

A Study on Employee Morale on Productivity at Eloiacs Softwa Pvt Ltd, Nagercoil, Tamil Nadu

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<https://doi.org/10.55041/ijstmt.v2i5.408>

Cite this Article: .R, A. (2026). A Study on Employee Morale on Productivity at Eloiacs Softwa Pvt Ltd, Nagercoil, Tamil Nadu. *International Journal of Science, Strategic Management and Technology*, 02(05). <https://doi.org/10.55041/ijstmt.v2i5.408>

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Abstract

This study investigates the influence of employee morale on productivity at Eloiacs Softwa Pvt Ltd, Nagercoil — a growing software company incorporated in 2022. Using primary data collected through a structured questionnaire from 120 respondents (out of a population of 170), the study applies three statistical tools: Independent Sample T-Test, One-Way ANOVA, and Karl Pearson's Coefficient of Correlation. Results confirm a statistically significant positive correlation between employee morale and productivity ($r = 0.323$, $p < 0.01$). Gender and years of work experience do not significantly affect how employees perceive morale-related factors, suggesting a uniform organisational culture. However, welfare and cultural programs show negligible correlation with morale ($r = 0.01$), indicating a need for program redesign. The study recommends people-oriented HR strategies focused on career development, mentoring, and targeted morale surveys.

Keywords: Employee Morale, Productivity, IT Industry, Eloiacs Softwa, T-Test, ANOVA, Pearson Correlation, HR Management

1. Introduction

Employee morale refers to the sense of well-being, job satisfaction, and general attitude of employees toward their work environment. It is one of the most critical determinants of organisational performance. When morale is high, employees demonstrate greater commitment, cooperation, and efficiency. When it is low, productivity suffers, absenteeism increases, and organizational failure can follow.

The software industry, characterized by rapid technological change and heavy dependence on human capital, is particularly sensitive to variations in employee morale. Young professionals in this sector expect not just competitive compensation, but a supportive work culture, growth opportunities, and psychological well-being. Eloiacs Softwa Pvt Ltd — a growing IT company based in Nagercoil, Tamil Nadu — operates with a predominantly young (85% aged 20–30) and female-majority (61.7%) workforce. Understanding how morale influences their productivity is essential for the company's sustainable growth.

This study examines employee morale levels, explores the impact on productivity, identifies influencing factors, and assesses the effect of work culture and welfare initiatives — providing management with data-driven insights for effective HR decision-making.

2. Review of literature

Published research consistently links employee morale to organizational outcomes. A 2024 study in *Psychology and Education Journal* found that job morale significantly influences office employees' attitudes, behaviors, and performance. Begum et al. (2024) observed that the COVID-19 pandemic severely impacted morale and productivity, and that

organizations with strong mental health support and leadership communication better maintained workforce output during the crisis.

Fox (2022) demonstrated that structured team-building activities improve interpersonal trust, cooperation, and morale, leading to measurable gains in organizational productivity. Mutharasi and Thaiyalnayaki (2022) found that recognition, manager communication, and welfare attention strongly influence morale in manufacturing firms around Chennai. Jain and Agarwal (2022) showed that motivation and morale together drive better engagement at Bharti Airtel. Sowmya (2021) confirmed that morale is a key productivity enhancer in the IT industry, where supportive management and recognition sustain it. Adama (2020) concluded that morale should be treated not as an emotional condition but as a strategic organizational resource.

Despite extensive literature linking morale with productivity, few studies have simultaneously examined job satisfaction, engagement, work culture, and welfare within a single software startup context. This study addresses that gap, with a specific focus on Eloiacs Softwa Pvt Ltd — a young IT firm with a predominantly entry-level workforce.

3. Research methodology

The study employs a Descriptive Research Design, collecting primary data through a structured questionnaire (25 items on a 5-point Likert scale) administered to 120 employees at Eloiacs Softwa Pvt Ltd. The sample was determined using Slovin's Formula ($n = 170 / (1 + 170 \times 0.05^2) \approx 119$) and selected via Simple Random Sampling. Secondary data was drawn from journals, research papers, and company reports. The study was conducted from January 2026 to April 2026.

Three statistical tools were applied:

- Independent Sample T-Test — to compare morale perceptions between male and female employees.
- One-Way ANOVA — to examine differences in morale perceptions across employee experience levels.
- Karl Pearson's Coefficient of Correlation — to measure the relationship between employee morale and productivity, and between culture/welfare and morale.

4. Data Analysis and Key Findings

4.1 Demographic Profile

The respondent pool is predominantly young (85% aged 20–30), female-majority (61.7%), and highly educated (60% undergraduates, 32.5% postgraduates). A total of 70% of employees have 0–5 years of work experience, suggesting active organizational expansion. Quality Analysis (16.7%) and XML Processing (12.5%) are the largest departments by respondent count.

4.2 Independent Sample T-Test — Gender and Morale

The T-Test was used to determine whether male and female employees differ in their perceptions of job satisfaction and morale-related factors. Results are presented below:

Factors	Male Mean (SD)	Female Mean (SD)	T Value	P Value	Result
Organizational policies ensure job satisfaction and engagement.	4.28 (0.655)	4.26 (0.723)	0.197	0.844	Not Sig.

Job security and stability in the workforce.	4.07 (0.879)	3.99 (0.836)	0.492	0.624	Not Sig.
Good scope for professional growth exists.	3.65 (0.971)	3.72 (0.986)	-0.348	0.729	Not Sig.
Work environment supports high engagement.	3.59 (1.045)	3.61 (1.070)	-0.106	0.916	Not Sig.
Pay scale and benefits are motivational.	3.70 (1.209)	3.59 (1.122)	0.466	0.642	Not Sig.

Independent Sample T-Test — Gender vs Job Satisfaction and Morale Factors

All P-values exceed 0.05, leading to acceptance of H₀. There is no statistically significant difference between male and female employees in their perception of morale-related factors. Both genders rate organizational policies highly (male: 4.28, female: 4.26), and their views on job security, pay scale, and work environment are nearly identical — indicating a gender-neutral organisational culture.

4.3 One-Way ANOVA — Work Experience and Morale Factors

One-Way ANOVA was used to test whether years of work experience affects perceptions of morale-influencing factors:

Factor	0–5 Yrs	6–10 Yrs	11–15 Yrs	>15 Yrs	F Value	P Value
Efficient grievance process improves morale.	3.82	3.68	4.00	5.00	0.621	0.603
Trust in management is linked to morale.	3.68	3.90	2.75	4.00	1.260	0.292
Training programs enhance morale.	3.62	3.42	2.75	5.00	1.271	0.288
Communication & workload affect morale.	3.60	3.77	3.75	5.00	0.766	0.515
Role clarity and transparency motivate.	3.79	3.45	2.75	3.00	1.742	0.162

One-Way ANOVA — Work Experience vs Morale Factors

All F-values and P-values confirm no significant difference across experience groups ($P > 0.05$ in all cases). H_0 is accepted. Employees with 0–5 years and those with over 15 years of experience perceive grievance processes, management trust, training, communication, and role clarity with similar importance — confirming a consistent and stable organisational culture.

4.4 Karl Pearson's Correlation Analysis

Variable Pair	Pearson r	P Value	Result
Employee Morale → Productivity	0.323**	< 0.01	H_0 Rejected — Significant positive relationship
Culture/Welfare → Morale	0.010	0.91	H_0 Accepted — No significant relationship

Pearson Correlation — Morale, Productivity, and Welfare

The Pearson correlation between Employee Morale and Productivity ($r = 0.323^{**}$) is statistically significant at the 1% level ($p < 0.01$). H_0 is rejected and H_1 is accepted — confirming that higher employee morale leads to improved productivity. However, the correlation between Culture/Welfare programs and Morale is negligible ($r = 0.01$, $p = 0.91$), indicating that the current welfare initiatives do not meaningfully influence employee morale and require redesign.

5. Finding, Suggestion, Conclusion

5.1 Key Findings

- 85% of employees are aged 20–30, and 70% have 0–5 years of experience — reflecting a young and rapidly growing workforce.
- 61.7% are female employees, and 92.5% hold UG or PG degrees — a gender-inclusive, highly educated team.
- No statistically significant difference exists between male and female employees in morale perceptions (T-Test P-values: 0.644–0.916).
- Work experience level does not significantly affect morale perceptions (ANOVA P-values: 0.162–0.603).
- Employee morale has a statistically significant positive correlation with productivity ($r = 0.323$, $p < 0.01$) — H_0 rejected.
- Culture and welfare programs show no meaningful correlation with morale ($r = 0.01$, $p = 0.91$) — current programs are not effective morale drivers.
- Organizational policy satisfaction is very high (avg > 4.2) across all demographics — management transparency is a strength.

5.2 Suggestions

- Introduce gamification in training and career development programs to maintain engagement among the young, tech-savvy workforce.
- Implement structured career planning and internal growth paths to reduce attrition among the 70% with limited experience.
- Develop dedicated mentoring and leadership development programs for women, given the 61.7% female majority.
- Redesign welfare and cultural programs based on employee feedback, as current programs do not correlate with morale improvement.
- Continue transparent communication of organizational policies to maintain the strong policy approval scores observed.

- Conduct targeted departmental morale surveys, especially in Quality Analysis and XML Processing — the largest departments.

5.3 Conclusion

This study provides clear empirical evidence that employee morale is a meaningful driver of productivity at Eloiacs Softwa Pvt Ltd. The significant positive correlation ($r = 0.323$, $p < 0.01$) confirms that people-oriented management is not just a good practice — it is a statistical necessity for productivity. The organisation's young, educated, and gender-diverse workforce holds a uniformly positive view of organisational policies and culture, reflecting a stable and cohesive internal environment. However, welfare programs must be revisited and realigned to genuinely influence morale. With targeted HR strategies focused on career planning, mentoring, and employee well-being, Eloiacs Softwa Pvt Ltd is well-positioned to build a high-morale, high-productivity workforce for sustained growth.

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