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JOB SATISFACTION PROGRAMS: EVALUATING THEIR EFFECTIVENESS IN BOOSTING EMPLOYEE MORALE AND PERFORMANCE IN HERITAGE FOODS INDIA LIMITED

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ABSTRACT

Job satisfaction is an important aspect of human resource management that reflects the degree to which employees feel positive and fulfilled with their jobs. It plays a significant role in improving employee morale, productivity, and organizational effectiveness. Satisfied employees are more likely to remain loyal to the organization and contribute positively to its goals and objectives. This study focuses on identifying the key determinants of job satisfaction such as compensation, job security, workplace relationships, recognition, career development opportunities, and management support. It also examines how these factors influence employee performance, commitment, and overall organizational productivity. The findings of the study suggest that organizations should adopt effective HR policies and create a supportive work environment to enhance employee satisfaction. By promoting open communication, fair treatment, and opportunities for professional growth, organizations can strengthen employee engagement and ensure long-term organizational success

I. INTRODUCTION

Job satisfaction refers to the level of contentment, fulfillment, and positive emotional response an employee experiences toward their job. It reflects how well a job meets the needs, expectations, and personal values of employees. When employees feel motivated, valued, and fairly treated, they tend to experience higher job satisfaction, which in turn enhances productivity and organizational effectiveness.

The concept of job satisfaction has been widely studied in organizational behavior and human resource management. Early researchers like Frederick Herzberg introduced the **Two-Factor Theory**, which classifies factors influencing job satisfaction into:

- **Hygiene Factors** – Salary, company policies, working conditions, supervision, and job security.
- **Motivators** – Achievement, recognition, responsibility, advancement, and growth.

Similarly, Abraham Maslow explained job satisfaction through the **Hierarchy of Needs Theory**, stating that individuals seek to satisfy physiological, safety, social, esteem, and self-actualization needs through their work.

Job satisfaction is influenced by several factors, including:

- Compensation and benefits
- Work environment and infrastructure
- Relationship with supervisors and colleagues
- Career development opportunities
- Recognition and rewards
- Job security
- Work-life balance
- Organizational culture and leadership style

High job satisfaction leads to:

- Increased productivity
- Reduced absenteeism and turnover
- Better employee morale
- Strong organizational commitment
- Improved customer satisfaction

On the other hand, low job satisfaction may result in stress, conflicts, poor performance, and high employee turnover.

In today's competitive business environment, organizations recognize job satisfaction as a key driver of employee engagement and long-term success. Therefore, companies continuously adopt effective HR practices, employee welfare measures, performance management systems, and motivational strategies to improve satisfaction levels among employees.

In conclusion, job satisfaction plays a vital role in shaping employee behavior and organizational performance. It is not only a measure of employee happiness but also a strategic factor that contributes to sustainable organizational growth.

NEED FOR THE STUDY:

The need for the study on job satisfaction arises from the growing importance of human resources as a key driver of organizational success. In today's competitive and dynamic business environment, employee satisfaction directly influences productivity, performance, commitment, and overall organizational effectiveness. When employees are satisfied with their job, they tend to be more motivated, loyal, and engaged in their work. On the other hand, dissatisfaction may lead to absenteeism, low morale, conflicts, and high employee turnover. Therefore, studying job satisfaction helps management understand employee attitudes, identify the factors affecting their performance, and evaluate the effectiveness of existing HR policies and welfare measures. This study also supports decision-making by providing insights into areas that require improvement, such as working conditions, compensation, supervision, and career development opportunities. Ultimately, analyzing job satisfaction enables organizations to create a positive work environment, enhance employee retention, and achieve long-term growth and sustainability.

OBJECTIVES OF THE STUDY

- To measure the level of job satisfaction among employees in the organization.
- To identify the key factors influencing employee job satisfaction.
- To examine the relationship between job satisfaction and employee performance.
- To analyze the impact of salary, incentives, and benefits on employee satisfaction.
- To evaluate the effectiveness of working conditions and work environment.
- To assess employee satisfaction with supervision and management practices.
- To study the opportunities available for career growth and promotion.
- To understand the level of employee motivation and morale.
- To identify problems or causes of dissatisfaction among employees.
- To provide suitable suggestions for improving job satisfaction and organizational performance.

SCOPE OF THE STUDY

The scope of the study on job satisfaction is limited to analyzing the level of satisfaction among employees within the selected organization. It focuses on understanding various factors that influence employee satisfaction, such as salary and benefits, working conditions, supervision, career growth opportunities, job security, work-life balance, and organizational policies. The study covers employees across different departments and positions to obtain a comprehensive view of their perceptions and attitudes toward their jobs.

This study aims to evaluate how job satisfaction affects employee performance, motivation, commitment, and retention. It also examines the effectiveness of existing HR practices and employee welfare measures implemented by the organization. The findings of the study are useful for management to identify areas of improvement and to design strategies that enhance employee satisfaction and overall organizational productivity.

However, the scope is confined to the specific organization and the time period during which the data is collected. The results may not be

universally applicable to other organizations or industries, as job satisfaction levels can vary depending on organizational culture, policies, and external environmental factors.

RESEARCH METHODOLOGY

1. Research Design

The study adopts a **descriptive research design**, as it aims to describe and analyze the level of job satisfaction among employees and identify the factors influencing it.

2. Type of Research

The research is both **analytical and empirical** in nature, as it involves collection of primary data and interpretation of employee responses.

3. Data Collection

Primary Data:

Primary data is collected directly from employees through:

Structured questionnaires

Personal interviews

Discussions with employees

Secondary Data:

Secondary data is collected from:

Company records and HR reports

Books and journals related to HRM

Research articles and websites

4. Sampling Method

Sampling Technique: Simple Random Sampling / Convenience Sampling (depending on the organization)

Sample Size: 100

The sample includes employees from different departments and job levels.

Data Analysis Tools

The collected data is analyzed using:

Percentage analysis

Tables and charts

Graphical representation

Simple statistical tools

LIMITATIONS

- The study is limited to a specific organization and may not be applicable to other organizations or industries.
- The sample size is restricted, which may not fully represent the entire employee population.
- The study is conducted within a limited time period, which may affect the depth of analysis.
- Responses collected through questionnaires may be biased due to personal opinions or fear of disclosing true feelings.
- Some employees may not provide accurate or complete information.
- The study mainly relies on self-reported data, which may affect reliability.
- External factors such as economic conditions or personal issues are not considered in detail.
- Limited access to confidential company data may restrict comprehensive analysis.

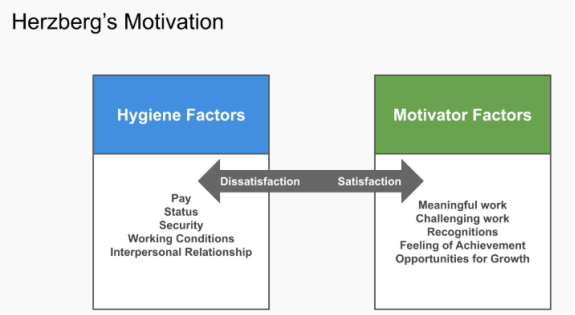
II. LITERATURE SURVEY

INTRODUCTION

Job satisfaction is one of the most widely researched topics in organizational behavior and human resource management. It refers to the level of contentment employees feel regarding their job roles, work environment, compensation, leadership, and growth opportunities. High job satisfaction contributes to improved productivity, reduced turnover, better employee morale, and enhanced organizational performance.

According to **Edwin A. Locke (1976)**, job satisfaction is defined as *"a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences."* This definition emphasizes the emotional and cognitive evaluation of work.

Theoretical Foundations of Job Satisfaction



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Frederick Herzberg (1959) developed the Two-Factor Theory (Motivation-Hygiene Theory).

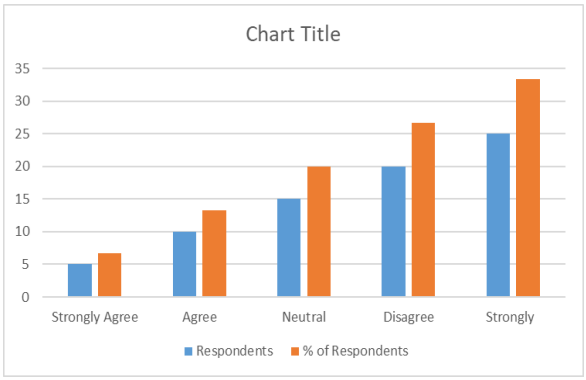
He classified factors affecting job satisfaction into:

- **Hygiene Factors** (prevent dissatisfaction)
  - Salary
  - Company policies
  - Working conditions
  - Supervision
  - Job security
- **Motivators** (create satisfaction)
  - Achievement
  - Recognition
  - Responsibility
  - Advancement
  - Growth

III. DATA ANALYSIS & INTERPRETATION

1. Freedom to take decision?

Response	Respondents	% of Respondents
Strongly Agree	5	6.67
Agree	10	13.33
Neutral	15	20
Disagree	20	26.67
Strongly	25	33.33

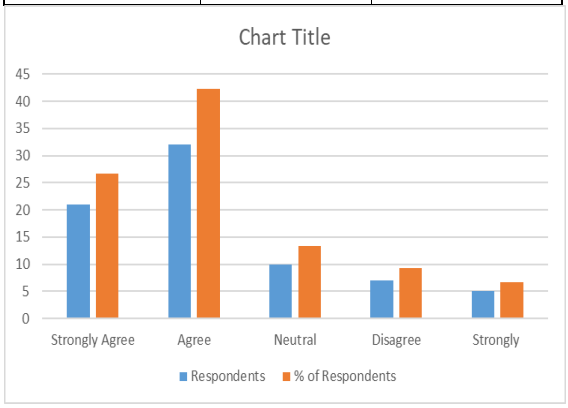


Interpretations:-

From the above table, 13 % of employees agreed that they have The freedom to take decision with the decision taking and 33% of employee doesn't have freedom to take decision.

2. Better position in near future?

Response	Respondents	% of Respondents
Strongly Agree	21	26.67
Agree	32	42.33
Neutral	10	13.33
Disagree	7	9.33
Strongly	5	6.67



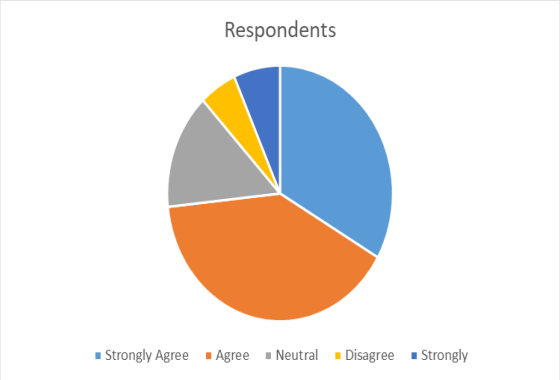
Interpretations:-

From the above table, 42 % of employees agree that they can see themselves in a better position in near future and 26% strongly agree that they can place themselves in a better position very few disagrees for the above.

3. Working under in human working conditions:

Response	Respondents	% of Responde

		nts
Strongly Agree	25	33.33
Agree	30	40
Neutral	11	14.67
Disagree	4	5.33
Strongly	5	6.67



Interpretation:-

From above table 40% of employees agree with the working conditions are human and 33% of employees strongly agree.

IV. FINDINGS

➔ Morality of the respondents doesn't have freedom to take decisions. This shows centralization in structure

- Employees feel that they are very important person in the deportment, which shows their level of commitment.
- Employees in HERITAGE FOODS INDIA LTD can see themselves in a better position in near future which indicates the carrier growth on the company.
- Company successful in providing good working conditions.
- Megacity of the respondents feels that they are under paid.
- Employees in the HERITAGE FOODS INDIA LTD have good relationship with their peers, superiors and sub-ordinates.
- All most all the employees have positive attitude of the management towards security as employees feel highly secured in HERITAGE FOODS INDIA LTD.
- Half of the Employees are not satisfied with the personal development.
- Employees in HERITAGE FOODS INDIA LTD are satisfied with the company policies and procedures.
- Employees in all dept are well planned while performing their activities.
- On the whole employees in HERITAGE FOODS INDIA LTD have Job Satisfaction the contributing factors for their satisfaction are good relationship, Working conditions, Company polices and other benefits.

V. SUGGESTIONS

- Since majority of the people feel that they are not underpaid, this causes dissatisfaction. To avoid that company may introduce different assertive schemer through which pay and productivity can be minimized.
- As employees feel that they doesn't have freedom to take decision Which affects job satisfaction adversely, employees should have Some degree of freedom decisions at their workplace.
- Some employees have low level of commitment has they feel they are not much important in the dept they can explained how important there in the deportment.
- Some of the employees felt that their skills are not utilized completely; proper measure can be taken job design and placement.
- As more than half of the people not satisfy their personal development, company may provide carrier development programmers were people can achieve their personal and professional goals.

VI. CONCLUSION

Job satisfaction plays a vital role in determining the overall effectiveness and success of an organization. It reflects employees' attitudes toward their work, working conditions, compensation, management practices, growth opportunities, and organizational culture. A satisfied employee is more committed, productive, and loyal, which directly contributes to improved organizational performance.

The study of job satisfaction highlights that factors such as fair compensation, supportive leadership, clear communication, recognition and rewards, job security, and opportunities for career development significantly influence employee morale. When employees feel valued and respected, they tend to exhibit higher levels of motivation, reduced absenteeism, lower turnover intentions, and better teamwork.

On the other hand, dissatisfaction may lead to decreased productivity, conflicts, stress, and high employee turnover, which can negatively impact organizational growth. Therefore, management must regularly assess employee satisfaction levels through surveys, feedback mechanisms, and performance discussions to identify gaps and implement corrective measures.

In conclusion, job satisfaction is not merely an employee welfare concept but a strategic organizational priority. By fostering a positive work environment and maintaining healthy employee relations, organizations can ensure sustained performance, employee well-being, and long-term success.

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