

# Employee Satisfaction on Supply Chain Management in Fruits and Vegetables (FnV) with Reference to Nettore Agro

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**Abstract:** Supply Chain Management (SCM) plays a vital role in the Fruits and Vegetables (FnV) sector because these products are highly perishable and require efficient handling, storage, transportation, and timely delivery. Employee satisfaction in the supply chain process directly influences operational efficiency, quality maintenance, and customer satisfaction. The present study was conducted to examine the level of employee satisfaction towards supply chain management practices followed at Nettore Agro. The study aims to understand employees' perception regarding procurement, storage facilities, transportation systems, coordination, and management support. Data was collected from 65 employees using a structured questionnaire. The findings reveal that most employees are satisfied with the procurement system and coordination among departments. However, areas such as cold storage infrastructure and communication flow require improvement. Overall, the supply chain system at Nettore Agro is effective, but continuous improvement is necessary to enhance employee satisfaction and organizational performance.

**Keywords:** Supply Chain Management, Fruits and Vegetables, Employee Satisfaction, Storage, Logistics

## I. INTRODUCTION

Supply Chain Management refers to the process of managing the flow of goods, services, and information from suppliers to end customers efficiently. In the Fruits and Vegetables (FnV) sector, supply chain management becomes more challenging due to the perishable nature of products. Proper coordination between farmers, suppliers, warehouse managers, transporters, and retailers is necessary to reduce wastage and maintain quality.

Nettore Agro is engaged in procurement, storage, and distribution of fruits and vegetables. Since the company operates in a time-sensitive and quality-driven industry, employee satisfaction within the supply chain department becomes crucial. Satisfied employees are more productive, maintain better quality control, and ensure timely delivery of products. This study focuses on evaluating how employees perceive the existing supply chain practices and whether these practices meet their expectations.

### INDUSTRY PROFILE: Fruits and Vegetables (FnV) Industry

The Fruits and Vegetables industry is an important segment of the agricultural sector. It contributes significantly to employment generation and economic development. India is one of the largest producers of fruits and vegetables globally. However, the sector faces challenges such as post-harvest losses, inadequate cold storage facilities, poor transportation infrastructure, and supply-demand mismatch. Efficient supply chain management helps in reducing wastage, improving product quality, ensuring timely delivery, and increasing farmer income. In this industry, employee involvement in procurement, grading, packaging, storage, and transportation plays a key role in overall efficiency.



**RESEARCH OBJECTIVES**

- To identify the supply chain practices followed in Nettour Agro.
- To analyze the level of employee satisfaction towards procurement, storage, and distribution processes.
- To examine the effectiveness of coordination and communication within the supply chain department.

**II. REVIEW OF LITERATURE**

**Christopher (2016)** emphasized that effective supply chain management enhances organizational performance through integration and coordination of activities. Proper logistics management ensures timely delivery and cost reduction.

**Kotler & Keller (2017)** highlighted that employee satisfaction in operational departments improves service quality and customer satisfaction.

**Kumar & Singh (2021)** studied supply chain efficiency in perishable goods industries and found that cold storage facilities and transportation systems significantly influence employee performance and job satisfaction.

**Reddy (2022)** conducted a study on agricultural supply chains and found that communication gaps and infrastructure limitations reduce operational efficiency and employee morale.

**III. RESEARCH METHODOLOGY**

**Research Design:** Descriptive research design was adopted to analyze employee satisfaction levels.

**Data Collection:**

**Primary Data:** Collected through a structured questionnaire distributed to employees.

**Secondary Data:** Collected from company reports, journals, websites, and textbooks.

**Research Instrument:** A structured questionnaire consisting of 25 questions was used.

**Sample Size:** 100 employees working in procurement, warehouse, logistics, and quality control departments.

**Sampling Technique:** Probability sampling methods, Simple Random Sampling is used in this research.

**Sample Unit:** Individual employees of Nettour Agro.

**IV. DATA ANALYSIS AND INTERPRETATION**

**Table 1: Satisfaction with Procurement Process**

Opinion	Number of Respondents	Percentage
Highly Satisfied	30	30%
Satisfied	40	40%
Neutral	15	15%
Dissatisfied	10	10%
Highly Dissatisfied	5	5%
<b>Total</b>	<b>100</b>	<b>100%</b>

The table shows that 70% of employees are satisfied or highly satisfied with the procurement process from farmers and suppliers. This indicates that the procurement practices followed in Nettour Agro are efficient and well managed.

**Table 2: Employee Opinion on Storage and Packaging Process**

Opinion	Number of Respondents	Percentage
Highly Satisfied	28	28%
Satisfied	42	42%
Neutral	18	18%
Dissatisfied	8	8%
Highly Dissatisfied	4	4%
<b>Total</b>	<b>100</b>	<b>100%</b>



The majority of respondents (70%) are satisfied with grading, storage, and packaging procedures. This indicates that the company maintains organized handling of fruits and vegetables in the supply chain process.

**Table 3: Efficiency of Transportation and Distribution**

Opinion	Number of Respondents	Percentage
Very Efficient	25	25%
Efficient	45	45%
Neutral	15	15%
Inefficient	10	10%
Very Inefficient	5	5%
<b>Total</b>	<b>100</b>	<b>100%</b>

The results show that 70% of employees believe the transportation and logistics systems are efficient, ensuring timely distribution of products to markets and customers.

**Table 4: Coordination and Communication within Supply Chain Department**

Opinion	Number of Respondents	Percentage
Excellent	22	22%
Good	40	40%
Average	20	20%
Poor	12	12%
Very Poor	6	6%
<b>Total</b>	<b>100</b>	<b>100%</b>

Most employees (62%) believe that coordination and communication among departments such as procurement, warehouse, and logistics are good. However, some employees feel improvements are needed.

**Table 5: Overall Employee Satisfaction with Supply Chain Practices**

Satisfaction Level	Number of Respondents	Percentage
Highly Satisfied	26	26%
Satisfied	44	44%
Neutral	18	18%
Dissatisfied	8	8%
Highly Dissatisfied	4	4%
<b>Total</b>	<b>100</b>	<b>100%</b>

The table indicates that 70% of employees are satisfied with the overall supply chain management practices. This reflects positive employee perception regarding procurement, storage, and distribution systems.

## V. FINDINGS OF THE STUDY

- Majority of employees are satisfied with the procurement process from farmers and suppliers.
- Employees feel that grading and packaging procedures are well organized.
- Transportation and logistics systems are generally efficient, ensuring timely delivery.
- Coordination between departments is satisfactory.
- Employees believe management supports them during peak seasons.
- Majority of employees are satisfied with overall working conditions.
- Training programs related to handling perishable goods are conducted but can be improved.
- Overall employee satisfaction with supply chain management is moderate to high.



## VI. SUGGESTIONS

- Improve cold storage infrastructure and regular maintenance.
- Conduct regular training programs on handling perishable goods and inventory management.
- Enhance communication between procurement, warehouse, and logistics teams.
- Introduce digital tracking systems for better transparency.
- Provide incentives and recognition programs to motivate supply chain employees.
- Conduct regular feedback surveys to monitor employee satisfaction levels.

## VII. CONCLUSION

The study concludes that supply chain management practices at Nettoor Agro are effective and contribute to smooth functioning of operations. Majority of employees are satisfied with procurement, grading, and transportation processes. However, improvements are required in cold storage facilities, communication systems, and training programs. Employee satisfaction plays a crucial role in maintaining product quality, reducing wastage, and ensuring customer satisfaction in the Fruits and Vegetables industry. Continuous monitoring and improvement of supply chain practices will enhance both employee morale and organizational performance.

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