

# A Study on Employee Job Satisfaction With Special Reference To Rich Dairy Products (India) Private Limited, Namakkal

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**Abstract-** This study examines the level of employee job satisfaction at Rich Dairy Products (India) Private Limited, Namakkal. Employee job satisfaction is a critical determinant of organizational success, affecting productivity, employee retention, morale, and overall workplace effectiveness. The research aims to evaluate the satisfaction levels of employees with respect to working conditions, compensation, supervision, interpersonal relations, career growth, and welfare measures. A descriptive research design was adopted, and primary data were collected from 110 employees using structured questionnaires. Secondary data were obtained from journals, company records, books, and digital sources. Statistical tools including percentage analysis and Chi-square test were employed for data analysis. The findings reveal that a majority of employees expressed moderate-to-high levels of satisfaction, while certain areas such as salary and promotional opportunities indicated scope for improvement. The study concludes with actionable recommendations for management to foster a more engaged, productive, and satisfied workforce.

**Keywords:** Employee job satisfaction, Organizational performance, Working conditions, Welfare measures, Rich Dairy Products, Workforce engagement

## I. INTRODUCTION

Employee job satisfaction refers to the extent to which employees feel content, fulfilled, and positively disposed towards their work roles and organizational environment. It encompasses a wide spectrum of factors including the nature of the work itself, remuneration, supervisory style, interpersonal dynamics, physical working conditions, and opportunities for personal and professional growth. As defined by Edwin Locke, job satisfaction is 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.' In the contemporary business landscape, employee satisfaction has emerged as a

strategic imperative. Organizations that invest in understanding and improving employee satisfaction experience reduced absenteeism, lower turnover rates, enhanced productivity, and stronger organizational commitment. Conversely, dissatisfaction manifests as disengagement, grievances, and diminished output—outcomes that are particularly costly in competitive industries. The beverage and dairy processing sector, being a labor-intensive industry, is especially vulnerable to the consequences of employee dissatisfaction. Rich Dairy Products (India) Private Limited, a growing beverage manufacturing company in Namakkal, Tamil Nadu, represents an ideal context for this investigation. Understanding the satisfaction levels of its workforce is critical for the company to sustain its quality standards, operational efficiency, and market competitiveness.

## INDUSTRY PROFILE

The fruit beverage and dairy processing industry in India is one of the most dynamic segments of the food and agro-processing sector. India ranks among the world's largest producers of fruits and vegetables, and the processed food sector has witnessed exponential growth due to rising consumer awareness, urbanization, and demand for convenience foods. The beverage industry, particularly fruit-based drinks and carbonated soft beverages, has seen significant investment and technological modernization. Fruit drinks, carbonated beverages, flavored milk, and ready-to-serve juices form the backbone of this sector. With government incentives such as 100% FDI under the automatic route, tax exemptions for new food processing units, and concessional import duties on foreign equipment, the industry has attracted substantial private and foreign investment. The sector employs a large workforce at the production, quality control, logistics, and sales levels, making employee satisfaction a critical operational parameter.

## COMPANY PROFILE

Rich Dairy Products (India) Private Limited was incorporated in 2006 and is headquartered at SF.No.341 & 342, Akkiampatty Village, Sendamangalam Post, Namakkal District, Tamil Nadu. Initially established as a flavoured milk manufacturer, the company underwent a management transition in 2010 and expanded its product portfolio to include a wide range of fruit-based drinks and carbonated soft beverages. Today, Rich Dairy manufactures the 'Richyaaa' and 'Damer' brand beverages, including Mango, Apple, Lychee, and Lemon fruit drinks in various pack sizes (200ml, 250ml, 500ml, and 1000ml), as well as Cola, Orange, and Lemon Carbonated Soft Drinks. The company holds certifications from FSSAI (License No.12413014001294), Halal India, ISO 22000:2005, and ISO 9001:2008, affirming its commitment to quality and hygiene. Its distribution network extends across Tamil Nadu, Kerala, Karnataka, Andhra Pradesh, and Telangana, with the distinction of being an approved supplier to Southern Railways.

### STATEMENT OF THE PROBLEM

The satisfaction of employees is fundamental to the sustained functioning and growth of any organization. In manufacturing and processing companies like Rich Dairy Products, where the workforce is directly involved in production quality and output, dissatisfaction among employees can lead to increased absenteeism, reduced efficiency, and higher attrition rates. Despite the company's growth trajectory, a systematic study of employee job satisfaction has not been comprehensively conducted. This study therefore undertakes a structured analysis of employee job satisfaction at Rich Dairy Products (India) Private Limited, focusing on critical dimensions such as working hours, leave policies, welfare facilities, safety measures, supervision quality, compensation adequacy, and career advancement opportunities. The findings are expected to offer data-backed insights to management for informed policy decisions.

### OBJECTIVES OF THE STUDY

#### Primary Objective:

To study the level of employee job satisfaction towards Rich Dairy Products (India) Private Limited at Namakkal.

#### Secondary Objectives:

- To study employee satisfaction with working hours and leave facilities.
- To evaluate the overall level of job satisfaction among workers.

- To examine the safety measures and work environment at the organization.
- To assess employee satisfaction with the welfare measures provided by the company.
- To arrive at suggestions and recommendations for improving job satisfaction.

### SCOPE OF THE STUDY

- The study focuses on analyzing the level of job satisfaction among employees working at Rich Dairy Products (India) Private Limited, Namakkal.
- The research aims to identify factors influencing employee satisfaction such as salary, working conditions, welfare measures, promotion opportunities, and management support.
- The study helps management understand employee expectations and improve policies related to motivation, retention, and organizational performance.
- The research provides insights into the relationship between employee satisfaction and productivity within the organization.
- The findings of the study may serve as a reference for future research on employee job satisfaction in the dairy and manufacturing industry.

### LIMITATIONS OF THE STUDY

- The study is limited only to employees of Rich Dairy Products (India) Private Limited at Namakkal and does not cover other branches or organizations.
- The study was conducted within a limited period of three months, which restricted extensive data collection and analysis.
- The responses collected from employees may contain bias, as some respondents may not have expressed their true opinions due to fear of confidentiality issues.
- The study is based mainly on primary data collected through questionnaires, and the accuracy of the findings depends on the honesty of the respondents.
- The results of the study may not be fully generalizable to other industries or organizations because organizational culture and working conditions differ from one company to another.

## II. REVIEW OF LITERATURE

**Kulkarni (2020)** observed that perceived work-life balance significantly fosters employee satisfaction, which in turn

strengthens organizational commitment. His study among healthcare workers highlighted that satisfaction is not merely a function of monetary compensation but of holistic workplace equilibrium.

**Mohapatra (2020)** found that employee satisfaction is closely linked to factors such as co-worker relations, promotion prospects, and quality of supervision. She emphasized that front-line managers in the service industry must proactively monitor and improve satisfaction dimensions to ensure service quality and customer orientation.

**Dave (2021)** studied predictors of job satisfaction among faculty members and found that professionals engaged in meaningful, specialized roles tended to exhibit higher levels of overall job contentment. The research confirmed that intrinsic factors of the job itself, such as task variety and autonomy, strongly predict satisfaction levels.

**Morge (2021)** investigated gender differences in job satisfaction and found that male employees demonstrated higher satisfaction rates compared to their female counterparts. The research underscored the necessity of gender-sensitive human resource policies to address disparities in workplace experiences.

**Markovits et al. (2022)** demonstrated that economic crises adversely affect extrinsic employee satisfaction and organizational commitment. Their longitudinal study showed that employees shifted from a promotion-focused orientation to a prevention-focused orientation during periods of organizational uncertainty, significantly reducing engagement.

**Karl & Sutton (2022)** argued that from a managerial perspective, employee satisfaction is instrumental in reducing absenteeism, turnover, and counterproductive behaviors while simultaneously fostering pro-social citizenship behaviors such as cooperation and customer assistance.

**Sinha and Singh (2023)** established a direct correlation between job satisfaction and absenteeism. Their study using samples from multiple industrial departments revealed that employees with low absenteeism were significantly more satisfied with the nature of their work, supervisory quality, and organizational policies.

**Sakthivel Rani (2024)** identified reward systems, perceived quality of supervision, and seniority as key determinants of job satisfaction. She found that while age alone did not influence satisfaction, work experience had a strong positive correlation—suggesting that organizational familiarity and skill mastery contribute significantly to contentment.

### III. RESEARCH METHODOLOGY

#### RESEARCH DESIGN

This study employs a descriptive research design, which is appropriate for systematically identifying and describing the characteristics of a phenomenon without manipulating variables. Descriptive design allows the researcher to present an accurate profile of employee satisfaction levels and their associated determinants at Rich Dairy Products (India) Private Limited.

#### SAMPLE SIZE AND SAMPLING DESIGN

A sample of 110 employees was selected from the workforce of Rich Dairy Products (India) Private Limited, Namakkal. Stratified random sampling was used to ensure proportional representation across departments including production, quality control, logistics, sales, and administration. This technique minimizes sampling bias and enhances the generalizability of findings within the organizational context.

#### SOURCES OF DATA

**Primary Data:** Collected through structured questionnaires administered directly to employees via personal interviews. The questionnaire covered dimensions of job satisfaction including compensation, working environment, supervisory support, welfare measures, and career development.

**Secondary Data:** Obtained from company records, published journals, management textbooks, government reports on the food processing industry, and credible internet sources.

#### STATISTICAL TOOLS USED

- Simple Percentage Analysis
- Chi-Square Test
- Correlation
- Anova

#### CHI-SQUARE TEST

#### NULL HYPOTHESIS

**H<sub>0</sub>:** There is no significant relationship between years of experience of the respondents and satisfaction with work-life balance among employees of Rich Dairy Products (India) Private Limited.

#### ALTERNATIVE HYPOTHESIS

**H1:** There is a significant relationship between years of experience of the respondents and satisfaction with work-life balance among employees of Rich Dairy Products (India) Private Limited.

**Chi-Square Tests**

Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.294	16
Likelihood Ratio	13.795	16
Linear-by-Linear Association	.875	1
N of Valid Cases	110	

**Note:** 16 cells (64.0%) have expected count less than 5. The minimum expected count is .73.

**RESULT**

The Chi-Square analysis reveals that there is no statistically significant relationship between years of experience and satisfaction with work-life balance among the employees of Rich Dairy Products (India) Private Limited, since the p-value (.791) is greater than the significance level of 0.05. Therefore, the null hypothesis is accepted and the alternative hypothesis is rejected. This indicates that employees' work-life balance satisfaction does not significantly vary based on their years of experience.

**CORRELATION ANALYSIS**

**NULL HYPOTHESIS**

**H0:** There is no significant relationship between educational qualification of the respondents and training provided to perform the job among employees of Rich Dairy Products (India) Private Limited.

**ALTERNATIVE HYPOTHESIS**

**H1:** There is a significant relationship between educational qualification of the respondents and training provided to perform the job among employees of Rich Dairy Products (India) Private Limited.

**Correlations**

Variables	Pearson Correlation	Sig. (2-tailed)	N
Educational Qualification & Receive Proper Training to Perform the Job	.042	.664	110

**RESULT**

The Pearson correlation analysis shows a very weak positive relationship ( $r = .042$ ) between educational qualification and training provided to perform the job among employees of Rich Dairy Products (India) Private Limited. However, the relationship is not statistically significant because the p-value (.664) is greater than 0.05. Therefore, the null hypothesis is accepted, indicating that educational qualification does not significantly influence the training received by employees in the organization.

**ANOVA**

**NULL HYPOTHESIS**

**H0:** There is no significant relationship between years of experience of the respondents and satisfaction with the job among employees of Rich Dairy Products (India) Private Limited.

**ALTERNATIVE HYPOTHESIS**

**H1:** There is a significant relationship between years of experience of the respondents and satisfaction with the job among employees of Rich Dairy Products (India) Private Limited.

**ANOVA Table**

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.009	4	1.252	.832	.508
Within Groups	158.046	105	1.505		
Total	163.055	109			

**RESULT**

The ANOVA results indicate that there is no statistically significant difference between years of experience and job satisfaction among the employees of Rich Dairy Products (India) Private Limited, as the significance value (.508) is greater than the standard level of 0.05. Hence, the null hypothesis is accepted. This implies that employees with different levels of work experience show similar levels of job satisfaction in the organization.

#### IV. SUGGESTIONS

- The organization should conduct a structured compensation benchmarking exercise against industry standards to identify and rectify wage disparities, particularly for front-line production staff.
- A transparent and well-communicated promotion policy should be established, outlining clear performance criteria and career progression pathways to address the dissatisfaction related to advancement opportunities.
- The transport facility, being the lowest-rated welfare measure, requires immediate attention. Management should explore expanding transport routes, improving vehicle conditions, or offering transport reimbursements for employees residing in remote areas.
- Regular feedback mechanisms such as employee satisfaction surveys, grievance redressal forums, and suggestion boxes should be institutionalized to ensure continuous monitoring of workforce sentiments.
- Skill development programs, job rotation initiatives, and supervisory training workshops should be introduced to enhance employee competency, morale, and engagement.

#### V. CONCLUSION

The study on employee job satisfaction at Rich Dairy Products (India) Private Limited concludes that the organization maintains a positive working environment that contributes to employee satisfaction and organizational effectiveness. The findings reveal that most employees are satisfied with workplace safety, hygienic conditions, teamwork, welfare measures, supervisory support, and management communication. These factors play an important role in improving employee morale, productivity, and commitment toward organizational goals. The study also identified certain areas that require improvement, particularly salary structure, incentives, career growth opportunities, recognition systems, and work-life balance practices. Some employees expressed neutral and dissatisfied opinions regarding these aspects, indicating the need for stronger employee-centered policies and welfare initiatives. The statistical tools such as Chi-Square, Correlation, and ANOVA revealed that demographic variables like years of experience

and educational qualification do not significantly influence employee job satisfaction levels.

Overall, the study emphasizes that employee job satisfaction is essential for enhancing productivity, reducing employee turnover, and ensuring long-term organizational success. Therefore, Rich Dairy Products (India) Private Limited should continue focusing on fair compensation practices, transparent promotion policies, employee recognition programs, effective training, and participative management approaches. By strengthening these areas, the organization can build a more motivated, loyal, and satisfied workforce, thereby achieving sustainable growth and maintaining excellence in the dairy industry.

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