

Employee Job Satisfaction in Ayurvedic Manufacturing: A Study of Medimix Private Limited

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Abstract — This study investigates the determinants of employee job satisfaction within a manufacturing environment at Medimix Private Limited, a prominent Ayurvedic personal care organisation headquartered in Chennai, India, with production operations in Pondicherry. Primary data were collected from 50 employees across production, quality control, packaging, and administration departments through a structured questionnaire. Three statistical methods were employed: percentage analysis, Chi-square testing, and one-way ANOVA. Findings indicate that the majority of respondents report moderate-to-high overall satisfaction; however, compensation adequacy and advancement pathways are identified as areas requiring managerial attention. The Chi-square test reveals no significant association between years of experience and job satisfaction ($\chi^2 = 2.41 < \text{critical value } 15.51, df = 8, \alpha = 0.05$), while one-way ANOVA shows no statistically significant difference in satisfaction across salary groups ($F = 3.10, p = 0.054, F\text{-critical} = 3.20$). These outcomes suggest that satisfaction arises from a combination of organisational, relational, and environmental factors rather than any single variable. The study concludes with targeted recommendations encompassing compensation reform, formalised recognition, structured career development, and periodic satisfaction monitoring.

Key Words: *job satisfaction, Ayurvedic manufacturing, FMCG, employee welfare, Chi-square, ANOVA*

I. INTRODUCTION

Employee job satisfaction represents a central construct in human resource management and organisational behaviour. It captures the degree to which workers experience fulfilment, positivity, and a sense of purpose in relation to their roles. Contemporary scholarship recognises that satisfaction encompasses dimensions well beyond monetary compensation; work environment, peer relationships, supervisory support, career progression, and perceived organisational justice are equally potent determinants of how employees relate to their work.

In competitive markets, organisations increasingly treat their workforce as a strategic asset rather than a cost centre. Sustained organisational performance hinges not merely on employees' technical competence but on their psychological engagement and willingness to contribute discretionary effort. A satisfied workforce is typically linked to reduced absenteeism, lower voluntary turnover, higher productivity, and improved service quality—outcomes that carry particular weight in labour-intensive manufacturing operations.

Medimix Private Limited, a subsidiary of AVP Private Limited and affiliated with the Arya Vaidya Pharmacy (AVP) Group, is one of India's most recognised Ayurvedic personal care brands. Established in 1969, the company manufactures herbal soaps and related personal care products at its Pondicherry facility and distributes them across domestic and international markets. Its production environment demands precision, adherence to rigorous

quality standards, and consistent operational discipline—conditions under which employee satisfaction is directly linked to product quality and efficiency outcomes.

This study addresses two principal research questions: (1) What is the prevailing level of job satisfaction among employees at Medimix Private Limited? and (2) Which factors exert the most meaningful influence on that satisfaction? The study aims to analyse satisfaction levels empirically, identify key determinants, examine the relationship between satisfaction and performance, understand employee attitudes towards management and working conditions, and propose targeted improvements.

II. LITERATURE REVIEW

A substantial corpus of scholarship has examined job satisfaction across diverse industries and organisational settings. Kumar and Singh [1] investigated satisfaction in manufacturing firms and identified salary, job security, and working conditions as primary determinants. Their evidence linked fair wages and employment stability to higher commitment and productivity, establishing a foundational premise for later research.

Sharma [2] explored satisfaction in small and medium enterprises, concluding that a supportive management style and open communication channels significantly elevate employee morale and reduce interpersonal conflict. Reddy and Rao [3] extended this understanding by emphasising the role of participative decision-making; when employees exercise genuine input into

organisational activities, they feel valued, which translates into enhanced performance and loyalty.

Gupta [4] assessed the impact of intrinsic and extrinsic rewards, finding that non-financial recognition—promotion, public appreciation, and professional development—complements financial incentives in retaining and motivating employees. Patel and Patel [5], working in the FMCG sector, identified workload management, working conditions, and structured career pathways as pivotal satisfaction determinants, and emphasised training as a satisfaction enabler.

Karthikeyan [6] focused on industrial manufacturing units, demonstrating that workplace safety and hygiene standards significantly predict satisfaction and reduce absenteeism—findings directly relevant to Medimix's Pondicherry operations. Mehta [7] established a direct link between satisfaction and performance outcomes including teamwork efficiency and turnover reduction. Ramanathan [8] further underscored equitable policy implementation and supervisory effectiveness as sustaining factors in production settings.

Verma [9] and Suresh and Kumar [10] converged on the view that organisations which systematically invest in employee well-being and conduct regular satisfaction assessments achieve superior business outcomes. Collectively, the literature establishes that satisfaction is multidimensional and cannot be attributed to any single organisational variable—a premise this study empirically tests within an Ayurvedic manufacturing context not previously examined in published research.

III. METHODOLOGY

A. Research Design and Nature

The study adopts a descriptive research design, which is appropriate for systematically mapping phenomena as they exist without manipulating any variable. The research is both analytical and empirical: it collects real-time attitudinal data from a defined employee population and subjects it to quantitative analysis to draw evidence-based conclusions.

B. Data Sources

Primary data were gathered directly from employees through a structured questionnaire comprising close-ended items addressing salary and benefits, working conditions, job security, supervisory and peer relationships, and growth opportunities. Secondary data were sourced from textbooks, peer-reviewed journals, company records, and online databases to support the literature review and contextualise findings.

C. Sampling

A convenience sampling technique was employed owing to time and accessibility constraints during an internship period of approximately 15–18 days. The sample comprised 50 employees drawn from production, quality control, packaging, and administration departments at the Pondicherry manufacturing unit—a size adequate for exploratory single-site research.

D. Statistical Tools

Three analytical methods were applied. Percentage analysis converted frequency counts into proportional values to enable descriptive comparison. Chi-square analysis tested the null hypothesis that job satisfaction and years of experience are statistically independent, using observed versus expected frequency comparisons. One-way ANOVA examined whether significant mean differences in job satisfaction exist across employee groups segmented by salary satisfaction. The significance threshold was $\alpha = 0.05$ for both inferential tests.

IV. RESULTS AND ANALYSIS

A. Demographic Profile

The 50 respondents reflect a predominantly young and educated workforce. Age distribution shows 40% in the 21–30 bracket, 26% in the 41–50 bracket, 24% in the 31–40 bracket, and 10% below 20. Gender composition is 70% male and 30% female. Educationally, 50% hold postgraduate qualifications, 30% diplomas, and 20% undergraduate degrees. Experience distribution shows 36% with more than five years of tenure, 28% with 1–3 years, 24% with 3–5 years, and 12% with less than one year.

TABLE I. DEMOGRAPHIC PROFILE OF RESPONDENTS (N = 50)

Variable	Category	n	%
Age	Below 20 yrs	5	10
	21–30 yrs	20	40
	31–40 yrs	12	24
	41–50 yrs	13	26
Gender	Male	35	70
	Female	15	30
Experience	< 1 year	6	12
	1–3 years	14	28
	3–5 years	12	24
	> 5 years	18	36

B. Compensation and Benefits

Performance-based bonuses are the predominant incentive mechanism, received by 36% of respondents, followed by festival bonuses (20%), annual and profit-sharing bonuses (16% each), and attendance bonuses (12%). Regarding allowances, 24% receive travel allowance, 20% HRA, 18% medical, and 16% food allowance; notably, 22% receive no allowances at all. Leave entitlements are similarly uneven: 30% access paid leave, 24% earned leave, 20% sick leave, 10% maternity or paternity leave, and 16% report no leave benefits.

C. Satisfaction Indicators

Overall job satisfaction is moderate-to-high across dimensions. As presented in Table II, 64% of respondents express satisfaction with their current roles while 20% are dissatisfied. Salary satisfaction is comparatively lower at

52%. Work-life balance satisfaction registers at 56%, and motivation to perform at 62%. Welfare facility satisfaction stands at 64%.

TABLE II. SUMMARY OF KEY SATISFACTION INDICATORS

Dimension	Satisfied (%)	Neutral (%)	Dissatisfied (%)
Overall Job	64	16	20
Salary & Benefits	52	20	28
Work-Life Balance	56	18	26
Welfare Facilities	64	16	20
Work Motivation	62	18	20

D. Chi-Square Analysis

A Chi-square test examined whether years of service and job satisfaction are associated. The null hypothesis (H_0) posited no significant relationship between the two variables. Observed and expected frequency distributions were computed across five experience groups and three satisfaction categories (Satisfied, Neutral, Dissatisfied).

The calculated χ^2 value is 2.41. At 8 degrees of freedom ($df = (r-1)(c-1) = (5-1)(3-1)$) and a 5% significance level, the critical table value is 15.51. Since $2.41 < 15.51$, the null hypothesis is accepted.

TABLE III. CHI-SQUARE ANALYSIS RESULTS

Parameter	Value
Calculated χ^2	2.41
Degrees of Freedom (df)	8
Table Value ($\alpha = 0.05$)	15.51
Decision	Accept H_0 — No Significant Relationship

This result indicates that job satisfaction and years of experience are independent of each other. Satisfaction at Medimix is therefore shaped by a constellation of factors rather than by seniority alone.

E. One-Way ANOVA

A one-way ANOVA assessed whether employees grouped by salary satisfaction level (High, Medium, Low) differ significantly in overall job satisfaction. Table IV presents the full ANOVA output.

TABLE IV. ONE-WAY ANOVA — SALARY SATISFACTION VS. JOB SATISFACTION

Source	SS	df	MS	F	p-value
Between Groups	7.50	2	3.75	3.10	0.054
Within Groups	56.50	47	1.20	—	—
Total	64.00	49	—	—	—

The computed F-value (3.10) falls below the critical F-value (3.20) and the p-value (0.054) marginally exceeds the 0.05 threshold. Accordingly, the null hypothesis of no group difference is retained. Group means (High = 4.00, Medium = 3.25, Low = 3.00) show directional variation but no statistically significant divergence.

V. DISCUSSION

The results present a nuanced picture of employee satisfaction at Medimix Private Limited. On the positive side, overall satisfaction is moderate-to-high, co-worker relationships appear constructive, and motivation levels are broadly encouraging. This aligns with the company's established organisational culture and relatively stable employment conditions—findings consistent with Karthikeyan's [6] evidence on safety-compliant industrial environments.

The 28% dissatisfaction with salary and benefits is a notable concern. Compensation dissatisfaction in manufacturing contexts is associated with elevated turnover intentions [1], and the finding that 22% of employees receive no allowances at all highlights an inequitable distribution of benefits. Such disparities may undermine perceptions of organisational fairness, which Reddy and Rao [3] identify as a critical driver of participation and commitment.

The Chi-square result challenges simplistic seniority-based satisfaction models and aligns with Gupta's [4] observation that intrinsic motivators—recognition, growth opportunities—cut across experience bands. The ANOVA outcome similarly suggests that salary-group membership alone does not produce significantly distinct satisfaction levels, echoing Mehta's [7] finding that performance outcomes are shaped by a portfolio of factors rather than compensation in isolation.

Taken together, these statistical outcomes support a holistic interpretation: satisfaction at Medimix is an emergent property of multiple overlapping variables—compensation, working conditions, managerial quality, recognition, and career pathways—none of which is individually decisive. The limited career advancement opportunities identified align with Patel and Patel's [5] emphasis on structured career pathways as critical retention tools, particularly given the predominantly young workforce documented here.

The study carries limitations inherent to its cross-sectional, single-site design and the use of convenience sampling, which restricts external generalisability. Self-reported attitudinal data may further be subject to social desirability bias. Future research could employ longitudinal or multi-site comparative designs across Ayurvedic manufacturing organisations.

VI. CONCLUSION

This study empirically examined job satisfaction among employees at Medimix Private Limited and identified its principal determinants. Evidence indicates that while general satisfaction levels are broadly positive, specific dimensions—particularly salary adequacy, equitable

benefit distribution, and promotion pathways—require targeted managerial intervention.

Statistical analysis confirms that no single variable independently governs satisfaction, underscoring the need for comprehensive, multi-pronged workforce strategies. Based on the findings, the following measures are recommended: (i) benchmarking and revising compensation structures to ensure market competitiveness and internal equity; (ii) instituting formalised recognition programmes such as performance awards and structured periodic appraisals; (iii) establishing clear career development frameworks with transparent promotion criteria and mentoring provisions; (iv) improving leave and allowance equity across departments; and (v) conducting anonymous satisfaction surveys periodically to monitor workforce sentiment and enable proactive management response.

This research contributes an empirically grounded analysis of job satisfaction within the Ayurvedic FMCG manufacturing sub-sector—an area underrepresented in published research—and provides a replicable methodological template for comparable industrial studies.

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