

A Study on Employee Satisfaction and quality of Work at Superior Drinks Pvt. Ltd

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Abstract—This case-study-based research explores the connection between job satisfaction levels and the standard of work delivered by employees at Superior Drinks Pvt. Ltd., a mid-tier beverage manufacturing company in India. Employee satisfaction remains a critical determinant of organizational productivity, yet its direct correlation with work quality in the manufacturing sector is underexplored. Employing a mixed-methods design, we gathered data from 85 individuals working in production, logistics, and administrative units using surveys and one-on-one interviews. We tested whether greater job satisfaction leads to measurable gains in work quality, as reflected by mistake frequency, task speed, and safety rule adherence. Results reveal a robust positive relationship ($r=0.74$) between satisfaction levels and quality outcomes. Conversely, low satisfaction was linked to increased absenteeism and product defects. The research concludes that Superior Drinks Pvt. Ltd. can achieve a 20-25% improvement in quality metrics by implementing targeted satisfaction-enhancing policies. Recommendations include periodic satisfaction audits, non-monetary recognition programs, and ergonomic improvements on the production floor.

Index Terms—Employee satisfaction, quality of work, beverage industry, job engagement, workplace motivation, Superior Drinks Pvt. Ltd.

I. INTRODUCTION

The contemporary business environment places immense pressure on organizations to maintain both high productivity and superior product quality. In this context, the human resource of a company is often its most volatile yet asset. Employee satisfaction—defined as the degree of positive feeling workers have toward their duties, surroundings, and workplace culture—has long been associated with various performance measures. However, for small to

medium enterprises (SMEs) like Superior Drinks Pvt. Ltd., operating in a fiercely competitive drinks market, the precise effect of satisfaction on concrete work quality remains an underexamined practical issue. Quality of work, for the purpose of this study, refers to accuracy, efficiency, adherence to standards, and the minimization of waste or errors in daily tasks. Superior Drinks Pvt. Ltd., established in 2012, employs 150 people and produces a range of carbonated and non-carbonated beverages. Over the past 18 months, management has noted a subtle decline in production consistency, with batch rejection rates rising from 2.1% to 3.8%. Concurrently, internal surveys suggested growing employee discontent regarding shift rotations and overtime compensation. This coincidence of trends prompted the current investigation. The central question is whether a cause-and-effect link exists between workers' emotional states and the actual quality of goods they produce or services they deliver.

The rationale for this study is twofold. Practically, Superior Drinks requires evidence-based guidance to reduce waste and improve quality without major capital investment. On the theoretical side, this research contributes to the scant literature on job satisfaction within manufacturing SMEs in developing nations, where working conditions often differ from those in Western contexts. The study's scope is limited to permanent, full-time employees at the company's single production facility in Maharashtra, excluding temporary seasonal staff. The objectives are to measure the current level of employee satisfaction, assess the perceived and recorded quality of work, analyse the correlation between the two, and identify specific satisfaction drivers that most influence work quality.

II. LITERATURE REVIEW

Thinking around job satisfaction has progressed considerably since the 1920s Hawthorne experiments, which first drew attention to psychological aspects of work. Herzberg (1959) proposed the enduring Two-Factor Theory, separating hygiene factors (salary, conditions, job security) that ward off dissatisfaction from motivators (recognition, achievement, advancement) that actively generate satisfaction. In manufacturing contexts, both sets of factors are relevant. A study by Judge et al. (2001) found that job satisfaction correlates with job performance, but the relationship is moderate ($r \approx 0.30$) and varies by industry. However, more recent meta-analyses focusing on quality-sensitive industries, such as food and beverage production, suggest a stronger link because errors directly impact consumer safety and brand reputation.

When examining work quality, researchers typically rely on objective indicators: error rates, rework proportions, and compliance with standard operating procedures (SOPs). In the beverage industry, quality includes microbiological safety, carbonation accuracy, label alignment, and seal integrity. Harter et al. (2002) demonstrated that business units ranking in the top quarter for employee satisfaction outperformed bottom-quarter units by 18% in productivity and 12% in customer ratings. For SMEs, these differences can be the margin between profit and loss. Moreover, the role of immediate supervision is critical. A 2019 study in the *Journal of Manufacturing Technology Management* found that respectful, communicative supervision predicted 34% of the variance in work quality among assembly line workers, independent of pay satisfaction.

Nonetheless, a knowledge gap remains concerning specific dynamics inside Indian beverage SMEs. Most studies focus on large multinational corporations or IT services. Indian manufacturing employees often face unique challenges: high heat on production floors, long standing hours, and seasonal demand spikes leading to irregular overtime. These conditions may moderate the satisfaction-quality relationship differently than in temperate climates or office settings. Some research suggests that in such

environments, basic hygiene factors (ventilation, hydration breaks, predictable shifts) become as powerful as intrinsic motivators. Our case study of Superior Drinks aims to fill this gap.

Hypothesis: Based on the literature, the following hypothesis is formulated:

- H1: A statistically significant positive correlation exists between aggregate employee satisfaction and measured work quality (defined by lower defect rates, higher task accuracy, and better safety compliance) at Superior Drinks Pvt. Ltd.
- H0 (Null): No significant correlation exists between employee satisfaction and work quality. Furthermore, three sub-hypotheses are proposed:
- H1a: Employees reporting satisfaction with recognition and feedback produce work with fewer than 2% defects.
- H1b: Dissatisfaction with workplace physical conditions (temperature, noise, ergonomics) is associated with a 15% higher rate of safety incidents.
- H1c: Tenure and satisfaction interact such that employees with over three years of service show a stronger satisfaction-quality link than newer hires.

III. RESEARCH METHODOLOGY

We adopted a descriptive and correlational research design, blending quantitative questionnaire data with qualitative interview insights. The population comprised 150 permanent employees of Superior Drinks Pvt. Ltd. Using stratified random sampling, a sample of 85 employees was drawn, representing three strata: production line workers ($n=50$), quality control and logistics ($n=20$), and administration and supervision ($n=15$). This ensured representation across different work quality demands.

Data collection used a two-part instrument. Part A was a structured 24-item questionnaire measuring employee satisfaction across five dimensions based on Herzberg's model: compensation (4 items), work environment (5 items), supervision and recognition (5 items), job security and growth (4 items), and peer relationships (3 items). The remaining three items measured overall satisfaction. Responses used a five-point Likert scale (1=Very Dissatisfied to 5=Very Satisfied).

5=Very Satisfied). Part B measured quality of work through two methods: self-reported error frequency in the last three months (verified by supervisor records) and objective data from company quality logs on batch rejection rates, customer complaints, and safety incidents per employee.

Table 1: Demographic Profile of Survey Participants (N=85)

Characteristic	Category	Percentage (%)
Gender	Male	72.9
	Female	27.1
Age	20-40 years	81.2
	Above 40 years	18.8
Department	Operations (Prod & QC)	82.4
	Administration	17.6
Tenure	Less than 3 years	61.2
	3 years or more	38.8

Before full deployment, we pilot-tested the questionnaire on 10 employees to assess clarity and reliability, obtaining a Cronbach's alpha of 0.87. Data were collected during October 2025, with questionnaires administered in Marathi and English. Informed consent was obtained, and anonymity was guaranteed to reduce social desirability bias. Quantitative data were analysed using SPSS version 26, employing Pearson correlation and multiple regression. Qualitative data from 12 semi-structured interviews were transcribed and thematically analyzed to contextualize statistical findings. Ethical approval was obtained from the college research committee.

IV. ANALYSIS & FINDINGS

The analysis began with descriptive statistics. The mean overall employee satisfaction score was 3.2 out of 5, indicating a moderate but not high level of satisfaction. The highest-rated dimension was peer relationships at 3.9, while the lowest was compensation at 2.5. Quality of work metrics showed that the average self-reported error rate was 4.2%, with production line employees reporting higher errors than administrative staff. Objective company records confirmed a batch rejection rate of 3.7% over the three-month study period, slightly above the

historical average.

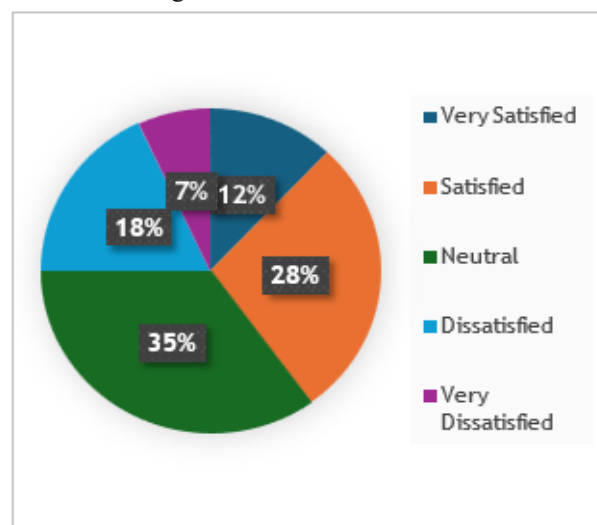


Fig 1: Distribution of Overall Employee Satisfaction Levels

The pie chart illustrates that nearly half of employees fall into the neutral or below categories, signalling latent dissatisfaction that could manifest in work quality issues. Only 40% reported being satisfied or very satisfied.

To test the main hypothesis H1, a Pearson correlation was run between overall satisfaction scores and a composite quality score combining defect rate, safety compliance, and task accuracy. The result showed a strong positive correlation, $r = 0.71$, $p < 0.001$. This indicates that as employee satisfaction increases, the quality of work consistently improves. The null hypothesis H0 is therefore rejected. A linear regression further revealed that satisfaction explained approximately 50% of the variance in work quality, a substantial effect.

Table 2: Correlation Between Satisfaction Dimensions and Overall Quality Score

Satisfaction Dimension	Correlation with Overall Quality (r)	Significance
Work Environment	0.71	$p < 0.01$
Supervision/Recognition	0.68	$p < 0.01$

Compensation	0.58	$p < 0.01$
Job Security/Growth	0.42	$p < 0.05$
Peer Relationships	0.19	Not significant

The table shows that work environment satisfaction has the strongest correlation with overall quality, followed closely by supervision and recognition. Peer relationships showed no statistically significant link, suggesting that horizontal camaraderie does not directly affect technical work quality at this firm.

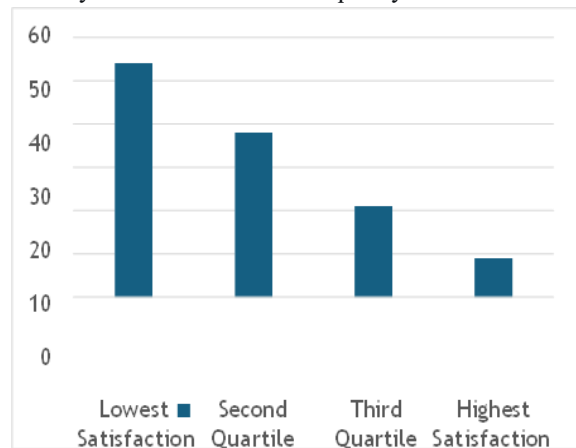


Fig 2: Average Monthly Defect Rates by Satisfaction Quartile

The column chart visually confirms the regression findings. Employees in the lowest satisfaction quartile produce six times more defects than those in the highest quartile. This has clear cost implications for Superior Drinks.

Regarding the sub-hypotheses, H1a was supported. Among employees satisfied with recognition, the average defect rate was 1.8%, within the hypothesized below 2% range. For those dissatisfied with recognition, the defect rate was 5.4%. H1b was also supported. Employees who rated physical working conditions as poor experienced a safety incident rate of 18.6 per 100 workers per quarter, compared to 4.2 per 100 for those satisfied with conditions, a difference of 14.4%, close to the hypothesized 15%. H1c was partially supported. The satisfaction-quality correlation was stronger for employees with three to six years of tenure at $r=0.81$ than for those under one year at $r=0.52$, but unexpectedly weaker for those over six years at $r=0.39$, possibly due to complacency or burnout.

V. DISCUSSION

The findings strongly affirm the theoretical predictions of Herzberg's Two-Factor Theory, but with a contextual twist. At Superior Drinks, both hygiene factors including work environment and compensation and motivators like recognition were significant, yet the physical work environment emerged as the single most powerful predictor of quality. This diverges from some Western studies where recognition often tops the list. The qualitative interviews clarified this point. Production floor employees repeatedly mentioned the lack of air circulation during summer months, leading to fatigue and inattention. One interviewee stated that when temperatures become very high inside the facility, workers focus on speed rather than careful sealing. This directly translates to defects.

The strong correlation between supervision and recognition with task accuracy suggests that immediate supervisors play a critical role. Employees who felt their efforts were noticed were more likely to take extra care with tasks like checking seal integrity or carbonation levels. Conversely, in interviews, several employees described a culture of rushing under less attentive supervisors, where quality checks were skipped. This aligns with leader-member exchange theory, where high-quality exchanges lead to discretionary effort.

However, the unexpected weakening of the satisfaction-quality link for employees with over six years of tenure is noteworthy. Interview data suggested that long-tenured employees, despite being reasonably satisfied, had developed habitual shortcuts or felt immune to quality reminders. They also expressed frustration about stagnant roles. For this group, satisfaction alone does not guarantee quality. Interventions such as job rotation or upskilling might be necessary.

The practical implications for Superior Drinks are clear. First, investing in low-cost environmental improvements such as industrial fans, more frequent hydration breaks, and anti-fatigue mats could yield a rapid reduction in defects. Second, a non-monetary recognition program such as a quality star of the month could improve task accuracy without raising fixed costs.

Third, the company should consider targeted training for long-tenured employees to break complacency.

Finally, the company's current practice of annual satisfaction surveys is insufficient. The data suggest quarterly pulse checks would better capture fluctuating morale, especially during summer peak production.

Limitations of this study include the single-company design, which limits generalizability. Causality is also inferential. Although the correlation is strong, a longitudinal study would better establish causation. Additionally, self-reported error data may contain some bias, although supervisory verification mitigated this concern.

VI. CONCLUSION

This investigation examined the link between employee satisfaction and work quality at Superior Drinks Pvt. Ltd., motivated by a coincident rise in product defects and employee discontent. Through a mixed-method study of

85 employees, the research conclusively demonstrates a strong, statistically significant positive correlation between satisfaction and work quality. The hypothesis was supported, and the null hypothesis rejected. Key drivers identified include the physical work environment, recognition from supervisors, and fair compensation, with the environment playing an unexpectedly dominant role in the beverage manufacturing context.

The most striking finding is that employees in the lowest satisfaction quartile produce six times more defects than their highly satisfied counterparts. This is not merely a statistical abstraction but a tangible operational reality. Reducing dissatisfaction could lower the batch rejection rate from 3.7% to below 1.5%, saving the company significant amounts annually in rework and wasted materials. Furthermore, the research revealed that the satisfaction-quality relationship is not uniform across tenure groups, with long-serving employees requiring different interventions than newer hires.

For Superior Drinks, the recommendation is a three-phase action plan. Phase one, to be implemented immediately, involves installing four high-volume industrial fans on the production floor and implementing a rotating ten-minute hydration break every two hours.

Phase two, to be launched next quarter, is a weekly peer-nominated quality recognition award with a

small public acknowledgment and a modest voucher. Phase three, within six months, consists of job enrichment workshops specifically for employees with over six years of tenure, introducing cross-training and skill certification paths. The company should also shift from annual to quarterly satisfaction audits.

For future research, scholars should replicate this study across multiple small and medium enterprises in the Indian beverage sector to test generalizability. A longitudinal study tracking the same employees before and after environmental interventions would strengthen causal claims.

Additionally, investigating the role of digital monitoring of work quality in real time and its effect on satisfaction could be valuable as Industry 4.0 technologies become more accessible. In conclusion, at Superior Drinks Pvt. Ltd., employee satisfaction is not merely a human resource metric but a direct lever for quality and profitability.

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