable: Morale

It can be seen the morale does not fits the data very well (adjusted R^2 =0.608). All the explanatory variables were not found to be significant which suggests that, in organizations, morale is not exactly driven by number of dimensions taken. A closer scrutiny of the results in table 7.6 (c) show that the key explanatory variable in the morale, namely **excellence, trust and status** in this organization. Therefore, it can be concluded that excellence, trust and status is a significant predictor of morale, however, other variables like communication, concern were not found to be significant in the model. All of the coefficients were in the expected direction. Morale improved as the organization's (SBI) performance when excellence, trust and status are more favourable. Moreover, it was also found that significance level of excellence, trust and status for MORALE is very high.

MORALE of employees of SBI = -1.612+ .423* excellence+ .215* trust - .252* status

This equation shows that interdepart, decision and idea are positively associated with morale.

8. FINDINGS OF THE STUDY

This study is divided into 3 major parts:

3) To study the organizational culture and morale of different organizations in service sector.

4) Investigating the relationship between the organizational culture and morale.

5) Investigating the impact of explanatory variables of culture on morale.

9. CONCLUSION

The conclusion been derived is that the value of Pearson correlation tells us that there is a significant relationship between organizational culture and employee morale. The regression analysis tells us the impact that the culture has on morale. The study also indicates that the public sector organizations have closed organizational culture whereas private sector has open organizational culture.

It can further be concluded from the analysis of the data from all the five organizations that morale of all the organizations taken as sample in this study are positively associated with new idea, freedom in decision making and interdepartmental relations. It can be seen otherwise also that new idea, freedom in decision making and interdepartmental relations are variables which should be accountable for Culture of any organization.

As other variables we see that some of the variables like excellence, status, trust and communication also have an impact on the morale. Excellence and status are also positively associated with the morale. This can be inferred by their presence in the regression table for more than one organization. Other variables are either not found associated with morale, or very less associated, or negatively associated, this may be due to the fact that these variables are not the only accountable variables for morale but other variables like communication, concern, trust etc. too matter a lot.

It can be inferred from the above study that some of the components of culture have more impact than others on morale. So the components of the organizational culture that have more impact on the employee morale should be controlled to raise the morale of the employees. By controlling the morale of the employees the productivity level of the organization can also be increased.

10. RECOMMENDATIONS

After analysing the findings and the conclusions of this study the following recommendations can be made:

- The organizations should give employees the freedom in decision making as this affects the morale of the employees significantly
- The new ideas from the employees should be considered. This gives them a feeling of recognition and in turn their morale is increased.

- The organizations should work on building harmonious interdepartmental relationship so that the departments work in harmony with each other. This will also lead to increase in morale of the employees.
- The status symbols also have significant impact on morale. So it should be controlled in such a manner that it helps in increasing morale.
- The degree to which organization gives importance to excellence has significant impact on employee morale. So the organization should give importance to excellence.

The above given recommendations can help the organizations in building a culture that will increase the morale of the employee, which increase the overall effectiveness of the organization. This can help in the development of a culture which is the demand of the external environment to ensure the successful working of the organization.

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