

INNOVATIONS AND CHALLENGES IN EMPLOYEE JOB SATISFACTION AT CIFAL HERBAL PRIVATE LTD.

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ABSTRACT

Employee job satisfaction is a critical factor influencing organizational success, productivity, and employee retention. It reflects how content employees are with their roles, work environment, compensation, and overall workplace experience. High levels of job satisfaction lead to increased motivation, better performance, and reduced turnover, while low satisfaction often results in absenteeism, low morale, and decreased efficiency. Key determinants of job satisfaction include opportunities for growth, supportive management, work-life balance, fair compensation, and recognition of achievements. Organizations that actively measure and enhance employee satisfaction tend to foster a positive work culture and attract top talent. This abstract highlights the importance of understanding and improving job satisfaction as a strategic goal. Through regular surveys, open communication, and continuous development efforts, companies can address employee needs effectively. Ultimately, fostering job satisfaction contributes to a more engaged, loyal, and high-performing workforce, which is essential in today's competitive and dynamic business environment.

Keywords : Job satisfaction, job description, perception and well-being

INTRODUCTION

Employee daily duties to organizational policies feel with their employee job satisfaction. The individual employee facilities for improve the productivity and reduce the loses. The Employee leads to achieving of organizational goals and objectives in short span of time .Satisfaction to all aspects of a workplace environment that support the well-being of it's staff include safety , mental health, stress management programs. Employee job satisfaction is a critical factor in organizational success, influencing productivity, retention, and overall workplace morale. It refers to the extent to which employees feel content, motivated, and fulfilled in their roles (Spector, 1997). CIFAL Herbal Pvt Ltd is a company engaged in the manufacturing and distribution of herbal products. Specializing in organic and sustainable solutions, the company provides a wide range of herbal supplements, personal care items, and health-focused products. The company emphasizes eco-friendly practices, sourcing raw materials sustainably, and promoting the benefits of traditional herbal medicine. The company's vision revolves around improving the health and well-being of its customers by offering natural, effective, and safe products derived from nature. Its mission is to promote holistic health through high-quality herbal products while supporting sustainable agriculture practices and contributing to community well-being. CIFAL Herbal targets health-conscious individuals, organic product enthusiasts, and consumers looking for natural alternatives to traditional pharmaceutical products. The company focuses on both the domestic and international markets, with a strong emphasis on expanding its online presence. The herbal products industry is a rapidly growing sector in the global economy, driven by increasing

consumer demand for natural and organic alternatives to synthetic products. This industry encompasses a wide range of goods, including dietary supplements, herbal medicines, personal care products, and natural cosmetics. The herbal products industry supports a diverse workforce, from agricultural workers to scientists, marketers, and supply chain professionals. Companies like CIFAL Herbal contribute to a more innovative economy by promoting research into new herbal ingredients, product formulations, and sustainable practices. Herbal products contribute to public health by offering natural, non-toxic alternatives to synthetic drugs. This promotes wellness and encourages preventive healthcare practices. Herbal products often have cultural significance, as many traditional medicine systems (e.g., Ayurveda, Traditional Chinese Medicine) use plants for health and healing. By offering these products, companies like CIFAL Herbal help preserve and promote cultural knowledge.

REVIEW OF LITERATURE

John Stacey Adams is widely recognized in the fields of social psychology and organizational behavior for his development of Equity Theory, introduced in his influential chapter *"Inequity in Social Exchange"* (1965). His work provided a novel psychological perspective on motivation and justice, emphasizing that people are not only motivated by rewards themselves, but also by how fairly those rewards are distributed in comparison to others. This framework revolutionized how researchers and practitioners understand fairness and motivation in work and interpersonal settings.

Tammy D. Allen is a prominent figure in industrial-organizational psychology, with a particular focus on work–family interface, occupational health psychology, and mentoring. Her research frequently explores how organizational support and flexibility affect employee outcomes, such as job satisfaction, performance, and stress. Allen has consistently argued for a nuanced understanding of work–family conflict, emphasizing that individual differences and contextual factors influence how employees experience and manage this conflict.

In the 2019 conceptual study, M. S. Alhmeidiyeen contributes to the critical examination of change management and its intricate relationship with organizational development (OD). The study is situated within the broader discourse of how organizations adapt to internal and external pressures for transformation, particularly in the context of globalization, technological innovation, and competitive business environments.

In their 2017 study, Pattusamy and Jacob make a significant empirical contribution by testing the Greenhaus and Allen (2011) model of work–family balance, a framework that emphasizes the importance of balanced involvement and satisfaction across work and family roles. Their work stands out in the growing field of work–family interface research, which examines how employees navigate the competing demands of professional and personal life.

The work by Griffeth, Hom, and Gaertner (2000) is a landmark meta-analytic study in the field of organizational behavior, particularly in understanding employee turnover—a critical concern for researchers and practitioners alike. This study builds upon earlier turnover models, including the

well-known Mobley (1977) model, and provides a comprehensive synthesis of empirical research leading up to the early 2000s.

The work of J. Richard Hackman and Greg R. Oldham stands as a foundational contribution to the field of organizational psychology and job design theory. Their 1976 article introduced and empirically tested the Job Characteristics Model (JCM), a framework that has profoundly influenced how researchers and practitioners think about work motivation, job satisfaction, and employee performance.

The study by Harter, Schmidt, and Hayes (2002) is one of the most frequently cited empirical works in the organizational sciences, particularly in research on employee engagement, job satisfaction, and their direct link to business performance. The authors conducted a meta-analysis across 7,939 business units, spanning 36 companies and a variety of industries, to examine whether employee attitudes translate into measurable performance outcomes.

Edwin A. Locke's seminal chapter, "The Nature and Causes of Job Satisfaction," published in the Handbook of Industrial and Organizational Psychology in 1976, is one of the most foundational works in the study of job satisfaction. Locke's contributions laid the groundwork for a more comprehensive understanding of what constitutes job satisfaction and how it impacts individual and organizational outcomes.

William H. Mobley's 1977 article is a pivotal contribution to the study of employee turnover, offering one of the first comprehensive models that examines the intermediate linkages between job satisfaction and turnover. Prior to Mobley's work, most studies had treated job satisfaction and turnover as directly related, with less attention given to the cognitive and behavioral processes that mediate this relationship. Mobley's model, therefore, introduced a more nuanced understanding of how employees progress from dissatisfaction to the eventual decision to leave an organization.

Paul E. Spector's book, *Job Satisfaction: Application, Assessment, Causes, and Consequences* (1997), remains a cornerstone in organizational psychology, providing a comprehensive overview of the concept of job satisfaction. Spector synthesizes existing research on the subject, offering theoretical insights, practical applications, and discussing the measurement tools and causes and outcomes associated with job satisfaction. His work significantly contributed to the development of a structured, evidence-based approach to understanding job satisfaction in diverse organizational contexts. Recent studies highlight the multifaceted nature of job satisfaction across industries and contexts. Rastogi and Dhingra (2020) found that pandemic-related factors like remote work and job insecurity affected satisfaction differently among frontline workers, IT professionals, and educators. Ahmad and Raja (2021) linked job satisfaction to organizational commitment in banking, while Pasaribu et al. (2022) and Fatoki (2023) emphasized leadership styles—particularly participative and transformational approaches—as key drivers of satisfaction. Jianchun (2024) noted that workplace environment boosts happiness but AI tools like ChatGPT have no moderating effect. Smith & Lee (2023) revealed mixed impacts of remote work, and I selected this topic because the employees feel higher satisfaction means lead to greater

productivity, motivation, and profitability. There is huge research in HR topics, but there is no research in employee job satisfaction that's why I selected this particular topic for better research. So select this topic for my project work.

RESEARCH METHODOLOGY

High Job Satisfaction Effectively Leads to The Improved Organizational Productivity, Decreased Employee Turnover, And Reduced Job Stress in Modern organizations. Job Satisfaction Leads to A Positive Ambience at The Workplace and Is Essential to Ensure the Higher Revenues for the Organization.

The study is conducted by taking into account only the regular employees of Herbal Pvt Ltd., the casual and contractual employees have not been considered for this purpose. Present study is undertaken by various departments like Mechanical, Electrical H.R, Marketing, production in Herbal Pvt, Ltd.

OBJECTIVES OF THE STUDY

- To study the satisfaction of the employee with respect to their job description.
- To study the satisfaction of the employee with respect to their salary structure.
- To study the satisfaction of the employee with respect to their training activities and career development in the organization.
- To study the employee job satisfaction towards the facilities.

RESEARCH DESIGN

In the process of analyzing data taken descriptive statistical technique tools frequency calculation for using percentage method. The formula of this number of respondents is divisible by total number of respondents the value is multiplied with 100. In the process of analyzing data taken descriptive statistical technique tools frequency calculation for using percentage method. The formula of this number of respondents is divisible by total number of respondents the value is multiplied with 100.

Data sources is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypothesis, and evaluate out comes. Primary data is a type of data that is collected by researchers directly from main sources through interviews, surveys, experiments, etc. Primary data are usually collected from the source—where the data originally originates from and are regarded as the best kind of data in research. Secondary data refers to any dataset collected by any person other than the one using it. Secondary data sources are extremely useful. They allow researchers and data analysts to build large, high- quality databases that help solve business problems. By expanding their datasets with secondary data, analysts can enhance the quality and accuracy of their insights. Most secondary data come from external organizations. I conduct simple random sampling method for sample size. It comes under Probability sampling. Where the population is defined in that time the probability sampling is using.

$$\text{Percentage of Respondents} = (\text{Number of respondents} / \text{Total respondents}) \times 100$$

DATA ANALYSIS AND INTERPRETATION

How employees agree with that facilities provided by the organization?

Employee facilities: The company providing facilities respect the employee job satisfaction. Employee facilities; Flexible working hours maintain opportunities the organization. The self-satisfaction of the employee work place facilities. Company up-to-date the salary promotions and opportunities.

Table 1 The opinion of Respondents regarding employee salary structure.

SNO	OPINION	RESPONDENTS	PERCENTAGE
1	Strongly Disagree	19	16
2	Disagree	10	8
3	Neutral	22	18
4	Agree	55	46
5	Strongly agree	14	12
TOTAL		120	100

Source: Primary Data

Table 1 explains that a majority of respondents (46%) agree with the given statement, while 12% strongly agree, showing overall positive sentiment from 58% of participants. A smaller portion, 16%, strongly disagree and 8% disagree, totaling 24% with negative views. Meanwhile, 18% remain neutral. This suggests that while most respondents have a favorable opinion, there is still a notable minority with opposing or undecided views.

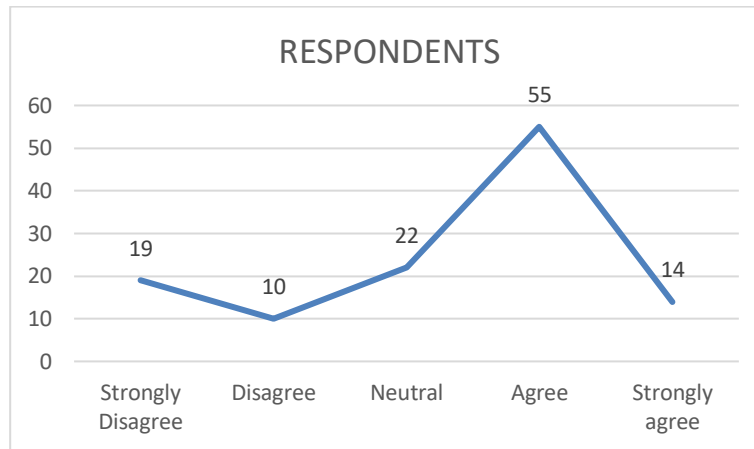


Figure 1 The opinion of Respondents regarding employee salary structure.

Figure 1 reveals that out of 120 sample respondents the majority 55(46%) of the respondents are agree regarding salary facility followed in the organisation followed by 32(27%) of the respondents are strongly agree 12(10%) of the respondents are dissatisfied regarding salary facility practices followed by the organisation and 25(21%) of the respondents have shown the neutral tendency regarding salary facility followed by the organisation.

The employee have access to nutritious, hygienic and affordable meals or snacks in the canteen during water working hours.

Our menu is carefully curated to include wholesome options that cater to different dietary preferences and requirements. Each meal is prepared using fresh ingredients and follows strict hygiene standards to ensure food safety. We believe that access to nutritious and affordable meals

is essential for maintaining energy levels and promoting overall wellness among our workforces. Therefore, our canteen facilities strive to provide balanced and delicious options that fuel productivity and support the health of our employees.

Table:2 Opinion of Respondents regarding Nutritious, hygienic and affordable meals or snacks in the canteen Practices followed in the organization.

S.NO	OPINION	RESPONDENTS	PERCENTAGE
1	Strongly disagree	15	13
2	Disagree	15	13
3	Neutral	20	17
4	Agree	45	38
5	Strongly agree	25	21
	Total	120	100

Source: Primary Data

Table 2 explains that data reveals that a significant majority of respondents (59%) either agree (38%) or strongly agree (21%) with the statement, reflecting a generally positive sentiment. On the other hand, 26% (13% strongly disagree and 13% disagree) express a negative opinion. Additionally, 17% remain neutral. Overall, the responses indicate that most participants support the statement, though a portion holds differing or undecided views.

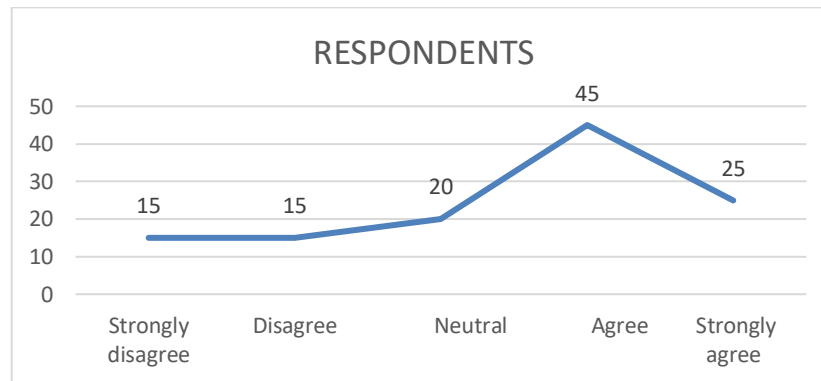


Figure 2 Opinion of Respondents regarding Nutritious, hygienic and affordable meals or snacks in the canteen Practices followed in the organization.

Figure 2 reveals that out of 120 sample respondents the majority 55(46%) of the respondents are agree regarding nutritious, hygienic and affordable meals or snacks in canteen facilities measurable practices followed in the organisation. Followed by 14(12%) of the respondents are strongly agree 19(16%) of the respondents are dissatisfied regarding canteen facilities followed by the organisation and 22(18%) of the respondents have shown the neutral tendency regarding canteen facility followed by the organisation.

The company training and career development activities to providing the employee facilities. The company employee improve the motivate training programs activities and career development assessments of the employee working environment.

Table:3 Opinion of Respondents regarding training and career development activities to providing facilities followed in the organization.

S.NO	OPINION	RESPONDENTS	PERCENTAGE
1	Strongly disagree	15	13
2	Disagree	18	15
3	Neutral	20	17
4	Agree	40	33
5	Strongly agree	27	23
	Total	120	100

Source: Primary Data

Table 3 explains that data indicates that a majority of respondents (56%) hold a positive opinion, with 33% agreeing and 23% strongly agreeing. On the other hand, 28% express a negative view, comprising 15% who disagree and 13% who strongly disagree. Additionally, 17% of respondents remain neutral. Overall, the responses reflect a generally favorable attitude toward the statement.

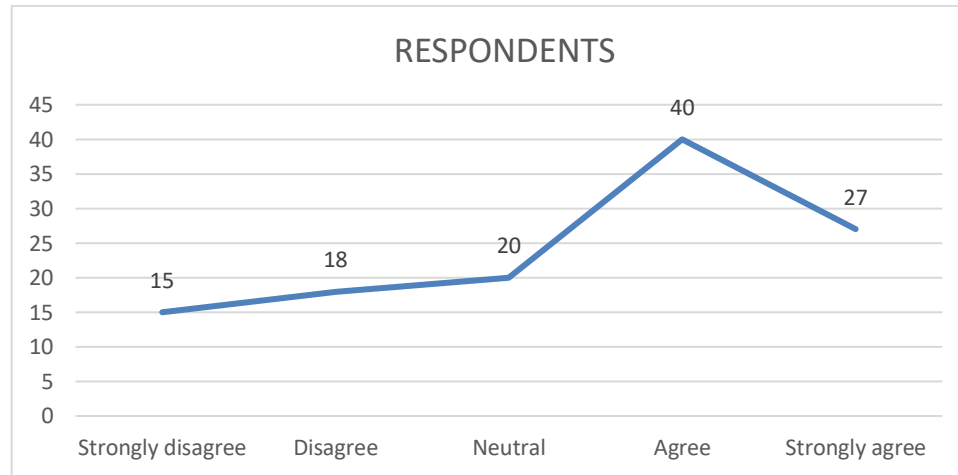


Figure 3 Opinion of Respondents regarding training and career development activities to providing facilities followed in the organization

Figure 3 reveals that out of 120 sample respondents the majority 40(33%) of the respondents are agree regarding training facilities followed in the organisation by 27(23%) of the respondents are strongly agree 15(13%) of the respondents are dissatisfied regarding sanitation facilities measurement practices followed by the organisation and 20(17%) of the respondents have shown the neutral tendency regarding sanitation facilities followed by the organization.

The company of employee job satisfaction level providing the facilities for male and female.

Company prioritizes the provision of clean, modern, providing the high level of satisfaction the job of development activities. Employee satisfactory performance to promoting followed by the organization.

Table 4 Opinion of Respondents regarding employee job satisfaction level facility followed the organization.

S.No	Opinion	Respondents	Percentage
1	Strongly disagree	10	8
2	Disagree	24	20
3	Neutral	17	14
4	Agree	45	38
5	Strongly agree	24	20
	Total	120	100

Source: Primary Data

Table 4 shows that a majority of respondents (58%) have a positive opinion, with 38% agreeing and 20% strongly agreeing. Meanwhile, 28% express a negative view, including 20% who disagree and 8% who strongly disagree. A smaller group, 14%, remain neutral. Overall, the responses suggest that most participants support the statement, though a notable portion holds differing or undecided views.

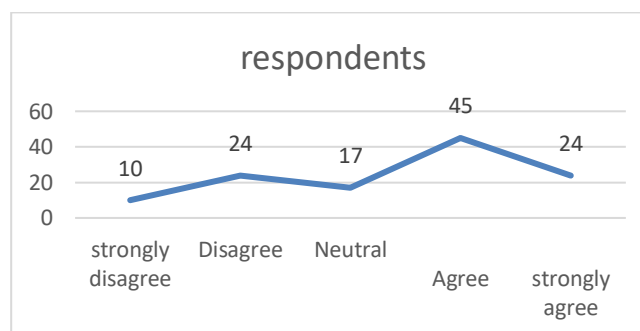


Figure 4 Opinion of Respondents regarding employee job satisfaction level facility followed the organization.

Figure 4 reveals that out of 120 sample respondents the majority 40(38%) of the respondents are agree regarding employee job satisfaction level followed by the organization. Followed 27(23%) of the respondents strongly agree 18(15%) of the respondents are dissatisfied regarding job facilities followed by the organization and 20(17%) of the respondents have shown the neutral tendency regarding employee job facility followed by the organisation.

The company maintains employee availability to the freedom and good communication skills from the organization.

The employee feel freedom level of the organization one person to another person's maintain good communication and coordination and also cooperation skills. Good relationship maintain the employee to employee and employer to employer any kind of situation organizational workplace.

Table:5 Opinion of Respondents Employee freedom and communication skills followed in the organization.

S.No	Opinion	Respondents	Percentage
1	Strongly disagree	12	10
2	Disagree	15	13
3	Neutral	20	17
4	Agree	48	40
5	Strongly agree	25	21
	Total	120	100

Source: Primary Data

Table 5 explains that data shows that a majority of respondents (61%) hold a positive opinion, with 40% agreeing and 21% strongly agreeing. In contrast, 23% express a negative view, consisting of 13% who disagree and 10% who strongly disagree. Additionally, 17% of respondents remain neutral. Overall, the results indicate a generally favorable attitude toward the statement, with a smaller portion of mixed or opposing views.

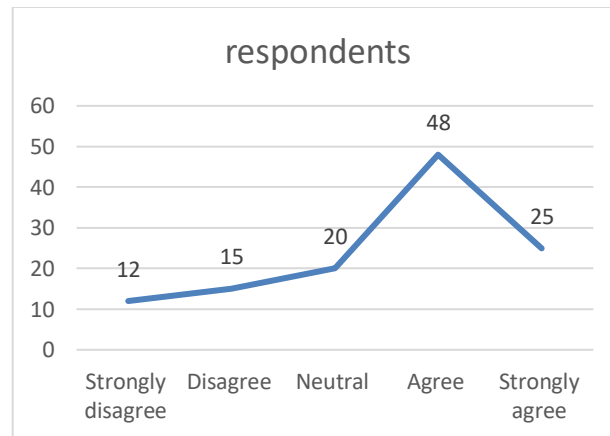


Figure 5 Opinion of Respondents Employee freedom and communication skills followed in the organization

Figure 5 reveals that out of 120 sample respondents the majority 48 (38%) of the respondents are agree regarding Employee freedom and communication skills followed in the organisation followed by 25 (20%) of the respondents are strongly agree 24 (20%) of the respondents are dissatisfied regarding Employee freedom and communication skills followed by the organisation and 17 (14%) of the respondents have shown the neutral tendency regarding Employee freedom and communication skills followed by the organisation.

ANALYSIS OF FINDINGS

Majority 62% of the respondents are satisfied salary structure facilities followed by the organization. 58% of the respondents are agree regarding training and career development activities to providing facilities followed by the organization. 78% of the respondents are agree regarding employee job satisfaction level facility followed by the organisation. 58% of the respondents are agree regarding freedom and good communication skills facilities followed by the organisation. 58% of the respondents are agree regarding possibility of correct timings followed by the organisation.

RECOMMENDATIONS

Managers

Managers at Cifal Herbal Pvt. Ltd. should prioritize strategies that enhance employee job satisfaction to boost productivity and reduce turnover. Focusing on factors such as effective communication, fair compensation, growth opportunities, and a positive work environment can lead to a more motivated workforce. Addressing employee concerns promptly and recognizing their contributions can also improve morale. Ultimately, a satisfied workforce will support organizational growth and long-term success.

Policy makers

Policy makers at Cifal Herbal Pvt. Ltd. should design and implement employee-centered policies that foster job satisfaction, such as clear career progression paths, fair performance evaluations, and wellness initiatives. By aligning company policies with employee needs, they can create a supportive work culture. This approach not only enhances employee retention but also strengthens organizational performance and reputation.

Scope for further study

The scope for future study on employee job satisfaction at Cifal Herbal Pvt. Ltd. includes exploring the long-term impact of satisfaction levels on employee retention and organizational performance. Future research can also compare job satisfaction across departments or with similar companies in the herbal industry. Additionally, examining the role of remote work, mental well-being, and digital tools in shaping job satisfaction could provide deeper insights for evolving workplace strategies.

Limitations of the study

The study on employee job satisfaction at Cifal Herbal Pvt. Ltd. is limited by its focus on a single organization, which may restrict the generalizability of the findings. The use of self-reported data could introduce bias, as employees may not express their true feelings due to fear of repercussions. Additionally, the study may not fully capture external factors such as economic conditions or industry trends that influence job satisfaction.

CONCLUSION

Employee job satisfaction are advocated to maintain a strengthen manpower both physically and mentally. The study of various satisfaction level brings into light that the present measures taken by the company. The improvement in working condition is suggested to improve effectiveness of the employee satisfaction level like salary increment Facilities, canteen facility, drinking water, rest rooms and housing facilities ,training and development facility ,performance of the promotions ,motivate to the skill gap assessments ,possibility of time maintains which in turn would build the morale and increase the productivity of the employees.

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