

**RELATIONSHIP BETWEEN QUALITY OF WORK LIFE
AND JOB SATISFACTION AMONG EMPLOYEES AT
MANE KANCOR INGREDIENTS PRIVATE LIMITED,
ANGAMALY**

Project Report

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By

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DECLARATION

I, **Alan Roji**, hereby declare that the project report entitled “**Relationship between Quality of Work Life and Job Satisfaction among employees at Mane Kancor Ingredients private limited, Angamaly**” has been prepared by me and submitted to the University of Calicut in partial fulfillment of the requirement for the award of Master of Business Administration, is a record of original work done by me under the supervision of Prof. Dr. Jacob P M, Director , Naipunnya Business School, Pongam, Koratty East, Thrissur.

I also declare that project work has not been submitted by me fully or partly for the award of any Degree, Diploma, Title or recognition before any authority.

Place: Koratty East, Thrissur

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Date:

YPAWMBA041

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CHAPTER I
INTRODUCTION

1.1 INTRODUCTION

The term Quality of Work Life (QWL) became increasingly important in the late 1960s becoming more concerned about how their jobs were affecting their health and overall well-being. Employers initially concentrated on improving their health and overall well-being. However in the 1980s, the concept of QWL expanded to include various factors that influences employees' happiness and productivity. These factors included how employees were rewarded, the physical work environment, how much employees were involved in decision making, as well as their rights and how they valued within the organization. But the significant changes in the business world, like globalization, the rise of technology, global competition, and the dwindling of natural resources have shifted how employees define a good company. In the past a good company is judged by finance measures. Nowadays, ethical practices, the quality of work life, job satisfaction are seen vital indicators of a business's sustainability and success.

The American Society of Training and Development defines QWL as a process within a workplace that allows all employees, regardless of their position, to actively participate in shaping the organization's environment, methods, and results. Richard E. Walton takes this further by outlining eight broader categories, including fair pay, safe and healthy working conditions, opportunities for skill development, job security, social integration, the societal importance of the work, work-life balance, and fairness in the organization. It's rare to find a job to fulfill all eight of these criteria.

In our study, "Quality of Work Life refers to the values and attitudes that make up an employee's work experience. Working life encompasses a wide range of factors, including pay, chances for advance met, personal and job growth opportunities, benefits, workplace safety, how work is done, interactions with colleagues and supervisors, the job's nature, fitting into the workplace's social fabric, fair practices in the organization, work-life balance, and the societal relevance of one's job. All of these factors contribute to how an employee evaluates their work experience. Evaluating these regularly is crucial for the success and long-term sustainability of both the organization and its employees.

Improving the quality of life at work has benefits for individual employees, the organization, its workforce, and society as a whole. As employees deal with issues like high turnover and employee satisfaction, it's essential to identify the specific problems first. Many companies are realizing that happy employees are usually more productive and are implementing various work-life programs, such as flexible schedules, to support their employees. This concept is complex and can't be summarized in a few words or sentences because it's the result of many factors, including the job itself, the characteristics of both the employee and the employer, the workplace environment, societal conditions, job-related perks, the organization's goals, and the qualifications and aspirations of the people involved, among others.

QWL refers to the extent to which employees work environments meet their personal needs and expectations, encompassing factors like job security, working conditions, work-life balance, opportunities for growth, and the overall workplace atmosphere. Job satisfaction, on the other hand, is the extent to which employees feel fulfilled and content with their jobs, which can be influenced by various intrinsic and extrinsic factors. A positive quality of work life is often directly correlated with higher job satisfaction. When employees perceive that their workplace supports their personal and professional needs, they are more likely to exhibit positive attitude towards their job. This includes feeling valued, having a sense of accomplishment, and experiencing low level of stress and burnout. Components of QWL, such as fair compensation, safe and healthy working condition, and opportunities for career advancement, play a significant role in shaping employees job satisfaction.

Job satisfaction refers to the level of contentment, happiness, and fulfilment that employees experience in their work roles and overall work environment. It is a subjective and complex concept that encompasses various aspects of a job and the work environment. Employees who are satisfied with their jobs generally feel more engaged, motivated, and committed to their organization. Job satisfaction is not only essential for individual well-being but also has significant implications for organizational outcomes. Satisfied employees are more likely to be productive, have lower rates of absenteeism, and are more likely to stay with the organization for an extended period. Conversely, low job satisfaction can lead to decreased motivation, higher turnover rates, and negative impacts on overall organizational

performance. Organizations often conduct employee satisfaction surveys and implement initiatives based on feedback to improve job satisfaction levels. Addressing factors that contribute to job satisfaction is an ongoing process that requires attention and commitment from both employees and management.

Research has shown that organizations' with high QWL tend to have lower turnover rates, higher employee engagement, and better overall performance. This is because satisfied employees are more motivated, productive and loyal to their employers. They are also more likely to display discretionary effort, which goes beyond the basic requirements of their job roles, thus contributing to the organizational success.

Moreover, a strong QWL can enhance employees' mental and physical well-being, leading to reduced absenteeism and health care costs. Companies that prioritize QWL often see improved team work, innovation and positive organizational culture, which further reinforces job satisfaction.

1.2 STATEMENT OF THE PROBLEM

Employees at Mane Kancor Ingredients Private Limited were performing well for the company, however the company management is not getting satisfied with the performance and their outcomes, because of this problem the company wants to identify the employees' Quality of Work Life (QWL) and job satisfaction in their performance.

This study is to understand and analyze the relationship between quality of work life and job satisfaction of the employees and provide actionable insights and recommendations to the management for enhancing their working experiences.

1.3 OBJECTIVES OF THE STUDY

1. To assess the current work life quality of employees at Mane Kancor.
2. To measure level of Job Satisfaction among employees at Mane Kancor.
3. To evaluate the relationship between quality of work life and job satisfaction.

1.4 SCOPE OF THE STUDY

The present research study on Quality of Work Life and job satisfaction of employees at Mane Kancor ingredients private limited, Angamaly can give useful information on the importance of work life quality and job satisfaction. This study aims to provide valuable insights into the significance of having a good work-life balance and how it influences how well employees perform their tasks. The findings from research can be used to make improvement in working conditions and employee well-being, ultimately leading to increased productivity within the company. In summary, this study explores the connection between work-life quality and job satisfaction at Mane Kancor, offering practical ideas for enchanting both.

1.5 PURPOSE OF THE STUDY

The primary purpose of this study is to determine the job satisfaction of the employees, especially the study is aim to identify relationship between the Quality of work life and Job Satisfaction.

By doing this study provide an actionable insights and recommendations to the management to implement better working environment for the employees well-being and contribute to organization success.

1.6 RESEARCH METHODOLOGY

RESEARCH DESIGN

A research design is the blueprint for a research study. It is the framework that has been established to seek answers to research questions. The design of the study defines the type of study (descriptive, correlational, quasi-experimental, experimental, review, meta-analytic) and sub-type (e.g., descriptive-longitudinal case study), research question, hypotheses, independent and dependent variables, etc. The chosen methodology for this study is the "Descriptive Research Design". Explanatory research is used to explain the characteristics of a population or phenomenon under investigation. It aims to accurately depict the individuals involved in the study. The focus is on providing a detailed description of the

participants. This scientific approach involves observing and describing the behavior of a subject without exerting any influence.

The study is based on both doctrinal and non-doctrinal methods. Doctrinal analysis is based on theoretical frameworks involved and non - doctrinal method is adopted to evaluate the relationship between quality of work life and job satisfaction among employees in the sector. Data collection will include surveys and statistical analysis of data. Secondary sources including books, research articles and journals.

SOURCES OF DATA

The project's target population is of 150 employees of Mane Kancor ingredients Private Limited, Angamaly, a global spice extraction industry. This includes staff from various departments, such as production, operations, QA, R&D, administration, IT, IR and Safety, HR. This project focuses on understanding the quality of work life and job satisfaction among these employees in this sector.

SAMPLING

The process of selecting a sample from the entire population is called sampling. 'Census Method' is the sample technique used in this study. The census method is a way of collecting information or data from every single individual or item within a particular group or population. Instead of only sampling a portion of the group, a census aims to include everyone to get a complete and accurate picture of the entire population.

SAMPLE SIZE

The number of observations that make up a statistical sample determines its size. Any empirical study that seeks to determine information about a population from a sample must consider the sample size as a key factor. The study of the sampling size includes the employees who are working inside the plant and office. In this study, a total of 110 Permanent employees who are working in the Mane Kancor Ingredients pvt ltd, Angamaly, were selected for the project survey.

SCALING TECHNIQUE

The measurement utilized for the investigation is 'Five Point Likert scale. Scaling is the area of measurement that involves the development of a tool that connects qualitative ideas with quantitative metric units. A Likert scale is a technique used to portray individuals' viewpoints toward a topic. It is the most frequently used technique for scaling responses in survey research. The Likert Scale is used to allow individuals to express the degree to which they agree or disagree with a specific statement.

The format of a five point Likert scale, for example, could be:

1. Very Satisfied
2. Satisfied
3. Neutral
4. Dissatisfied
5. Very Dissatisfied

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree

1. Never
2. Rarely
3. Sometimes
4. Often
5. Always

Tools of data analysis

To accomplish the objective of the study, the researcher had to depend on the primary data. Primary data refers to information that is collected firsthand and for the first time using a questionnaire. To guarantee that respondents answer the questions candidly and

truthfully, they were informed that there are no right or wrong answers to these questions and that their professional standing would be held in complete secrecy.

➤ **Percentage Analysis**

The percentage method was used for data analysis. In percentage analysis, the information is condensed into a standardized format with a base of 100, making it easier to compare. The main purpose of percentage analysis is to standardize the responses of the participants. This analysis is conducted on all the data collected through the survey, primarily to understand the distribution of respondents in each category. Percentage analysis utilizes percentages to process the data. This approach converts the numbers into a range of 0-100 using percentages.

The formula used is:

$$\text{Percentage of Respondent} = \frac{\text{No. of Respondent}}{\text{Total no. of respondent}} \times 100$$

Tables, graphs, and charts were used for the presentation of data.

➤ **Bar chart**

A bar graph is a type of mathematical visualization of data. A bar graph is a chart that compares two categories of data using bars; there are two types of bar graphs: vertical and horizontal.

➤ **Regression analysis**

Linear regression analysis: Linear regression is a statistical method used to model the relationship between a dependent variable and one or more independent variables. The relationship is represented by a linear equation of the form:

$$y = mx + b$$

Where:

y is the dependent variable (the variable we are trying to predict).

x is the independent variable (the variable used to make predictions).

m is the slope of the line (the rate of change of y with respect to x).

b is the y-intercept (the value of y when $x=0$).

SPSS Software is used for analyzing the data and the following methods are used.

Regression analysis: utilized in the project to assess how different QWL variables influence overall job satisfaction.

Arithmetic mean: it is used to find out the level of job satisfaction and assesses the current work life quality.

DATA COLLECTION

Data collection involves the systematic recording and accounting of information gathered during an investigation. Only primary data is used for the study. Primary data refers to original materials that serve as the basis for research. They consist of first hand testimonies or direct evidence related to the topic being studied. Primary data presents information in its original form, without any interpretation, summarization, or assessment by other authors. In this study, surveys are used to collect primary data from the participants. Employees feedback is obtained through the use of questionnaires. The study participants are given the opportunity to complete the questionnaire themselves.

Period of the study

The period of study is between April 1 to May 26, 8 weeks, 56 days

Hypothesis of this study

Null Hypothesis (H_0) : There is no significant relationship between Quality of work life and job satisfaction.

Alternative Hypothesis (H_1) : There is a significant relationship between quality of Work Life and Job Satisfaction.

1.7 LIMITATION OF STUDY

- The study faced time constraints during its execution
- The busy schedules of respondents hindered obtaining detailed information from them.
- Some responses from participants were deemed biased and unsatisfactory
- The study is based on qualitative in nature and not quantitative
- Captures perceptions at single point in view.
- The employees might give socially desirable answers.
- Time constraints: short study duration may not capture long term effects.

1.8 Industry Profile

India is 'The Land of Spices' and the glory of Indian spices are known throughout the world. India commands a formidable position in the world spice trade. An influential place in the global spice trade is held by India. Indian spices are well-known both domestically and internationally for their flavor and fragrance. Of the 109 variations of spices classified by the International Organization for Standardization (ISO), India is the world's greatest producer and exporter, producing and exporting roughly 75 different species of spices. India is still one of the top producers and exporters of spices in the world, and its long history in the spice trade has influenced its food and culture. India's history with the spice trade began in antiquity, when traders came to India to exchange spices for goods from Asia, the Middle East, and Europe.

During the Middle Ages, when spices were highly sought after in Europe for use in cooking, perfumes, and medicines, the spice trade grew significantly in importance. For thousands of years, spices have played a significant role in Indian culture, and the nation has a long history of trading spices. Many spices, such as pepper, cardamom, cinnamon, turmeric, ginger, fennel, fenugreek, celery, nutmeg, mace, garlic, tamarind, and vanilla, are produced in India. Spices such as spices oils and oleoresins, mint product, curry powder, spice powders, blends and seasonings are also exported, which can be used in both cooking and traditional medicine.

The spice extraction industry is a pivotal segment of the global food and flavor market, playing a crucial role in enhancing the taste, aroma, and overall sensory appeal of a wide array of food products. This industry involves the extraction of essential oils, oleoresins, and other active compounds from spices, which are then used in various applications such as food processing, beverages, pharmaceuticals, cosmetics, and personal care products. The industry's growth is driven by increasing consumer demand for natural flavors and fragrances, the burgeoning food processing sector, and the rising awareness of the health benefits associated with spices.

The use of spices dates back to ancient civilizations, where they were highly prized not only for their culinary uses but also for their medicinal properties and preservative qualities. The extraction of essential oils from spices has been practiced for centuries, with

methods evolving from traditional distillation techniques to more sophisticated processes such as solvent extraction and supercritical fluid extraction. The spice extraction industry, as it stands today, has its roots in these age-old practices, refined and modernized to meet contemporary demands and standards. The spice extraction industry is a dynamic sector deeply entrenched in the global food and flavor market, pivotal in enhancing the taste, aroma, and sensory appeal of diverse products. Historically rooted in ancient civilizations, where spices were prized for their culinary and medicinal properties, the industry has evolved significantly. Modern extraction techniques, such as supercritical fluid extraction (SFE), solvent extraction, ultrasound-assisted extraction (UAE), and microwave-assisted extraction (MAE), have revolutionized production processes, improving efficiency and yield while meeting stringent quality standards. These methods are essential for extracting essential oils, oleoresins, and bioactive compounds from spices like turmeric, ginger, cinnamon, and cloves, which are used across food processing, beverages, pharmaceuticals, and cosmetics. Consumer demand is a driving force behind industry growth, fueled by a preference for natural ingredients and clean-label products. Spice extracts meet this demand by offering natural flavors and health-promoting properties, appealing to health-conscious consumers globally. The industry's applications span across various sectors: in food and beverages, spice extracts enhance flavor profiles and provide natural alternatives to synthetic additives; in pharmaceuticals, they contribute to dietary supplements and functional foods aimed at wellness; and in cosmetics, they feature in skincare products for their aromatic and skin-beneficial properties.

Sustainability is increasingly central to industry practices, with initiatives focusing on environmental stewardship, social responsibility, and resource efficiency. Practices such as organic farming, fair trade certification, and waste reduction contribute to sustainable development goals, enhancing supply chain transparency and consumer trust. Technological innovations continue to drive industry evolution, with advancements in extraction technologies and digital transformation (e.g., AI, IoT, blockchain) optimizing production efficiencies, ensuring traceability, and fostering innovation in product development. the spice extraction industry is poised for continued growth, driven by evolving consumer preferences, technological advancements, and global market dynamics. By embracing sustainability, innovation, and responsible sourcing practices, industry

stakeholders can capitalize on emerging opportunities in food innovation, health and wellness products, and sustainable development goals.

Global Presence:-

International trade in spices is currently estimated to be around 4000,000 tons annually, at approximately US\$1.5 billion. The price of pepper, the most popular spice in the world, has a significant impact on the overall worth. Throughout the previous 20 years, this trade has gradually increased. Only slightly more than half of the current volume, or 222,000 tons (\$300 million), was exported of spices in the 1970s and 1975. The annual average increased to 350,000 tons (\$1 billion) between 1981 and 1985. Although the rate of growth will differ between countries and between different spices, it is anticipated that the number of imports will continue to rise even beyond the current level. However, import values might not exhibit the same growing trend, contingent upon the price point of certain spices, particularly pepper. Over the last several years prices of almost all spices, and particularly pepper, have gone down dramatically, primarily because of excess supply. In many cases market prices have been below production costs. This pattern likely to continue for another two or three years. The result will probably be lower levels of production, which in turn may help to raise prices somewhat over the medium term. The world's greatest importer of spices is the United States. Compared to 239,960 tons (\$385 million) in 1990, its foreign purchases in 1991 totaled 242,719 tons, valued at \$395 million, and included spicy herbs, mustard, and sesame seeds. There is a comparatively limited market for spices in Canada, with about 12,000 tons imported per year. The main importers are Austria, Sweden, Norway, Finland, and Switzerland, among other European markets. Finland and Sweden are two of the biggest users of cardamom. Due in large part to significant imports of cardamom and pepper, Middle Eastern markets, particularly Saudi Arabia, have accounted for a stable and growing share of the value of the spice trade in recent years. Approximately 80 percent of the cardamom consumed worldwide comes from these markets.

Largest buyers of pepper are Morocco, Algeria, and Libya; however, demand in these three countries is strongly correlated with prices. The greatest importer of spices into the Asia-Pacific area is Japan, which is the third-largest market globally, with Australia and New Zealand following somewhat behind. India is the greatest producer and consumer of spices

worldwide. Even while Singapore and Hong Kong have smaller domestic markets, the former, in particular, nevertheless plays a significant role in the interparty spice trade.

Pepper travels through Singapore on its way to the major consumer markets, mostly from Indonesia and, more lately, from Vietnam. Roughly 25% of pepper that is traded internationally is thought to pass via Singapore. The structure of the spice trade has seen significant changes in the past 20 years in both exporting and importing nations, which have affected the pattern of this trade. The trade in spices and herbs has grown increasingly concentrated since its inception. The demand for and cost of spices and herbs are influenced by past production levels, variations in consumer and producer tastes, and patterns of worldwide weather. The number of nations supplying spices and herbs has increased recently, which has resulted in a general decline in market pricing. It can be exceedingly challenging for small-scale farmers to achieve a good life due to these difficulties.

The spice extraction industry is geographically diverse, with major production centers in regions known for their rich spice cultivation heritage. India, Vietnam, Indonesia, and Sri Lanka are prominent producers of a wide variety of spices such as pepper, cardamom, cinnamon, and cloves. The favorable climatic conditions, coupled with traditional expertise in spice farming, make these countries key players in the global spice extraction market. In terms of consumption, North America and Europe are significant markets, driven by the high demand for natural flavors in food and beverages. Additionally, the Asia-Pacific region is witnessing rapid growth due to increasing urbanization, rising disposable incomes, and changing dietary patterns. The spice extraction industry comprises a mix of large multinational corporations and smaller, specialized companies. Some of the leading players include Mane Kancor Ingredients Private Limited, Synthite Industries Ltd., Plant Lipids, Universal Oleoresins, and Akay Group. These companies are known for their extensive product portfolios, advanced extraction technologies, and strong global presence.

Advancements in extraction technologies have revolutionized the spice extraction industry. Techniques such as supercritical fluid extraction (SFE), which uses carbon dioxide under high pressure and temperature, offer a greener and more efficient alternative to traditional methods. SFE allows for the extraction of high-purity compounds without the use of harmful solvents, aligning with the industry's move towards sustainability.

Other innovative methods include ultrasound-assisted extraction (UAE) and microwave-assisted extraction (MAE), which enhance the yield and quality of spice extracts while reducing processing time and energy consumption. These technologies not only improve operational efficiency but also help in meeting the increasing demand for high-quality natural extracts.

Indian Scenario:-

Indian spices are exported to more than 140 countries. The aroma, flavour and exquisite characteristics of Indian spices are well acclaimed the world over. The wide range of 52 spices and its products in our export baskets have impressed the discerning consumers. These buyers have identified India as the destination for quality spices. India spice industry sector consists of 2100 registered exporters, of which 100 exporters contributes to the extent of 80% of exporters. Out of 380 manufacturer exporters, 98 units have been established in-house laboratories and 35 units with ISO 9000, Spices Board. More than 20 processing units have upgraded their technology to meet the international quality standards/buyers' requirements. The Indian spice market has shown remarkable growth in spice and culinary herbs exports. Indian spices manufacturers are making substantial efforts to improve the quality of spices backed up technological advancement in order to tap the international market. Advanced technologies such as carbon dioxide extraction, cry grinding, encapsulation of spices oil is being undertaken to ensure high quality of spices and their derivatives.

Kerala Scenario:-

Kerala is a land of spices considering the large variety of spice grown in the state. Kerala had trade relations with Persia, ancient Europe, ancient Singapore and other Eastern countries. Kerala attracted foreigners only because of its abundant resources of spices. Pepper and 'Black Gold' as it otherwise known is the sole reason why the European were particular in building the Suez Canal so they could reach the coast of Kerala with very less amount of time. Kerala plays a major role in the production and export of spices from India. Human substance pattern in Kerala were shaped primarily by its physical, climatic and ecological characteristics. The greatest natural endowed of this humid –tropic region was the existence of a high degree of biodiversity. The agricultural settlements of Kerala which

evolved nearly 2000 years ago have depended on this bio diversity as their prime resources. Kerala is renowned the world over for being the major producers and exporter of pepper, better known as the 'king of spices. The most popular among the spices are pepper, cardamom, turmeric, chilies, and ginger. Pepper, known as the king of spices is perhaps the world 's oldest known spice and is cultivated in over 158000 hectares in Kerala, which account for 96% of the total production in the country. In Kerala, Kancor have fewer competitors owing to the smaller number of players in the field.

The future of the spice extraction industry looks promising, with sustained growth expected over the coming years. The increasing consumer inclination towards natural and organic products, coupled with ongoing advancements in extraction technologies, will continue to drive the market. Moreover, the expansion of the food and beverage industry, particularly in emerging economies, presents significant opportunities for growth. Companies in the spice extraction industry are likely to focus on expanding their product portfolios, investing in research and development, and adopting sustainable practices to stay competitive. Strategic collaborations and partnerships with food manufacturers, along with the exploration of new applications in pharmaceuticals and cosmetics, will further propel the industry's growth.

The spice extraction industry is a dynamic and integral part of the global food and flavor market. With its rich historical roots, evolving market dynamics, and continuous technological advancements, the industry is well-positioned to cater to the growing demand for natural and high-quality spice extracts. The industry's future lies in its ability to innovate, adapt to changing consumer preferences, and maintain a sustainable approach to production and sourcing.

1.9 COMPANY PROFILE

Mane Kancor Ingredients Private Limited is a pioneer in Global Spice Extraction, whose roots can be traced back to 1857 Cochin. Mane Kancor specializes in complete natural food ingredient solutions from sustainable sourcing of raw materials, clean extracts, advanced research, and formulation. Mane Kancor has a presence in over 100 countries, regional distribution centers worldwide, and multi-locational factories in India. The secret to the company's success is its unwavering dedication to excellence. Mane Kancor ensures that its global sourcing initiatives actively collaborate with farmers to improve their livelihoods and quality of work. Responses to the backward integration projects for certain crops and community development have already been overwhelmingly positive. This dedication is reflected in its facilities, which have cutting-edge plants that handle the challenging and complex procedures of active ingredient extraction, distillation, and purification.

Mane Kancor's R&D division tirelessly innovates to fulfil complex orders from various industries- a knowledge base that has been expanding for decades. Mane Kancor has a full-fledged R&D division comprising of a group of scientists and technicians, who are in constant pursuit of innovations at a global level. Our focus on innovations is aimed to provide the end users with the functional benefits of the products while maintaining sustainability. Advanced methods of extraction are applied for extracting ingredients at their purest best. Apt technical collaborations are made with agricultural research centers for enhancing the understanding on the raw material quality. Extraction of oils and oleoresins was first developed in Germany and was commercialized in the early 20th century. One of the leading companies at present, Mane Kancor Ingredients was the first to start operation in India in 1969 as Bombay Oil Industries when it began manufacturing oleoresin. The biggest consumers of oleoresins have been the processed food sector in developed countries, where the purchasing power is high. The customers include flavor and fragrances makers seasoning companies, spice blenders, meat processors and organic retail chains in cosmetics and fragrances.

Globally Mane Kancor serves various industries including food and beverages, pharmaceuticals, and personal care. The company's extensive product portfolio includes natural colors, antioxidants, supercritical CO₂ extracts, and encapsulated oleoresins. Mane

Kancor has established a strong reputation for quality and innovation, supported by advanced extraction technologies and sustainable practices. In India, Mane Kancor has a significant market presence. The company operates its largest manufacturing facility in Badge, Karnataka strategically located in the main growing belt for colorful chilly varieties. This facility, built on 50 acres, has quadrupled the company's production capacity and increased employment opportunities. The facility aligns with the Indian government's Make-in-India program, emphasizing sustainable and efficient manufacturing processes. Before Byadgi, Karnataka the largest plant is situated in Angamaly, Kerala, built in 24 acres.

State-level:-Karnataka: - the Byadgi facility in Karnataka is a key hub for Mane Kancor, focusing on the extraction and processing of chilly varieties and other spices. This plant incorporates advanced technologies like supercritical fluid extraction, making it a model for sustainability and efficiency. Kerala: - Mane Kancor's operations in Kerala include sourcing and processing a variety of spices and essential oils. And they are manufacturing the natural colors and taking chlorophyll from grass, a good research and development team is situated here in Angamaly, 3 warehouses are situated here. Pradesh and Telangana: - these states are integral to Mane Kancor's supply chain, particularly for sourcing raw materials like chilly and other spices. The company engages local farmers, promoting sustainable agricultural practices and providing significant indirect employment.

Kancor specializations include a full range of Oleoresins, Essential oils, floral extracts, Natural antioxidants, Natural Colors, Culinary solutions, Delivery technology and Organic Ingredients. Every product adheres to global standards, and Mane Kancor is certified with FSSC 22000, ISO 9001, ISO 14001, ISO 45001, ISO 50001, HACCP & GMP, and RSPO & FAMI – QS. Their products are also certified for Halal, Kosher, and Organic (NPOP, NOP & EOS). Mane Kancor has also partnered with SEDEX as an ethical and responsible supplier.

Origin of Name:-

Kanji Moraji, grandfather of Chairman J.V M Mariwala was the founder of Mariwala group & Bombay oil Industry In 1990, Bombay oil Industry had a joint venture with Mc Cormick a leading American food company specializing in spices. This venture was named Kancor taken from Kanji's –Kan & MC Cormick's Cor & thus KANCOR. This Mariwala Family has been in spice business for an over a century. They started business operated in 1911 a Kanji Moraji trading in spice like pepper, ginger and turmeric. In 1935, Vallabha Das Kanji Ltd formed in Alleppey, Kerala to source and procures spices and copra in 1947. Bombay oil industries (BOI) established to refine coconut, groundnut and other oils; pioneering branded packaged consumers' products like parachute coconut oils, and Saffola in Kerala in 1970, BOI started oleoresins and botanical extracts division in Angamaly, Kerala.

The whole group restructured itself in 1989, the division into independent companies for each line of business.

- Oleoresins divisions became KANCOR Flavor and Extracts Limited (KFEL)
- Spices exports Organized under Vallabhadas Kanji Ltd (VKL)
- Stearic acids and Castrol oil remained with BOI
- Consumer production division became Morico Ltd

In 1990, KFEL became a joint venture between the J V Mariwala groups (60%) and Mc Cormick and Co. Lnc 40%. In 1996, the J V Mariwala group required Mc Cormicks 40% holding. The group' main food businesses are KANCOR, VKL and KM food Ingredients. In 2007, January 1 the name of the KANCOR Flavour and Extracts Ltd changed to KANCOR Ingredients Limited.

Company Name: Mane Kancor Ingredients Private Ltd

Location : Mane Kancor Ingredients Private Ltd SY.NO. 278/1,
Kanakankadavu road Angamaly South, Ernakulum District.

City : KERALA

Region : Ernakulum District

Country : INDIA

Phone : + 91 484 6730 300

E-mail : enquirykancor@mane.com

Services : EXPORT
PRODUCTION
Marketing

VISION

“Most trusted partner for innovative ingredients and solutions creating sustainable value for our stakeholders.”

MISSION

“We strive for excellence and customer delight through technology, innovation and agility in everything we do.”

VALUES

At Mane Kancor, we believe that vision and values function together, always. Values guide our daily actions, interactions and decisions in our journey toward achieving vision.

Innovation: How we strive to improve, invent and deliver solutions that add value.

Ethical: How our people conduct themselves and operate our business with integrity.

Excellence: How we carry out our work and produce results.

Initiative: How we channel our energies to seize opportunities and grow.

Relationship: How we interact with our people and stakeholders.

People: How our people elicit success in whatever they do

MANUFACTURING LOCATIONS

1. Angamaly, Kerala

MANE KANCOR INGREDIENTS PRIVATE LTD

SY.NO. 278/1, KANAKKANKADAVU ROAD Angamaly South, Ernakulum District.

2. Bareilly, Uttar Pradesh

MANE KANCOR INGREDIENTS PRIVATE LTD. Unit 1: B4 & B5 Unit 2: D34, D35 & D36 Industrial Estate, C.B.Ganj, And Bareilly District.

3. Byadgi, Karnataka

MANE KANCOR INGREDIENTS PRIVATE LTD

Sy 426, NH-4, Motebennur, Byadgi Taluk Haveri District.

4. Harihara

MANE KANCOR INGREDIENTS PRIVATE LTD

Plot No. 26, Sy No. 92, Kiadb Industrial Area Hanagawadi Village, Harihar Taluk Davangere District.

5. Ahmed Nagar

MANE KANCOR INGREDIENTS PRIVATE LTD

240/2B, Nimblak Village, Near MIDC Area F Block, Ahmed Nagar District

Milestones:-

1857- Kanji Morarji begins trade in spices.

1970 -BOI's oleoresin plant in Angamaly.

1990 – Joint venture with McCormick, USA.

1996 – Mariwala Group re-acquires McCormick's share in Kancor.

2004 – Manufacturing facility in Bareilly for mint products.

2005 – Manufacturing facility at Byadgi

2008 – Formation of Speciality Products. Division with a focus on innovation.

2010- Manufacturing facility for PlatOR, Kancor China formed in Suzhou.

2012 – Ranked in India's growing mid-sized companies, awarded IPC Innovation Award for PlatOR

2014 – Joint venture with V Mane Fils, France. Manufacturing facility in Ahmednagar.

2017 – Brand integration with Mane. Manufacturing facility in Harihar.

2021- Company name changed to Mane Kancor ingredients Private Limited

Board of Directors

1. Jean M. Mane – Chairman
2. Geemon Korah – Executive Director and CEO
3. Martin Jacob – Head HR Department

Nature of Business :-

Mane Kancor Ingredients Pvt Ltd company is basically a production company. It manufactures products for the food and beverages companies around the world. The mode of operation of Kancor is mainly business to business in nature, where Kancor is selling

their products to other businesses or production companies and they make the final products. The products from Kancor will have to meet the customers proposed specifications, otherwise it will get rejected.

Mane Kancor's natural ingredients are designed for a wide spectrum of applications in food, health care, and personal care products. Kancor expertise extends to sourcing agricultural materials cleaning and grading them, distillation, insulation and purification, standardization of extracts, granulation, and formulation of speciality blends and products. Kancor's ingredients blends into play an integral role in our customer's products bringing out the best in characteristics enhancing value and delivery visual appeal, be it tastes, mouth feel, flavour, colour, fragrance, etc.

Kancor is a multi-level value chain partner in the ingredients markets, enjoy a unique position as result of their vertically integrated operations and efficient networking with suppliers, distributors, customers, logistics service providers, research institutions and their group companies.

Kancor have over 50 years of tradition of delivering superior quality ingredients, customized solutions and value for money to a global clientele. Kancor's reputation as a reliable responsive and resourceful partner extends across spice, oleoresins, essential oils, botanicals raw materials, colours and natural isolates.

Present status of Mane Kancor:-

Present status of Mane Kancor gives complete range of spice extracts, seasoning, mint and essential oil operations, herbal raw material and extracts assures no chlorinated extracts thus employing with legal requirements all across the world, Mane Kancor's product today adheres to global standards and is certified with FSSC 22000, ISO 9001, ISO 14001, ISO45001, ISO 50001, HACCP & GMP, RSPO & FAMI – QS.

Their Products are also certified for Halal, Kosher, and Organic (NPOP, NOP & EOS). Mane Kancor has also partnered with SEDEX as an ethical and Responsible supplier. All the manufacturing sites are coming under FSSAI (Food Safety and Standards Authority of India) central licensed units. Mane Kancor has obtained a Drug License and is

recognized by Department of Scientific & Industrial Research (DSIR), Ministry of Science & Technology, Govt. of India

In November 2014, Kancor tied up with V. Mane Fils (Internationally leading flavours and fragrance house) represented by Mr. Jean M. Mane, president and CEO of V. Mane Fils with the dream of technology up-graduation, development of new products and improvement of market access. The year 2019 marked the 50th Anniversary of Kancor. In 2021, Kancor Ingredients Ltd. was renamed Mane Kancor Ingredients Private Limited.

Mane Kancor currently having industry leading and advanced technologies for the production, which ensures maximum output with minimum input and minimum human skills. Mane Kancor is having well trained and specialized persons to interact with the customers and create an interest on them. The team is able to retain the existing customers by providing quality products within the proposed time. Also, Mane Kancor is on its mission to increase the customer base.

For the uninterrupted flow of production, the procurement and purchase team ensure that the correct quantity of raw materials are available when needed. Since the raw materials are seasonal in nature the company has to purchase it during the seasonal time when the price is low and store it, which helps to save money. The company has state of the art raw material storage facility with controlled temperature and humidity. This helps the company to store the raw material without degrading the quality for longer period of time.

Business Process of Mane Kancor

- Steam Distillation.
- Solvent Extraction.
- Super Critical CO₂ Extraction.
- Fractional Distillation.
- Crystallization
- Colour Formulation

1. Steam Distillation

Distilling volatile components from a variety of raw materials, such as spices, seeds, leaves, roots, etc., is done via steam distillation. Usually, steam is applied directly to the raw materials to extract these oils, and then the distillate is condensed. It is important to carefully regulate the steam's temperature so that it is just hot enough to coax the plant material to release the essential oil without burning it. The distinct scent and perfume of these essential oils are a result of their various constituents. These oils can be tailored to the user's precise specifications. Steam distillation is a widely used method in the extraction of essential oils from various plant materials, including spices, seeds, leaves, and roots. It operates on the principle of using steam to volatilize the aromatic compounds present in the raw materials, which are then condensed to obtain the essential oil-rich distillate. During steam distillation, water is heated to produce steam, which is then passed through a chamber containing the raw plant material. The steam gently penetrates the plant material, causing the essential oils and other volatile compounds to vaporize. These vaporized oils are carried along with the steam and subsequently condensed back into liquid form through cooling, yielding a mixture of water and essential oil known as the distillate. Temperature control is crucial in steam distillation to optimize the extraction process. The steam must be maintained at a temperature that is high enough to release the essential oils from the plant material but low enough to prevent thermal degradation or alteration of the aromatic compounds. Typically, temperatures range between 60 to 100 degrees Celsius, depending on the specific botanical material being processed. The quality and composition of essential oils obtained through steam distillation depend on several factors, including the botanical species, plant part used, cultivation conditions, and extraction parameters. Different components within these oils contribute to their unique fragrance, therapeutic properties, and chemical composition. Essential oils extracted via steam distillation are highly concentrated and can be customized to meet specific requirements, such as purity levels, fragrance profiles, and intended applications. After extraction, essential oils undergo further processing steps such as filtration, purification, and sometimes

rectification to remove any impurities and standardize their composition. This ensures consistency in quality and performance across different batches of essential oils. The versatility of steam distillation allows for the extraction of a wide range of essential oils used in industries such as aromatherapy, cosmetics, perfumery, pharmaceuticals, and food flavoring.

2. Solvent Extraction

The active components are extracted from the raw materials using a solvent. The necessary active ingredients are extracted using a medium that contains organic solvents. The resulting miscella is put through a de-solventization process, which yields products with little solvent residue that are known as oleoresins. Oleoresins can substitute whole or ground spices without compromising flavor or aroma qualities, and they satisfy all regulatory and customer standards. Superior flavor and aroma quality is guaranteed by oleoresins. The majority of processed meat, fish, and vegetable items, as well as soups, sauces, chutneys, and dressings, cheeses and other dairy products, baked goods, confections, snacks, and beverages, include oleoresins. Solvent extraction is a sophisticated method employed to extract active ingredients from raw materials using organic solvents as the medium. This process is crucial in the production of oleoresins, concentrated extracts that preserve the natural flavors and aromas of spices, herbs, and other botanicals. The extraction begins by immersing the raw materials in the solvent, allowing it to dissolve and carry away the desired active components. This miscella, containing the dissolved extracts, is then separated from the residual plant material and subjected to a de-solventization process to remove the solvent completely. This ensures that the resulting oleoresins meet stringent regulatory standards with minimal solvent residues. Oleoresins are prized for their ability to effectively replace whole or ground spices while maintaining or enhancing flavor and aroma profiles in various food products. They offer superior quality and consistency, making them indispensable in the food industry for applications ranging from processed meats, fish, and vegetables to soups, sauces, chutneys, dressings, cheeses, baked goods, confectionery, snacks, and beverages. Their

concentrated nature allows for precise dosing, ensuring uniformity in taste and sensory experience across different batches of food products. The production of oleoresins involves meticulous control over extraction parameters such as solvent type, temperature, and duration to optimize yield and preserve the delicate bioactive compounds responsible for the characteristic flavors and health benefits. Quality assurance measures, including rigorous testing for solvent residues and adherence to Good Manufacturing Practices (GMP), are implemented to ensure that oleoresins meet not only customer expectations but also regulatory requirements for food safety and product purity. In addition to their culinary uses, oleoresins find applications in pharmaceuticals, cosmetics, and personal care products for their therapeutic properties and aromatic characteristics. The versatility of oleoresins extends to the development of new product formulations that cater to evolving consumer preferences for natural ingredients, clean labels, and enhanced sensory experiences. Continuous research and development in extraction technologies and formulations drive innovation in the oleoresin industry, supporting its role as a key player in the global food and flavor market. solvent extraction and the production of oleoresins represent a sophisticated approach to harnessing the natural essence of botanicals for diverse industrial applications. Their ability to deliver concentrated, standardized extracts with superior flavor and aroma profiles underscores their importance in modern food manufacturing and product development, paving the way for enhanced culinary creativity and consumer satisfaction worldwide.

3. Supercritical CO₂ Extraction

Supercritical fluid extraction is an efficient separation method of active ingredients from plant material. Supercritical solvent extraction is one of the gentlest, flexible, dynamic and nature-friendly techniques used for the extraction of spices, herbs and flowers using food grade CO₂. These products are extracted at ambient temperature and high pressure to avoid loss of aroma and degradation of actives. Apart from being solvent residue free, the supercritical fluid extraction is a green process that is highly rated for its eco-friendliness. The low viscosity and high diffusivity of

supercritical fluid enhances the penetrating power based on the high mass transfer of solutes into the fluid. Supercritical extraction using CO₂ is considered organic compatible and is widely used in the manufacturing of organic certified products. Mane Kancor, with its global sourcing capabilities, more than two decades of expertise in CO₂ extraction and its wide range of products in this category, has a distinctive competitive edge. Supercritical fluid extraction (SFE) stands out as an exceptionally efficient method for extracting active ingredients from plant materials, particularly spices, herbs, and flowers. It utilizes carbon dioxide (CO₂) in its supercritical state—a phase where it exhibits both liquid and gas properties. This method is recognized for its gentle and selective extraction process, preserving the delicate flavors and bioactive compounds that characterize these botanicals. Operating at ambient temperatures and high pressures, SFE minimizes thermal degradation and loss of volatile aromas, ensuring the extracts maintain their natural integrity and efficacy. The choice of CO₂ as a solvent in supercritical extraction is particularly advantageous due to its food-grade status and eco-friendliness. CO₂ is non-toxic, non-flammable, and readily available, making it a preferred choice for industries aiming to produce solvent-free extracts with minimal environmental impact. The process itself is considered "green" because it does not leave behind solvent residues, aligning with stringent regulatory standards and consumer preferences for clean-label and organic-certified products. The unique properties of supercritical fluids, such as low viscosity and high diffusivity, enhance their ability to penetrate plant materials effectively. This facilitates the extraction of a wide range of compounds, including essential oils, pigments, antioxidants, and other bioactive substances, with high efficiency and selectivity. The method's high mass transfer rates ensure thorough extraction while maintaining the natural balance of active ingredients crucial for flavor, aroma, and therapeutic properties.

For Mane Kancor, a leader in CO₂ extraction with over two decades of expertise and global sourcing capabilities, SFE represents a significant competitive advantage. The company's commitment to quality and innovation has enabled it to develop a diverse portfolio of CO₂-extracted products tailored to meet the stringent demands of various industries. From culinary spices to pharmaceutical ingredients

and cosmetic additives, Mane Kancor's SFE-derived extracts uphold superior standards of purity, potency, and sustainability.

4. Fractional Distillation

Fractional distillation is a method for separating or purifying different substances found in essential oils. The volatile oil is separated into distinct fractions or sections at different boiling points using fractional distillation. In the fractionating column, the essential oil evaporates and its vapours are allowed to condense at various temperatures. To obtain the product in the purest form possible, rectification is used. Large, vertical cylindrical columns known as "distillation or fractionation towers" or "distillation columns" are commonly used for fractional distillation processes. Liquid outlets positioned periodically along the column of the distillation towers enable the removal of various fractions or products with varying boiling points or boiling ranges. The product's temperature inside the columns is raised to separate the various volatile components. The items with the lowest boiling points, or the "lightest," emerge from the top of the columns, while the products with the greatest boiling points, or the "heaviest," emerge from the bottom. Fractional distillation is a high-tech method used to separate and refine different constituents found in essential oils, guaranteeing the extraction of concentrated, pure materials with unique chemical characteristics and uses. This method operates on the principle of exploiting the differential boiling points of different compounds within a mixture. Essential oils are initially heated in a distillation or fractionation tower, where they vaporize at specific temperatures dictated by their respective boiling points. The tower is designed with vertical cylindrical columns that facilitate the separation process by allowing the condensation of vapors at different temperature zones along the column's height. As the essential oil mixture vaporizes, it ascends through the fractionating column, which contains a series of perforated trays or packing materials. These components aid in maximizing surface area and prolonging contact between rising vapors and descending liquid phases. This extended contact enhances the separation efficiency, particularly for volatile compounds present in trace amounts. Fractional

distillation is complemented by the process of rectification, which involves multiple stages of condensation and re-vaporization to further purify the extracted components. Rectification ensures that the final product attains the highest possible purity, free from impurities and contaminants. This meticulous purification process is crucial in industries where precise chemical composition and consistent quality are paramount, such as pharmaceuticals, cosmetics, and fine fragrance manufacturing. The efficiency of fractional distillation relies on the careful control of operating parameters, including temperature, pressure, and flow rates. These variables are adjusted to optimize the separation of target compounds while minimizing thermal degradation and loss of volatile aromatics. By precisely manipulating these conditions, manufacturers can tailor the extraction process to extract specific fractions or products with desired characteristics, such as aroma intensity, flavor profiles, or therapeutic properties. Distillation towers feature multiple liquid outlets positioned at various heights along the column, allowing for the controlled withdrawal of different fractions based on their boiling points or boiling ranges. The lightest, most volatile components with lower boiling points exit from the top of the column, while heavier components with higher boiling points are collected from lower outlets near the base. This hierarchical separation mechanism ensures that each fraction obtained corresponds to a distinct range of boiling temperatures, contributing to the overall efficiency and versatility of the fractional distillation process. fractional distillation stands as a pivotal method in the extraction and purification of essential oils and other complex mixtures. Its ability to leverage subtle differences in boiling points enables the isolation of pure, concentrated substances essential for diverse industrial applications. As technological advancements continue to refine distillation techniques, the scope for innovation in producing high-quality, customized products tailored to meet specific market demands remains expansive and promising.

5. Crystallisation

The process of crystallization involves separation and purification. It is a phase transition from a solution to a crystalline product. Only when a solution reaches

the super-saturation level does crystallization occur. We reach the super-saturation stage by adjusting the temperature, primarily via cooling. The two main phases of the crystallization process are nucleation and crystal growth. Phase separation of newly formed crystals is the initial stage. The second is the crystals' expansion to a greater size. Nucleation and crystal growth are the names given to these two processes, respectively. At Mane Kancor, we use our in-house, patented technology to perform temperature-controlled crystallization. The process is fully automated through the use of enclosed crystallisation chambers, Programmable Logic Controller (PLC) and SCADA that help us avoid human error, thereby increasing batch yield and reduced cycle time. Crystallization stands as a crucial method in the realm of separation and purification processes, facilitating the extraction of highly pure crystalline products from solutions. This technique hinges on inducing a phase change where a solution becomes super-saturated, typically achieved through controlled temperature adjustments, primarily cooling. Mane Kancor employs proprietary technology for crystallization, employing temperature modulation as a principal method. The crystallization process unfolds in two distinct phases: nucleation and crystal growth. Nucleation initiates the formation of microscopic crystals within the super-saturated solution. This phase marks the critical moment where individual molecules or ions aggregate and form stable nuclei, initiating the crystallization process. The subsequent stage, crystal growth, sees these nuclei develop into larger, recognizable crystals through the continuous deposition of solute molecules onto their surfaces. The rate and extent of crystal growth are influenced by various factors, including temperature gradients, solution composition, and agitation levels. At Mane Kancor, the crystallization process is meticulously controlled and automated using advanced technologies such as Programmable Logic Controllers (PLC) and Supervisory Control and Data Acquisition (SCADA) systems. These systems ensure precision and consistency by monitoring and regulating key parameters such as temperature, pressure, and agitation speed. By minimizing human intervention, potential errors are reduced, leading to enhanced batch yield and shortened cycle times. Enclosed crystallization chambers further optimize the process by maintaining sterile conditions and

preventing contamination, thus preserving the purity and quality of the crystalline end products. The choice of crystallization method and technology at Mane Kancor reflects a commitment to producing high-quality crystalline products across various industries, including pharmaceuticals, food, and cosmetics. The ability to tailor crystallization conditions allows for the customization of crystal size, shape, and purity to meet specific customer requirements and regulatory standards. This versatility positions crystallization as a versatile and indispensable tool in the production of pharmaceutical compounds, fine chemicals, and specialty ingredients where purity and consistency are paramount. Moreover, Mane Kancor's expertise in crystallization extends beyond mere extraction and purification—it includes optimization strategies to enhance process efficiency and sustainability. By integrating innovative technologies and rigorous quality control measures, Mane Kancor continues to push the boundaries of crystallization science, driving advancements in product development and industrial applications. As market demands evolve towards cleaner, more efficient production methods, the role of crystallization in achieving these goals remains pivotal, ensuring both economic viability and environmental responsibility in manufacturing practices.

6. Colour Hue and Stability Management Process

The stabilization procedure used by C-CAPTURE is a systemic approach that is customized to the substrate and involves meticulous control over the processing technology along with the inclusion of OxiKan, an in-house natural antioxidant. Mane Kancor makes every product as label-friendly as possible by using cutting edge processing technology to produce high stability natural colors without the need for additional additives. Mane Kancor uses color dispersion technology and controlled particle size delivery systems to achieve their color spectrum. This cutting-edge high-energy technique splits macroscopic phases into tiny droplets by applying strong mechanical pressures. The pigments' tiny size offers several potential advantages, including improved long-term stability, great optical clarity, and more expressiveness upon application. Apart from color stability, our customers also need to receive the same uniform hue each and every time; this is

accomplished by regulating a number of variables in the manufacturing and farming processes. Mane Kancor employs a highly specialized stabilization process developed by C-CAPTURE, which focuses on ensuring optimal control over processing technology and incorporates their proprietary natural antioxidant, OxiKan. This systematic approach is substrate-specific, meaning it is tailored to the unique characteristics of each raw material used in their natural color production. By integrating advanced processing technologies, Mane Kancor achieves exceptionally stable natural colors without the need for additional ingredients, aligning with consumer demand for clean-label products. Central to this process is the utilization of controlled particle size delivery platforms and innovative color dispersion technology. These platforms employ high-energy methods that utilize intense mechanical forces to break down macroscopic pigment phases into smaller, more uniform droplets. The resulting reduction in particle size offers several significant advantages, including enhanced long-term stability of the colors, superior optical clarity, and increased vibrancy when applied in various products and applications. Maintaining consistent color hues is critical for Mane Kancor, ensuring that customers receive the same desired shade with every batch. This consistency is meticulously managed through rigorous control of parameters throughout both the agricultural cultivation and manufacturing processes. From selecting the optimal raw materials and controlling growing conditions to precise harvesting and extraction techniques, every step is carefully calibrated to uphold the exacting standards required for color uniformity. OxiKan, the natural antioxidant integrated into Mane Kancor's stabilization process, plays a crucial role in preserving color stability over time. Derived from natural sources, OxiKan effectively inhibits oxidation reactions that can degrade color pigments, thereby extending the shelf life and maintaining the freshness of the natural colors. This natural approach not only enhances product longevity but also meets consumer preferences for sustainable and clean-label ingredients in their food, beverage, and cosmetic products. Mane Kancor's commitment to sustainability is evident in their choice of processing technologies and ingredient sourcing practices. By minimizing the use of synthetic additives and optimizing resource utilization, they

reduce environmental impact while ensuring product efficacy and safety. This holistic approach underscores Mane Kancor's leadership in delivering high-quality natural colors that meet stringent regulatory standards and exceed customer expectations for performance and sustainability. Mane Kancor's adoption of C-CAPTURE's stabilization process coupled with advanced technology and natural antioxidants exemplifies their dedication to innovation and quality in natural color production. By harnessing these methods, they not only enhance color stability and application versatility but also uphold their commitment to transparency and sustainability in the global market. As consumer preferences continue to evolve towards healthier and more natural products, Mane Kancor remains at the forefront, delivering solutions that blend technological innovation with environmental stewardship.

Product Profile

1. Spice Oleoresins

Spice oleoresins are solvent-extracted residues that might be liquid, semi-solid, or solid and have the complete flavour of real spices. Essential oils, fixed oils, pigments, spicy ingredients, and natural antioxidants are an oleoresin's primary elements. Spice oleoresins are concentrated extracts obtained through solvent extraction from spices, capturing the full spectrum of flavors and aromatic compounds present in the original spices. These extracts can vary in physical form from liquid to semi-solid or solid, depending on the specific composition and processing methods used. Essential oils, which contribute to the characteristic aroma of spices, are a major component of oleoresins. These oils are extracted along with fixed oils, which provide viscosity and stability to the oleoresin product. oleoresins contain pigments that impart color to the extract, enhancing their visual appeal and versatility in applications such as food coloring. The spicy ingredients in oleoresins include pungent compounds like capsaicin in chili oleoresin or piperine in black pepper oleoresin, which contribute to the distinctive heat and flavor profiles of spices. Natural antioxidants are also integral components of oleoresins, helping to preserve their freshness and extend shelf life by

inhibiting oxidation and degradation of flavor compounds. The process of extracting spice oleoresins involves careful selection of raw materials followed by solvent extraction, typically using food-grade solvents like ethanol or hexane. After extraction, the solvent is removed through a process known as de-solventization, leaving behind a concentrated oleoresin with minimal residual solvent content. Quality control measures ensure that the final product meets regulatory standards for purity and safety, making oleoresins suitable for use in various industries including food, beverage, pharmaceuticals, and cosmetics. spice oleoresins represent a technologically advanced solution to the demand for natural and flavorful ingredients in modern food and industrial applications. Their concentrated nature and comprehensive flavor profiles make them indispensable tools for enhancing product formulations while meeting consumer preferences for clean-label and sustainable ingredients. As the food and beverage industry continues to innovate, spice oleoresins remain a key ingredient category, supporting both culinary creativity and product development in diverse global markets

2. Essential Oil

The calibre of the oleoresins that Kancor produces reflects its skill in sourcing and extraction. Kancor's Oleoresins offer constancy in flavour and scent, maintaining the product's original flavour.

The concentrated liquid form of basic materials is called oleoresins. They are obtained through solvent extraction and solvent removal. Both volatile and non-volatile components are present. Kancor accurately mimics the characteristics of the relevant raw ingredients. Kancor's proficiency in sourcing and extraction is exemplified in the caliber of oleoresins they produce, which are essential ingredients in various industries due to their concentrated nature and ability to preserve the authentic flavors and scents of the original spices and botanicals. Oleoresins are derived from spices and other natural materials through a meticulous process involving solvent extraction followed by the removal of solvents to yield a concentrated liquid form. This extraction method captures both volatile components, such as essential oils that impart aroma, and non-volatile components, including pigments and bioactive compounds responsible for

flavor and color. The key strength of Kancor's oleoresins lies in their ability to replicate and maintain the sensory characteristics of the original raw materials. Through careful selection of high-quality botanical sources and precise extraction techniques, Kancor ensures that their oleoresins consistently deliver the desired flavor profile, aroma, and color intensity across different batches. This consistency is crucial for manufacturers in sectors such as food, beverages, pharmaceuticals, and cosmetics, where product quality and sensory appeal are paramount. Kancor's oleoresins represent a harmonious blend of technological innovation, expertise in botanical sourcing, and commitment to quality assurance. By leveraging these strengths, Kancor continues to set industry standards for natural flavor and fragrance solutions, meeting the evolving demands of global markets for clean-label, sustainable, and high-performance ingredients.

3. Mint, Menthol And Isolates

Kancor has had a long-standing, unparalleled relationship with the mint business. Proficiency in extracting menthol and mint essence. India has been the most competitive supplier among the nations that produce mint globally. Kancor has committed significant efforts to developing a robust supply chain in the mint-producing regions of distillation and crystallization facilities in response to India's rising power. To extract the finest molecules of mint isolates, it also features fractional distillation columns in addition to steam. Kancor's commitment to innovation and quality assurance extends throughout its mint extraction processes. Rigorous quality control measures ensure that the extracted mint isolates meet stringent regulatory standards and customer specifications for purity and potency. This includes comprehensive testing for chemical composition, sensory attributes, and absence of contaminants, guaranteeing the integrity and safety of the final products. Beyond extraction, Kancor's involvement in the mint industry encompasses sustainable practices and community engagement initiatives. The company prioritizes ethical sourcing practices and environmental stewardship in its operations, supporting local farmers and promoting sustainable agriculture practices in mint cultivation. By fostering long-term partnerships with mint growers and investing in technology-driven extraction methods,

Kancor continues to strengthen its leadership in the global mint market, meeting the evolving demands of diverse industries for natural and high-performance mint extracts. Kancor's comprehensive approach to mint extraction underscores its role as a trusted partner in delivering superior quality mint isolates and essences. With a blend of technological innovation, strategic investments, and sustainable practices, Kancor remains at the forefront of the mint industry, driving innovation and setting benchmarks for excellence in natural flavor and fragrance solutions globally.

4. Floral Extracts

Kancor offers a variety of top-notch flower extracts thanks to its access to newly gathered blossoms of high quality and superior processing technology.

Kancor's flower extracts offer a wide range of uses in cosmetics, aromatherapy, and perfumery and improve fragrance delivery in the finished product. It is challenging to extract aromatic compounds from flora, in part because these molecules are sensitive to steam. Kancor meticulously monitors the production parameters and isolates these mouth-watering fragrances using solvent extraction.

5. Cardamom Oleoresin

Cardamom is a member of the Zingiberaceae family. Cardamom seeds are frequently used as a spice. The seeds of *Elletaria cardamom* (L) Maton are extracted using a solvent to produce cardamom oleoresins. The product is a free-flowing liquid that ranges in colour from green to dark brown and has the distinct cardamom scent. Cardamom oleoresin, derived from the seeds of *Elletaria cardamom* (L) Maton, represents a concentrated form of the spice obtained through solvent extraction. Cardamom, a member of the Zingiberaceae family, is renowned for its aromatic seeds that are widely used as a spice in culinary and medicinal applications. The extraction process involves using a solvent to capture the essential oils, volatile compounds, and other bioactive constituents present in cardamom seeds. This meticulous process yields a free-flowing liquid oleoresin that varies in color from vibrant green to deep brown, reflecting the natural hues of the spice itself. The distinctive aroma of cardamom, characterized by its sweet, spicy, and slightly floral notes, is encapsulated in the

oleoresin, making it a valuable ingredient in flavoring agents, perfumery, and pharmaceutical formulations. Cardamom oleoresin is prized for its intense flavor profile and versatility, offering manufacturers a convenient way to incorporate the essence of cardamom into products such as sauces, beverages, confectionery, and personal care items. With its rich history and cultural significance, coupled with modern extraction technologies ensuring purity and potency, cardamom oleoresin continues to be a sought-after ingredient globally, meeting the demands of discerning consumers and industries alike for natural, high-quality flavor and fragrance solutions.

6. Clove Oleoresin

The fragrant flower buds known as cloves come from a tree in the Myrtaceae family and are frequently used in cooking. By solvent extracting dried flower buds of *Eugenia caryophyllata*, clove oleoresins are produced. The product has a strong clove bud aroma and a strong flavour. It is a uniform, freely flowing dark brown liquid.

7. Black Pepper Oleoresin

The Piperaceae family includes black pepper. Since ancient times, it has been a very well-liked spice and is frequently referred to as the “King of spices.” In seasonings and as a spice, pepper is often dried. Ground-dried berries of the *Piper nigrum* L. are extracted using a solvent to produce black pepper oleoresin. The end product has a pungency undertone and the distinctive perfume of black pepper. The flavour starts out mildly warm and nice before becoming strong and unpleasant. It is a thick liquid that varies in hue from dark to olive green. Leading supplier of black pepper oleoresin is Mane Kancor. We export our black pepper extract to more than 75 nations and it complies with international food safety standards. Black pepper oleoresin, derived from the dried berries of *Piper nigrum* L. in the Piperaceae family, stands as a quintessential spice extract celebrated since ancient times as the "King of spices." The extraction process involves using a solvent to capture the full spectrum of bioactive compounds, essential oils, and pungent components found in dried black pepper berries. This meticulous process yields a thick, viscous liquid oleoresin that ranges in color from dark to olive green, reflecting the natural pigments and active constituents of black pepper. The oleoresin is characterized by its robust aroma, starting with a mildly warm

and pleasant flavor that intensifies into a strong, pungent profile, synonymous with the characteristic taste of black pepper. As a leading supplier of black pepper oleoresin, Mane Kancor ensures the highest standards of quality and safety in its products, exporting to over 75 countries worldwide. Compliance with international food safety regulations is paramount, underscoring Mane Kancor's commitment to delivering safe and superior-quality spice extracts. Black pepper oleoresin finds wide application in the food industry, where its concentrated flavor and aroma are utilized in seasonings, sauces, processed meats, and savory snacks. Its versatility extends to pharmaceutical and cosmetic formulations, where it is valued for its therapeutic properties and aromatic appeal. Mane Kancor's expertise in black pepper extraction is supported by advanced technologies and stringent quality control measures throughout the production process. This includes rigorous testing for purity, potency, and absence of contaminants to ensure that each batch meets stringent regulatory requirements. Sustainable practices in sourcing and manufacturing further enhance Mane Kancor's reputation as a responsible industry leader, supporting ethical practices in agriculture and environmental stewardship. black pepper oleoresin from Mane Kancor exemplifies the pinnacle of spice extraction, combining centuries-old tradition with modern innovation to deliver a product that meets the diverse needs of global markets. Its rich flavor profile, coupled with stringent quality assurance and international compliance, makes it a preferred choice among manufacturers seeking to enhance product formulations with natural and potent spice extracts. As consumer demand for authentic and high-quality ingredients grows, black pepper oleoresin remains a cornerstone in the culinary and industrial sectors, offering a taste of excellence rooted in tradition and innovation.

8. Granort Tea Masala

Spice extracts are provided using Mane Kancor's proprietary delivery system, Granor, in a free-flowing granular shape. This gives the food matrix a crunchy feel.

Tea masala is a mixture of spices based on the Masala Chai recipe that is well-known in Northern India. Granor Tea Masala has earthy, toasty aromas that are typical with masala chai. It includes food-grade emulsifiers, excipients, and spice oleoresins.

Granor Tea Masala by Mane Kancor represents a unique approach to delivering spice extracts through their proprietary Granor system, which transforms traditional spice extracts into free-flowing granules. This innovative delivery system not only enhances the usability and convenience of the product but also provides a crunchy texture when incorporated into food matrices. Inspired by the popular Masala Chai recipe from Northern India, Granor Tea Masala combines a blend of spices known for their earthy and toasty aromas, characteristic of traditional masala chai. The formulation includes carefully selected spice oleoresins, which contribute to the rich flavor profile, along with food-grade emulsifiers and excipients that ensure uniform dispersion and stability in various applications. This product is designed to meet the stringent standards of food safety and quality, reflecting Mane Kancor's commitment to delivering authentic and high-performance spice solutions to the global market. Granor Tea Masala not only enhances the sensory experience of beverages but also offers versatility in culinary applications, making it a preferred choice for manufacturers seeking to innovate with traditional flavors in modern food and beverage formulations.

9. Capsicum Oleoresin

A genus of flowering plants in the nightshade family, Solanaceae, is called capsicum. It is becoming a crucial spice in many different cuisines.

Capsicum annum L. or Capsicum frutescens L. dried, ripe fruits are extracted with a solvent to produce capsicum oleoresin. The item has a strong scent reminiscent of freshly powdered, dried red capsicum. When tasting the flavour diluted, there is a harsh, pungent feeling. It is a homogenous, reddish-brown liquid that is viscous. Leading provider of capsicum oleoresin is Mane Kancor. We export our capsicum extract to more than 75 nations and it complies with international requirements for food safety.

10. Capsicum Oleoresin Decolourised

Capsicum is a genus of flowering plants in the nightshade family, Solanaceae. It has become a key spice in many cuisines, Capsicum De-colourised Oleoresin is obtained by the solvent extraction of dried ripe fruits of Capsicum annum L or Capsicum frutescens L. During extraction, capsicum undergoes a decolourisation process. The

product has a pungent aroma, characteristic of freshly ground, dried, red capsicum. There is a sharp, pungent sensation when flavour is evaluated in dilution. It is a free-flowing, homogeneous liquid that is yellowish to brownish-red in colour.

11. Curcumin Powder

Using solvent extraction on ground-dried rhizomes of *Curcuma longa* L., 95% of the curcumin in turmeric is extracted as curcumin powder. A free-flowing, orange-yellow powder characterises it. The product has a distinctive earthy, musky aroma that is indicative of turmeric, as well as a little bitter aftertaste.

12. Roasted Cumin Oleoresin

Industrially speaking, Mane Kancor's Roasted Cumin Oleoresins imitate a cooking environment. With these items, you always get the ideal cooked flavour notes according to your unique requirements.

The extraction of ground, roasted cumin seeds yield roasted cumin oleoresins. It has a warm, earthy flavour and is a thick, dark brown colour. Natural extracts of roasted cumin seeds and approved emulsifiers of food grade make up the product.

13. Roasted Coriander Oleoresin

Mane Kancor's Roasted Coriander Oleoresins industrially replicate the feeling of cooking in a home. With these items, you always get the ideal cooked flavour notes according to your unique requirements.

The extraction of roasted coriander seeds yields roasted coriander oleoresin. It is a free-flowing, dark brownish liquid with a moderate nutty flavour and a lovely citrus scent. Natural extracts of roasted coriander and approved food grade emulsifying agents make up the product. Mane Kancor's Roasted Coriander Oleoresin captures the essence of home-cooked flavors through a specialized extraction process from roasted coriander seeds. This oleoresin is a dark brownish, free-flowing liquid that encapsulates the distinctive nutty taste and pleasant citrus aroma characteristic of roasted coriander. The extraction process ensures that the natural flavors of roasted coriander are preserved, offering a concentrated form of the spice that enhances culinary creations with depth

and complexity. Formulated with natural extracts of roasted coriander and food-grade emulsifiers, the product meets stringent quality standards for both flavor authenticity and safety in food applications. It serves as a versatile ingredient for chefs and food manufacturers, allowing them to impart the rich, roasted coriander flavor seamlessly into sauces, marinades, dips, and spice blends, providing consistent and customizable flavor profiles to meet diverse culinary preferences and requirements.

14. Roasted Garlic Oleoresin

Industrially speaking, Mane Kancor's Roasted Garlic Oleoresins replicate a cooking environment. With these items, you always get the ideal cooked flavour notes according to your unique requirements. The extraction of roasted garlic flakes yields roasted garlic oleoresin. It is a thick, viscous liquid with a spicy flavour and an offensive fragrance. Natural roasted garlic extracts and approved food-grade emulsifying ingredients make up the product. Mane Kancor's Roasted Garlic Oleoresin is meticulously crafted to replicate the savory essence of freshly roasted garlic through a specialized extraction process. Starting with roasted garlic flakes, the oleoresin extraction captures the robust flavor and aroma of garlic that emerges during the roasting process. This results in a thick, viscous liquid that embodies the intense, spicy notes characteristic of roasted garlic, making it a versatile ingredient in culinary applications. Despite its strong fragrance, the oleoresin is formulated using natural roasted garlic extracts and food-grade emulsifiers, ensuring it meets stringent quality standards for flavor and safety. This product offers chefs and food manufacturers a convenient way to incorporate the rich, authentic taste of roasted garlic into a wide range of dishes, from sauces and marinades to soups and dressings, providing consistent and customizable flavor profiles to suit diverse culinary needs.

15. Roasted Onion Oleoresin

Industrially speaking, Mane Kancor's Roasted Onion Oleoresins imitate a cooking experience. With these items, you always get the ideal cooked flavour notes according to your unique requirements. The extraction of roasted onion flakes yields roasted onion oleoresin. It is a viscous, dark brownish liquid with a caramelised fragrance and a moderately sour, sweet taste. Natural roasted onion extracts and approved food-grade

emulsifying ingredients make up the product. Mane Kancor's Roasted Onion Oleoresin is crafted to replicate the authentic flavors of caramelized onions through an industrial extraction process. Derived from roasted onion flakes, this oleoresin is a viscous, dark brownish liquid that encapsulates the rich, caramelized aroma and the subtly sweet and sour taste characteristic of cooked onions. The extraction method ensures that the natural essence of roasted onions is preserved, offering a concentrated form of the vegetable that enhances culinary creations with depth and complexity. Formulated with natural roasted onion extracts and food-grade emulsifying agents, the product adheres to rigorous quality standards for flavor authenticity and food safety. It serves as a versatile ingredient for chefs and food manufacturers, allowing them to incorporate the savory, caramelized onion flavor into a wide range of dishes such as soups, sauces, dressings, and marinades, providing consistent and customizable flavor profiles to meet diverse culinary preferences and requirements.

16. White Pepper Oleoresin

The darker-coloured skin of the pepper fruit is removed to get white pepper, which is just the pepper plant's seed. This is typically done through a procedure called retting, in which fully ripe red pepper berries are submerged in water for about a week, allowing the pepper's flesh to soften and degrade.

White pepper is frequently used in salads, Chinese and Thai food, and cream sauces. The decorticated, ground-dried berries of *Piper nigrum* L. are extracted using a solvent to produce white pepper oleoresin. White pepper, derived from the seed of *Piper nigrum* L., represents a refined form of pepper obtained through a meticulous processing method known as retting. In this process, fully ripe red pepper berries are submerged in water for approximately a week, causing the outer skin to soften and degrade. The removal of the outer layer reveals the inner seed, which is then dried and ground into the familiar white pepper powder. White pepper is prized for its milder flavor and appearance, making it suitable for dishes where the black specks of black pepper might be less desirable, such as in light-colored sauces, salads, and certain Asian cuisines like Chinese and Thai dishes. The extraction of white pepper oleoresin involves using a solvent to capture the essential oils, pungent compounds, and other bioactive

constituents present in the decorticated and ground dried berries. This extraction process preserves the distinct flavor and aroma of white pepper, offering a concentrated form that enhances flavor profiles in various culinary applications while maintaining consistency and convenience for food manufacturers.

17. Turmeric Oleoresin

At room temperature, turmeric oleoresin deodorised is a homogenous liquid made from the crushed, dried rhizomes of *Curcuma longa* L. that have been extracted using a solvent. There is barely any turmeric odour in the product. It is an orange-yellow to reddish-brown homogenous liquid that ranges in viscosity from freely flowing. Turmeric oleoresin is a concentrated extract derived from the crushed and dried rhizomes of *Curcuma longa* L., commonly known as turmeric. Utilizing a solvent extraction process, this homogenous liquid is produced under controlled conditions to preserve the natural compounds and bioactive constituents found in turmeric. Unlike raw turmeric, turmeric oleoresin is characterized by its vibrant orange-yellow to reddish-brown color and a viscosity that ranges from freely flowing to more viscous, depending on the concentration and processing method. Remarkably, the deodorized form of turmeric oleoresin minimizes the characteristic turmeric odor, making it suitable for applications where aroma neutrality is desired. This versatile ingredient is widely used in food and beverage products, cosmetics, and pharmaceuticals for its antioxidant properties, vibrant color, and potential health benefits attributed to curcuminoids, the active compounds in turmeric. Its ability to enhance flavor profiles and provide natural coloration without altering texture makes turmeric oleoresin a preferred choice in modern formulations, catering to consumer preferences for natural and functional ingredients across diverse global markets.

18. Piperine Powder Oleoresin

When ground-dried berries of the *Piper nigrum* L. plant is extracted using a solvent, the pure natural extract of pepper, or piperine, is obtained. It is a free-flowing, crystalline powder that ranges in colour from light green to off white and has the peppery taste and bite. Piperine powder oleoresin is a natural extract derived from the dried berries of the *Piper nigrum* L. plant, commonly known as black pepper. This

extract is obtained through a solvent extraction process that isolates piperine, the active compound responsible for black pepper's characteristic pungent flavor and biting taste. Piperine powder oleoresin appears as a free-flowing crystalline powder, varying in color from light green to off-white, depending on the extraction method and purity. It is prized for its spicy, peppery flavor profile, which enhances the taste of various culinary dishes and is also used in the production of seasonings, sauces, and condiments. Beyond its culinary applications, piperine is known for its potential health benefits, including its role in enhancing nutrient absorption, particularly of nutrients like curcumin from turmeric, when consumed together. This bioavailability-enhancing property makes piperine powder oleoresin a valuable ingredient in pharmaceuticals and dietary supplements. Its versatility and distinct taste profile have cemented its status as a widely used spice extract, contributing both flavor and potential health benefits to a range of consumer products.

19. Dill Oleoresin

The product is natural and made from dried dill seed seeds that have undergone solvent extraction (*Anethum graveolens*). Dill oleoresin is a natural extract derived from the dried seeds of the dill plant (*Anethum graveolens*) through a solvent extraction process. This oleoresin captures the concentrated essence of dill, including its characteristic aroma and flavor profile. Dill, known for its fresh and herbaceous notes with a hint of citrus, lends a unique taste to culinary dishes and is widely used in pickling, sauces, soups, and salad dressings. The solvent extraction method involves using a solvent to dissolve the essential oils and bioactive compounds from the dried dill seeds, resulting in a highly concentrated liquid oleoresin. This extraction process ensures that the natural flavors and beneficial phytochemicals of dill are preserved, offering food manufacturers and chefs a convenient way to incorporate dill's distinctive taste into their products consistently and effectively. Dill oleoresin is valued not only for its flavor-enhancing properties but also for its potential health benefits, as dill is traditionally believed to have digestive and antimicrobial properties.

20. Mustard Oleoresin

The Brassicaceae family includes mustard. Cooks often utilise mustard seeds. Particularly in sauces. By steam distilling or extracting the pulverised seeds of Brassica SP. Mustard oleoresin is produced. The product is lachrymatory and has a strong odour. Liquid is a light-yellow colour. Mustard oleoresin, derived from the steam distillation or solvent extraction of crushed Brassica seeds from the Brassicaceae family, is a concentrated liquid that embodies the pungent and distinctive flavors and aromas characteristic of mustard. This oleoresin is known for its lachrymatory properties, meaning it can induce tears due to its volatile compounds, and it emits a strong odor typical of mustard. It appears as a light-yellow liquid and is valued for its ability to impart intense mustard flavor profiles to various culinary preparations, particularly sauces, dressings, and condiments. The extraction process ensures that the essential oils, phenols, and other bioactive compounds responsible for mustard's flavor and aroma are preserved, offering chefs and food manufacturers a convenient and potent ingredient to enhance the taste and sensory appeal of their products.

21. Mace Oleoresin

The lacy reddish aril, or covering, of the nutmeg seed is known as mace. The Myristicaceae family includes nutmeg. By solvent extracting the arils or skin covering the nutmeg's shell, specifically *Myristica fragrans* Houtt, mace oleoresin is produced. The product has a warm flavour and the distinctively delicate mace aroma. It is a freely flowing, reddish-yellow liquid. Mace oleoresin is a concentrated extract derived from the lacy, reddish aril surrounding the nutmeg seed, obtained from the *Myristica fragrans* Houtt plant of the Myristicaceae family. The extraction process involves solvent extraction of the arils, which are meticulously processed to capture the warm flavor and uniquely delicate aroma characteristic of mace. The resulting oleoresin is a freely flowing liquid that ranges in color from reddish to yellowish, reflecting the natural hues of the spice. Mace oleoresin is prized for its versatility in culinary applications, where it adds depth and complexity to dishes, particularly in savory and sweet preparations. Its aromatic profile combines warm, spicy notes with a subtle sweetness, making it a valuable ingredient in spice blends, sauces, bakery products, and beverages. Beyond its

culinary uses, mace oleoresin is also valued in perfumery and cosmetics for its distinctive fragrance and potential health benefits attributed to its antioxidant and antimicrobial properties. As a natural extract, mace oleoresin exemplifies the rich heritage and multifaceted uses of spices, meeting the demand for authentic flavors and functional ingredients in global markets.

22. Anthocyanins

Numerous flowers, fruits, and vegetables contain anthocyanins, which give them their reddish-purple hues. Anthocyanins display a range of colours depending on the pH, going from red to purple to blue as the pH rises.

Because of this, it's crucial to understand the pH of the food product being coloured while utilising anthocyanin colour. Colours made from anthocyanins are more stable below pH 4 and are frequently employed in foods that are acidic. The water-soluble anthocyanin pigments may resist brief bursts of moderate heating.

23. Curcumin

The vivid, golden-yellow component in turmeric is called curcumin. Many cultures have used turmeric for ages as a popular ingredient to colour and flavour meals. It not only gives meals a distinct flavour but also a bright yellow colour. The dried tuber or rhizome of the turmeric plant, *Curcuma longa*, is ground, and then curcumin is extracted by an extraction process. The flavour can be kept or removed throughout the extraction procedure. Although curcumin is an oil-soluble pigment, emulsification technology can make it water-soluble. Spraying powder formulations onto an appropriate carrier way to create them.

24. Spirulina

Spirulina may be found under Products Natural Colours Pigments. SPIRULINAS The dried biomass of *Arthrospira platensis* is what gives spirulina its naturally occurring blue colour. Cyanobacteria's primary colouring pigment, phycocyanin, is crucial to the process of photosynthesis. This natural colour can be used in frostings, ice cream and

frozen desserts, dessert coatings and toppings, beverage mixes and powders, yoghurts, puddings, custards, cottage cheese, gelatine, breadcrumbs, and similar food applications with a PH>5. Spirulina is a naturally occurring, water-soluble pigment. Spirulina, derived from the dried biomass of *Arthrospira platensis*, is renowned for its vibrant blue-green color attributed to its primary pigment, phycocyanin. This cyanobacteria thrives in freshwater and is prized not only for its natural coloring properties but also for its nutritional benefits. Phycocyanin, the key pigment in spirulina, plays a crucial role in photosynthesis and gives spirulina its characteristic hue, making it a valuable ingredient in natural food coloring applications. Spirulina's water-soluble nature allows it to be easily incorporated into a wide range of food products, including frostings, ice cream, beverages, yogurt, and desserts, imparting a vibrant blue-green color without altering the texture or taste of the final product. Beyond its colorant properties, spirulina is recognized for its high protein content, essential amino acids, vitamins, and minerals, making it a popular choice for health-conscious consumers seeking natural and sustainable ingredients. Its versatility in both culinary and nutritional applications underscores spirulina's growing significance in the food industry, where it meets the demand for clean-label products and functional ingredients that promote health and well-being.

25. Caroteneoids

The carotenoids in Mane Kancor come from paprika. Due to its high pigment concentration and versatility as a spice and culinary colour, it is widely utilised in the food business. Red pepper cultivars that have been dried and powdered produce carotenoids. It includes several carotenoid pigments, the three primary ones giving food and beverages an orange-red hue being beta-carotene, capsanthin, and capsorubin. . The maturity of the capsicum plant, the species of plant, the producing environment, and the culture method all affect how much colour is present.

26. Betanin

Beetroot is the primary ingestible source of betanin. Like anthocyanin, betanin is a water-soluble pigment. Beetroot juice used for colouring is pasteurised to kill microorganisms. Up to 70% sucrose and 0.5% betanin pigment may be present.

By fermenting the juice and eliminating the alcohol during a concentration phase, the colour content can be boosted. Additionally, beetroot juice can be spray-dried onto a support to create a powder. Betanin has a powerful hue. Therefore, compared to other natural pigments, the amounts needed to colour food or beverages are often lower. Betanin, extracted primarily from beetroot, is a water-soluble pigment belonging to the betalain family, known for its vibrant red coloration. This pigment is commonly used as a natural food coloring agent, especially in beverages and processed foods, due to its intense hue and stability under various processing conditions. Beetroot juice, the primary source of betanin, undergoes pasteurization to ensure microbial safety while preserving its color properties. During processing, betanin can be concentrated by fermenting the juice and removing alcohol, or it can be spray-dried to produce a powdered form suitable for food applications. Its potency allows for lower usage levels compared to other natural pigments, making betanin a cost-effective and sought-after choice for enhancing the visual appeal of food and beverage products without compromising on naturalness or health considerations.

27. Bixin And Norbixin

The seeds of the Bixa Orellana bush, which grows in Central and South America, are used to make annatto pigment. Since ancient times, annatto has been used as a food colouring and is the source of the pigments bixin and norbixin. Oil soluble bixin is isolated from the seed covering. It is appropriate for applications dependent on fat and oil, such as margarine and other fat emulsions and extruded savoury treats. Norbixin, a second water-soluble pigment produced by alkaline hydrolysis of annatto, is used in products like fine bakery, breakfast cereals, cheese, confectionery, and salad dressings. Annatto pigment, derived from the seeds of the Bixa Orellana bush native to Central and South America, has been prized since ancient times for its natural coloring properties. The pigment consists primarily of two compounds: bixin and norbixin. Bixin, an oil-soluble pigment, is extracted from the seed covering and is particularly suitable for applications requiring fat and oil, such as margarine, dairy spreads, and extruded savory snacks. Its vibrant orange-red hue lends an appealing coloration to these products without altering their texture or flavor. On the other hand, norbixin is

derived from bixin through alkaline hydrolysis and is water-soluble. This form of annatto pigment finds its use in a variety of food products, including fine bakery goods, breakfast cereals, cheese, confectionery, and salad dressings, where it imparts a consistent yellow to orange color. Both bixin and norbixin are valued not only for their natural coloring abilities but also for their stability and versatility in different food matrices. Their widespread use in food applications underscores their importance as natural alternatives to synthetic food dyes, meeting consumer preferences for clean-label products that are safe and sustainable. Annatto continues to play a significant role in the food industry, providing manufacturers with effective solutions for achieving desired color shades and enhancing the visual appeal of a wide range of food and beverage products.

28. Black Pepper Supercritical Co2 Extract

Supercritical CO₂ extraction of ground-dry pepper berries yields Mane Kancor's Supercritical CO₂ Black Pepper Extract. By using high pressures and ambient temperatures, this procedure prevents actives from degrading and aromas from being lost. The substance is a thick, dark green to olive green liquid with an overarching pungent scent and the distinctive aroma of black pepper. It starts out with a mildly warm, agreeable flavour before turning pungent and biting. Additionally, this product is a pure, natural extract free of antioxidants or preservatives.

29. Saffron Extract

The carefully chosen stigma of the saffron flower are extracted with a solvent to create Mane Kancor's Saffron Extract, Saffranal, its aromatic component, is volatile and sensitive by nature, thus extra care is taken when extracting it. This unusual extract has a crimson colour and tastes somewhat sweet and hay-like. When compared to the expensive saffron that is sold in the market, saffron extracts are a more affordable option. The *Crocus sativus* flower, which is indigenous to India and the Eastern Mediterranean, yields the distinctive spice known as saffron. Saffron is utilised for its colour and mild flavour in addition to having a number of health advantages. Saffron extract, derived from the carefully selected stigma of the *Crocus sativus* flower, represents a concentrated form of the valuable spice known for its vibrant crimson color

and distinctive flavor profile. Mane Kancor's saffron extract, Saffranal, is meticulously produced through solvent extraction, ensuring the retention of saffron's aromatic components, which are volatile and delicate in nature. This extract offers a more affordable alternative to whole saffron threads available in the market while maintaining the characteristic sweetness and hay-like notes prized in culinary and medicinal applications. Saffron has a rich history of use in cuisines around the world, prized not only for its color but also for its mild yet complex flavor profile. Beyond its culinary appeal, saffron is revered for its potential health benefits, including antioxidant properties and traditional uses in promoting well-being. The indigenous cultivation of *Crocus sativus* in regions like India and the Eastern Mediterranean underscores its cultural significance and economic value, making saffron extract a versatile ingredient in food, beverage, and pharmaceutical industries seeking natural and flavorful enhancements for their products.

30. Cocoa Extract

Mane Kancor's cocoa extracts are made from specially selected parts of cocoa, extracted and concentrated under vacuum. This process preserves the true cocoa flavour profile. Cocoa plays major role in the flavour industry. Research has proven that cocoa is full of wholesome goodness – a bunch of anti-oxidants, a pinch of polyphenols and plenty of anti-carcinogens. Mane Kancor's cocoa extracts are crafted from meticulously chosen parts of the cocoa bean, which undergo a vacuum extraction and concentration process to retain the authentic flavor profile of cocoa. This extraction method ensures that the rich and complex flavors characteristic of cocoa are preserved, making it a pivotal ingredient in the flavor industry. Beyond its culinary appeal, cocoa is recognized for its health benefits. It is rich in antioxidants, primarily flavonoids such as epicatechin and catechin, which contribute to its potential cardiovascular benefits and overall antioxidant capacity. Additionally, cocoa contains polyphenols known for their anti-inflammatory properties and has been studied for its potential role in reducing the risk of certain cancers. These health-promoting compounds underscore cocoa's dual role as a flavorful ingredient and a source of nutritional benefits, making it a versatile

and valuable component in various food, beverage, and dietary supplement formulations.

31. Asafoetida Extract

Asafoetida is the dried latex exuded from the taproot of several species of *Ferula*, a herb that grows in mountainous regions. It is a flavour enhancer that is widely used in Indian cuisine to harmonise sweet, sour, salty and spicy components in food. Asafoetida increases salivation, resulting in better solubility of flavours, providing a great mouth feel. Asafoetida, derived from the resinous gum of various *Ferula* species, is renowned for its pungent aroma and flavor-enhancing properties in culinary traditions, especially prominent in Indian cuisine. This resin is extracted from the taproots of the *Ferula* plants, primarily found in mountainous regions of Iran and Afghanistan. Known colloquially as "devil's dung" due to its strong odor, asafoetida serves not only as a seasoning but also as a digestive aid. Its unique compounds, including sulfur-containing compounds like ferulic acid esters, lend it both its distinctive smell and its ability to improve digestion by stimulating the release of digestive enzymes. Asafoetida is often used in vegetarian dishes as a substitute for onion and garlic, particularly in Jain and Brahmin cuisines where these ingredients are avoided. Beyond its culinary uses, it has historical applications in traditional medicine for its purported anti-inflammatory and medicinal properties, though modern research is ongoing to explore its full range of potential health benefits.

32. Herb Oleoresin

The natural, concentrated flavour characteristics of various culinary items are provided by Mane Kancor's Herb Oleoresins. They are effective tools for expanding your palate and plate. Various foods and beverages use herb oleoresins to enhance flavour. The leafy green components of plants utilised for food, flavouring, medicine, or perfume are known as herbs. Both fresh and dried versions can be used. Herbs like basil, oregano, rosemary, dill, and thyme are typical examples. Both indoor and outdoor herb

gardens are viable options. Herbs are typically applied in a variety of ways in fresh or dried forms. Value drivers Consistency of flavour the herb's flavour is full-bodied. Flexibility in application and ease of use. Mane Kancor's herb oleoresins are highly concentrated extracts that capture the authentic and intense flavor profiles of various culinary herbs. These oleoresins serve as potent tools for enhancing the taste and aroma of foods and beverages, offering consistency and richness to dishes. Extracted from the leafy green parts of herbs like basil, oregano, rosemary, dill, and thyme, these oleoresins retain the essence of fresh herbs, making them versatile for use in both culinary and industrial applications. They provide chefs, food manufacturers, and consumers with a convenient and reliable source of herb flavors year-round, irrespective of seasonal availability or geographical constraints. The ease of incorporating these oleoresins ensures flexibility in application, whether used in marinades, sauces, dressings, or processed foods, while maintaining the full-bodied flavor characteristic of fresh herbs, thereby enhancing the culinary experience across a wide range of dishes and products.

33. Oxikan CI

The ultimate solution for increasing the shelf life of perishable goods is Oxikan CL from Mane Kancor. A more refined extract of rosemary serves as our secret ingredient. The shelf life of this decolorized Rosemary Extract has been successfully extended without any discernible or obvious indicators of deterioration in the product's freshness. It functions essentially as an odourless, colourless antioxidant that can be used in delicate products like mayonnaise, fish oils, speciality fats, flavouring agents, cosmetic and personal care compounds, and essential oils.

34. Jasmine Grandiflorum

Jasmine is a native of China, northern India, and western Asia. In India alone, there are up to 43 different species of jasmine. The pinnacle of floral essences is our extract of India's Jasmine, known as the "King of Flowers." *Jasminum Grandiflorum* L. flower petals are extracted with a solvent to create Jasmine Grandiflorum Concrete. Jasmine Grandiflorum Absolute is created by additional solvent extraction from this Concrete.

It's also noteworthy to know that just a few grammes of pure jasmine concretes and absolutes are made from thousands of meticulously hand-picked blooms.

35. De-Mentholized Pepper Mint Oil

The natural product is made from overground sections of the *Mentha Arvensis* plant that have undergone dementholization and steam distillation. It is a clear, light-yellow liquid that flows freely and has a distinctively terpinic, minty smell. Deep-freezing and centrifuging are used to process mentha arvensis oil to create dementholized peppermint oil, which has l-menthol as its major component and ranges in concentration from 30% to 56%. Isomenthone, neomenthol, l-menthone, 1-limonene, methyl acetate, pulegone, pipretone, alpha pinene, and beta pinene are some of the other primary chemical components of dementholised mint oil. De-mentholized peppermint oil, derived from the aerial parts of the *Mentha arvensis* plant, undergoes a specialized process involving dementholization and steam distillation to create a clear, light-yellow liquid with a characteristic terpinic and minty aroma. This oil is distinct from regular peppermint oil due to its reduced menthol content, typically ranging from 30% to 56%, making it suitable for applications where a milder mint flavor and aroma are desired. The de-mentholization process often involves deep-freezing and centrifuging the raw mentha arvensis oil to selectively remove menthol, leaving behind a composition rich in other components such as isomenthone, neomenthol, menthone, limonene, methyl acetate, pulegone, pipretone, alpha pinene, and beta pinene. This refined composition not only serves as a flavoring agent in food and beverages but also finds use in pharmaceuticals, personal care products, and aromatherapy where the distinctive minty scent and therapeutic properties are valued.

36. Thymol Isolate

Thymol is a naturally occurring monoterpene phenol derivative of cymene. $C_{10}H_{14}O$, and isomeric with carvacrol. It is found in the oil of ajowan, *Trachyspermum ammi*. The product is made by fractionally distilling ajowan oil and then crystallising it. The substance is crystalline in form and ranges in colour from white to reddish brown.

Mouthwashes, cosmetic products, and flavourings all use thymol. Thymol is a monocyclic aromatic compound and a natural derivative of cymene, with a molecular formula C₁₀H₁₄O. It is isomeric with carvacrol and commonly extracted from ajowan oil (*Trachyspermum ammi*) through fractional distillation and subsequent crystallization. Thymol appears as colorless to reddish-brown crystalline solids and is widely utilized in various applications. It is renowned for its antiseptic and antimicrobial properties, making it a key ingredient in mouthwashes, cosmetics, and flavorings. Its ability to inhibit the growth of bacteria and fungi makes it valuable in pharmaceuticals and personal care products, contributing both therapeutic benefits and aromatic qualities.

37. Pink Lotus Extract

Ancient lotus flowers have long been connected to India's history, culture, religion, classical literature, arts, and crafts. It should come as no surprise that the lotus is India's national flower. Numerous mythical tales, epics, religious texts, Sanskrit literature, and historical accounts all contain descriptions of the flower. The cross section of a lotus flower even served as the inspiration for Mane Kancor's emblem.

Our Pink Lotus Absolute is produced through the solvent extraction of Pink Lotus Concrete from *Nelumbo Nucifera* flowers. Soft and alluring is the sticky, molasses-like, reddish-brown Absolute of Pink Lotus. So, it should come as no surprise that the lotus has long been cherished as a sacred image of devotion and enlightenment.

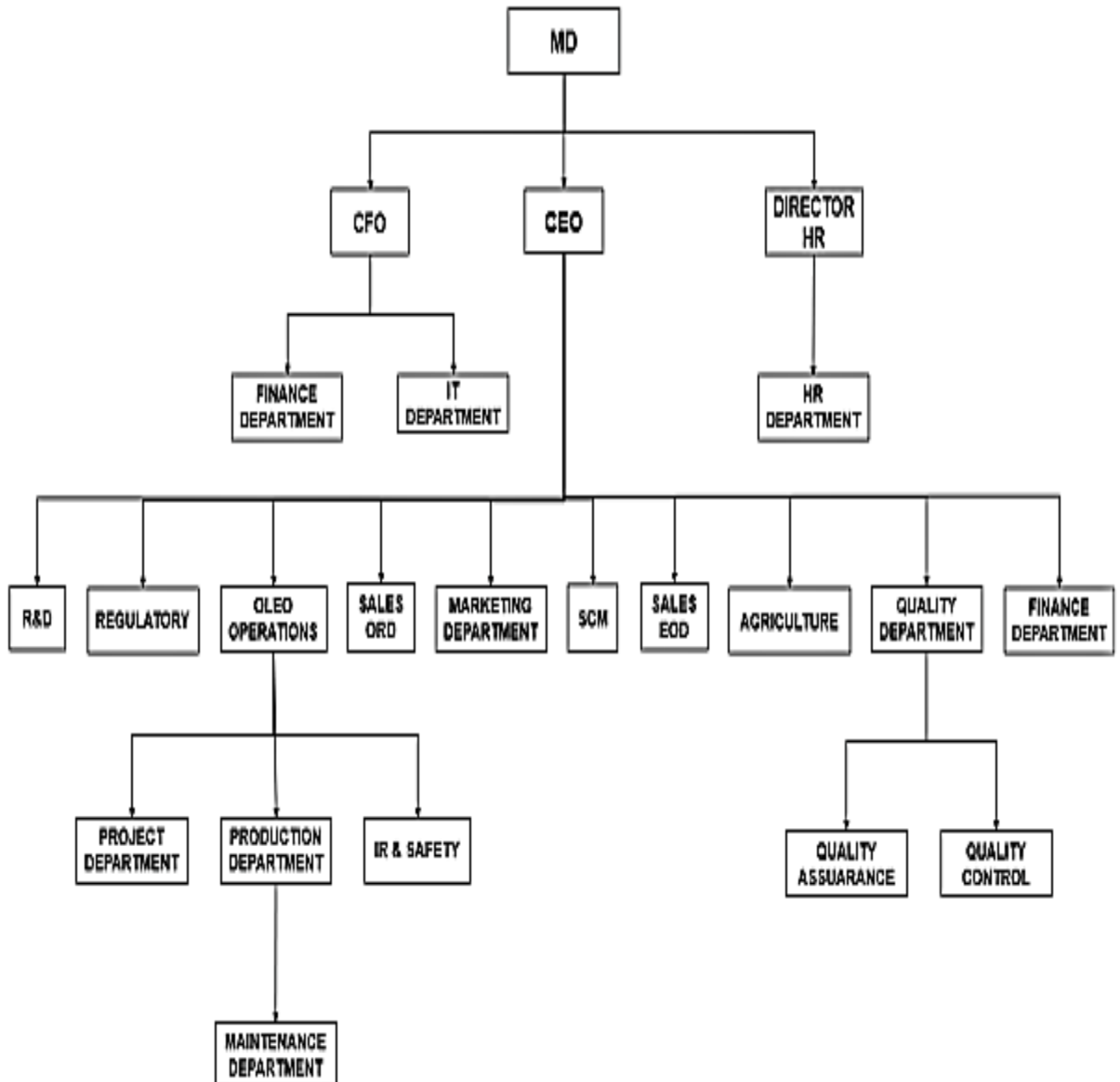
38. Mimosa Extract

Mimosas are members of the Acacia plant family, which also yields cassie's essence. Flowers on acacias have a pleasant scent. *Acacia decurrens* var. *dealbata* and *Acacia farnesiana* are the only two species utilised in fragrance. Our mimosa concrete and mimosa absolute are made by solvent extracting the *Acacia Decurrens*'s flora. These are frequently employed in aromatherapy, cosmetics, and fragrance.

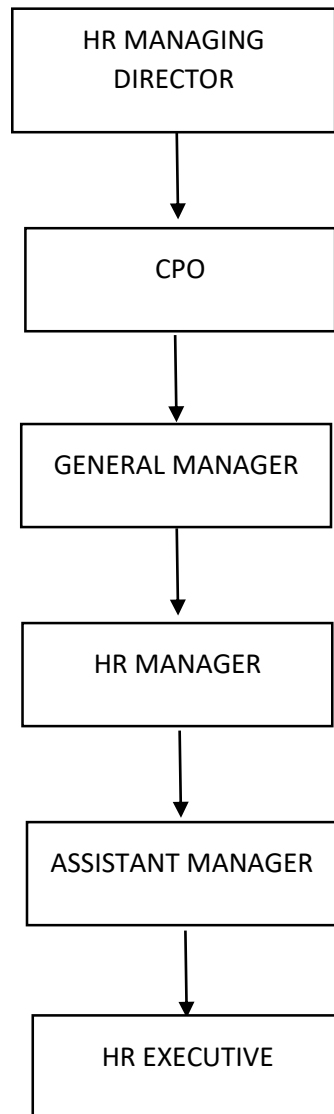
39. Ajowan Essential Oil

A Popular annual herb belonging to the Apiaceae family is ajowan. Popular in Indian cooking, this spice. *Trachyspermum ammi* L.'s dried seeds are steam-distilled to produce the essential oil of ajowan. The substance is liquid and ranges in colour from pale yellow. To brownish yellow. It smells cyminic, as is typical, with a thymolic aftertaste. Gama terpinene P-Cymene and Thymol are the two main ingredients of ajowan oil. Mostly, the product is utilised in flavour preparations. Ajowan essential oil, derived from the steam distillation of the dried seeds of *Trachyspermum ammi* L., is renowned for its aromatic and flavorful properties within the culinary world, particularly in Indian cuisine. Belonging to the Apiaceae family, ajowan is an annual herb whose seeds yield a liquid essential oil ranging in color from pale yellow to brownish yellow. The oil is characterized by its distinctive aroma, reminiscent of cumin but with a stronger thymolic undertone. Its flavor profile is dominated by components such as gamma-terpinene, p-cymene, and thymol, which contribute to its spicy, herbal, and slightly bitter taste. Ajowan essential oil finds extensive use in flavor preparations, where its robust flavor enhances dishes ranging from curries and spice blends to breads and pickles. Beyond its culinary applications, ajowan oil is valued for its potential health benefits, including antimicrobial properties and digestive aid qualities, making it a versatile ingredient in both traditional and modern medicinal practices.

ORGANISATIONAL STRUCTURE



HR DEPARTMENT STRUCTURE



LIST OF DEPARTMENTS

(i)MARKETING DEPARTMENT:

Marketing department is responsible for planning, directing and controlling the Marketing activities. The basic goal of marketing is satisfaction of needs of customers and generation of revenue for the business. The main responsibilities of this department are;

1. Business generation to targeted level. (sales forecasting, order booming, market development, enquiry generation, publicity and advertising support.)
2. Collection of payment.
3. Coordination with the departments and ensure customer satisfaction by adherence to Time.
4. Coordination with the administration and accounts in factors like budgeting.
5. Promotion of products through worldwide food exhibitions, Advertising in Nutraceutical journals etc.
6. Product stocking and packaging
7. Advising the R & D department to develop related products according to customer requirements and suggestions.

It is a B2B company where there is no retail customer, it's a business 2 business marketing takes place. The sales within the country are done by the local sales division. The sales abroad are done by the export division. These two are the controlled by the manager and assistant manager in each division and they are supported by executives. More than 80% of the cost of product is contributed by the raw materials. Chilly is being collected from Andra Pradesh, Karnataka and pepper from Sree Lanka, Indonesia, and Vietnam 14 etc. The company which buys raw materials at the cheapest price is more competent. Maximum raw material is brought at their crop season. Price fluctuations an important factor which affects the demand for industries requiring large volume of products. Annual contracts are maintained, for example for chilly the crop season is from January to say. More actual users engage in contracts and the company is liable to keep same price throughout the contract.

For biggest buyers the company provides 5-10% discount. In short company which has better stock position gains more. Kancor also has global warehouse, two in USA and Tao in Europe. The sales revenue is mainly through direct selling, 80% of transportation is through sea ship and 20% through air flights.

(ii) HUMAN RESOURCE DEPARTMENT

Kancor believes that human resource is their core strength. They will ensure that their people are continuously enriched in their competencies and shall grow together with the company. Kancor provide equal opportunities to all employees and all qualified applicant for employment without regard to their raise, caste, religion, colour, ancestry, marital status, sex, age, nationality, disability and veteran status. Kancor pay special attention to assign, monitor and provide feedback on tasks. Objectives and goals set for all individual in line with company's business requirement and facilities long term sustainable personal growth. Human Resource Department is the part of total management of an organisation which specially deals with the human resources in respect of their talent acquisition, Training and Development, Performance management system, Succession Planning, Computer mapping, Organisational developing initiatives.

Hr Functions

The main functions of the HR department involve

- ❖ Manpower planning
- ❖ Recruitment
- ❖ Selection
- ❖ Performance appraisal
- ❖ Training and development
- ❖ Welfare Measures
- ❖ Statutory/Licensing Activities

(iii) INDUSTRIAL RELATIONS DEPARTMENT

The workers managed by Industrial Relations Department are of two types ,permanent or plant workers (Currently 79) and Casual or workers (Currently 75). Three trade unions exist in Kancor. CITU, INTUC, BMS is the association of permanent workers and INTUC is the association of casual workers. 15 FUNCTIONS are:

- Keep smooth relations with the union.
- Have regular meetings with committee.
- Negotiation.
- Worker's safety.
- Keep industrial discipline.
- Industrial democracy.
- Issuing letters to workers.
- Handle legal issues.

(iv) PROJECT DEPARTMENT

Infrastructure is an important factor for a company as well for the country. Project department acts as the initiator for any development of the company. It is important that specific time target is given to the department and the vision of the department is to complete it at the right time. Initially such a department was not there within the organisation. It was originated in the year 2010 for the organized and the well-structured working of the company. "Project department is connected to R and D department. Whatever R and D does in lab is replicated by the department. Ongoing projects are monitored continuously and try to complete the projects on time. The workers for the construction of new projects are sourced from outside which are not permanent employees of the company i.e., contract workers. After the completion of projects, it is tested in the natural environment and then if all the parameters are okay then it is commissioned.

(v) QUALITY CONTROL & QUALITY ASSURANCE DEPARTMENT QUALITY CONTROL

Quality control department compare the quality of finished products as that with the expected requirements. The department analyses the final product. The marketing department provides information regarding the customer's requirement on certain product and quality control department will be checking whether the products meet the requirements customers and give the feedback QUALITY ASSURANCE KANCOR aims at meeting customers' expectations for service and quality. Company products are kosher certified and packing UN approved. All the functions of the department are according to the ISO standard system. In addition to these other equipment's used for quality assurance are electronic balance, heating mantels, hot plates, rota vapor etc. The quality assurance department assures the quality of raw materials, chemicals, solvents, additives, packing materials, processing vessels, process etc

(vi) PRODUCTION DEPARTMENT

The production department is the most vital one as regards KANCOR. Both management and staff worker facilities here and they maintain needs of customer's satisfaction. This department is inter-linked with commercial and personnel department. The department has the function like crude manufacturing, maintaining efficiency in production and manpower management related to the production etc., The basic work of this department as complimented with plants installed in the site. Production process in KANCOR extends to sourcing raw materials, cleaning and grinding them, extraction, distillation, isolation and purification, standardization of extracts, granulation and formulation of special blends and products. The production department at KANCOR plays a pivotal role in ensuring operational excellence and meeting customer satisfaction through efficient manufacturing processes. Integrated closely with the commercial and personnel departments, it oversees a range of critical functions aimed at delivering high-quality spice extracts and products. At the core of its operations, the production department manages the entire lifecycle of spice extraction and processing. This begins with meticulous sourcing of raw materials, where the department ensures adherence to quality standards and sustainability practices in collaboration with procurement and quality assurance teams. Once sourced, the raw

materials undergo thorough cleaning and grinding processes to prepare them for extraction. The extraction phase utilizes advanced techniques such as supercritical fluid extraction (SFE) or solvent extraction to extract essential oils, oleoresins, and bioactive compounds from the raw materials. This step is crucial in preserving the potency and purity of the extracts, which are essential for maintaining the desired flavor profiles and functional properties in the final products. Following extraction, the production department oversees distillation, where volatile components are separated and collected to enhance the aroma and sensory characteristics of the extracts. Isolation and purification processes then refine the extracts to achieve consistent quality and efficacy, meeting stringent industry and regulatory standards. Standardization of extracts ensures uniformity in product specifications, allowing KANCOR to meet the diverse needs of its customers across various industries including food, beverages, pharmaceuticals, and cosmetics. The department also specializes in granulation and formulation of special blends and customized products, leveraging its expertise to create innovative solutions tailored to specific customer requirements.

(vii) FINANCE DEPARTMENT

In a large spice extraction industry, the finance department plays a critical role in managing the financial health and strategic direction of the organization. Its primary functions encompass financial planning, analysis, and management, ensuring the company's fiscal stability and growth. The department oversees budgeting processes, aligning financial resources with operational needs and strategic objectives. It conducts financial forecasting and risk assessment to guide decision-making, optimizing resource allocation and capital investment decisions. Additionally, the finance department is responsible for financial reporting and compliance, ensuring adherence to regulatory requirements and industry standards. It prepares accurate and timely financial statements, providing transparency to stakeholders including investors, regulators, and internal management. Financial controls and internal audits are implemented to safeguard assets, mitigate risks, and uphold corporate governance principles. Strategic financial management involves evaluating investment opportunities, mergers and acquisitions, and capital structure optimization. The department collaborates closely with other functional areas such as operations, sales, and

procurement to streamline financial processes, enhance cost efficiency, and support strategic initiatives. Overall, the finance department's role is integral to driving sustainable growth, profitability, and long-term success in the competitive spice extraction industry.

SWOT Analysis of Mane Kancor

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. It is a strategic planning tool used to assess the internal and external factors that can impact a company's performance. SWOT analysis is a strategic planning tool used by businesses to assess their internal strengths and weaknesses, as well as external opportunities and threats. It provides a structured framework for understanding the factors that impact a company's performance and competitiveness in the market. Strengths refer to internal capabilities and resources that give the company a competitive advantage, such as strong brand equity, innovative products, or efficient operational processes. Identifying and leveraging these strengths allows businesses to capitalize on their core competencies and differentiate themselves from competitors. Weaknesses are internal factors that limit or hinder the company's growth potential, such as outdated technology, high production costs, or lack of market expertise. Recognizing weaknesses enables organizations to address operational inefficiencies, improve resource allocation, and enhance overall performance. Opportunities are external factors that present favorable circumstances for growth and expansion, such as emerging market trends, technological advancements, or favorable regulatory changes. By seizing opportunities, businesses can diversify their product offerings, enter new markets, or enhance their competitive position. Threats are external factors that pose risks or challenges to the company's profitability and market position, including competitive pressures, economic downturns, or regulatory uncertainties. Identifying threats allows organizations to develop contingency plans, mitigate risks, and adapt their strategies to navigate uncertainties effectively. Overall, SWOT analysis provides valuable insights into a company's strategic position, guiding decision-making and enabling businesses to capitalize on strengths, address weaknesses, capitalize on opportunities, and mitigate threats to achieve sustainable growth and competitive success.

Here's how the SWOT analysis could be applied to Mane Kancor:

Strengths:

Established Brand: Mane Kancor may have a strong brand presence in the flavor and fragrance industry.

Diverse Product Portfolio: The company may offer a wide range of flavor and fragrance products, catering to various industries.

Technological Expertise: Mane Kancor may possess advanced research and development capabilities, leading to innovative products.

Global Presence: The company may have a widespread international presence, accessing various markets.

Strong Customer Relationships: Mane Kancor may have long-standing relationships with key customers.

Weaknesses:

Dependency on Key Customers: The company may be reliant on a few major customers for a significant portion of its revenue, making it vulnerable to their business fluctuations.

Limited Geographic Reach: Mane Kancor might face challenges in entering or expanding into certain markets due to regional restrictions or competition.

Product Concentration: The company may have a heavy reliance on certain flagship products, making it susceptible to changes in demand or competition.

Opportunities:

Growing Flavor and Fragrance Market: Mane Kancor could capitalize on the increasing demand for natural and innovative flavors and fragrances globally.

Expansion into Emerging Markets: There may be opportunities for Mane Kancor to enter and expand in emerging markets with untapped potential.

Diversification of Product Offerings: The company could explore the development of new product lines or applications beyond flavors and fragrances.

Acquisitions and Partnerships: Mane Kancor could consider strategic acquisitions or partnerships to expand its market presence or enhance capabilities.

Threats:

Intense Competition: The flavor and fragrance industry may have numerous competitors, posing a threat to Mane Kancor's market share.

Fluctuating Raw Material Prices: Changes in the prices of key raw materials may impact the company's production costs and profitability.

Regulatory and Compliance Challenges: Mane Kancor could face hurdles due to changing regulations and compliance requirements in different regions.

Economic and Political Instabilities: Global economic downturns or geopolitical uncertainties may affect the company's operations and market access.

CHAPTER II
LITERATURE REVIEW &
THEORITICAL FRAMEWORK

2.1 Literature Review

A literature review or narrative review is a type of review article. A literature review is a survey of scholarly sources on a specific topic that presents the current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources and do not report new or original experimental work. It is most often associated with academic-oriented literature; such reviews are found in academic journals. A narrow-scope literature review may be included as part of a peer reviewed journal article presenting new research, serving to situate the current study within the body of the relevant literature and to provide context for the reader. In such a case, the review usually precedes the methodology and results sections of the work. The purpose of a literature review is to provide a review of writings on the given topic in order to establish the reviewer's own position in the existing field of scholarship on that topic. A literature review provides a reader with a comprehensive look at previous discussions prior to the one the reviewer will be making in his/her own research paper, thesis, or dissertation.

R.Aulia, Y Yulihhasri, H Lukito(2024).The Influence of quality of work life and knowledge management on organizational citizenship behaviour with job satisfaction as a mediating variable. This study investigates the factors influencing Organizational Citizenship Behavior (OCB) in the workplace, focusing on the roles of quality of work life and knowledge management, with job satisfaction serving as a mediating variable. Conducted among 66 employees of the Secretariat of the Pasaman Barat Regency DPRD, the research employs descriptive statistical analysis and factor description using SmartPLS 4.0. The findings reveal that both quality of work life and knowledge management positively and significantly influence OCB. Additionally, these factors positively and significantly impact job satisfaction, which in turn has a positive and significant effect on OCB. Job satisfaction is also found to be a significant mediator in the relationships between quality of work life and OCB, as well as knowledge management and OCB. These results underscore the importance of fostering a high quality of work life and effective knowledge management practices to enhance job satisfaction and, consequently, OCB among employees.

Alex Aruldoss, Kellyann Berube Kowalski, Satyanarayana Parayitam *Journal of Advances in Management Research*, 2021. The relationship between quality of work life and work-life-balance mediating role of job stress, job satisfaction and job commitment: evidence from India, This study investigates the relationship between Quality of Work-Life (QWL) and Work-Life Balance (WLB) among 445 respondents in a cosmopolitan city in southern India. It utilized a structured survey and hierarchical regression analysis. Key findings include QWL being negatively associated with job stress, and positively associated with job satisfaction and job commitment. Additionally, job stress negatively impacts WLB, while job satisfaction and job commitment positively influence it. The study reveals that job stress, job satisfaction, and job commitment partially mediate the QWL-WLB relationship. Limitations include reliance on self-report measures, with efforts made to minimize biases. The study underscores the importance for managers to prioritize QWL and WLB for organizational effectiveness, potentially benefiting society by promoting work-life balance. It offers novel insights into these dynamics, marking a significant contribution to the HR management literature in India.

S.Purushothaman, S Harini, S Praveen, Haleema, Hariharan K(2021). Quality of Work Life (QWL) is essential for ensuring that individuals can meet their personal needs while employed, influencing satisfaction, motivation, involvement, experience, and commitment. Research into QWL focuses on understanding the current scenario among employees and identifying measures to improve it. A study utilized a descriptive research design and convenience sampling method with a sample size of 100, analyzing data through tools such as chi-square, ANOVA, and correlation analysis. The main objective was to identify factors affecting employees' QWL, assess their satisfaction with welfare activities, and evaluate career development opportunities provided by employers. Findings suggest that organizations should prioritize enhancing QWL by addressing key areas identified through the research. This involves understanding the reasons behind employee dissatisfaction and implementing targeted improvements to foster a more supportive and fulfilling work environment.

T.A Judge, Shuxia Zhang, David R Glerum(2020). Job satisfaction remains a central focus in Industrial and Organizational Psychology due to its significant role in predicting organizational effectiveness. This chapter provides a comprehensive review of job satisfaction literature. It begins with the history and evolution of the construct, followed by a discussion on various measurement paradigms and considerations. The chapter then examines the antecedents (dispositional, contextual, and event-based) and outcomes (performance, effectiveness, organizational citizenship behavior, counterproductive work behavior, and withdrawal) of job satisfaction. It concludes by suggesting future research directions, emphasizing theory elaboration and the role of affect, and highlighting the importance of justice perceptions in predicting job satisfaction. The chapter underscores the importance of job satisfaction in fostering loyalty and advocacy among employees, particularly in today's high-turnover environment.

Effat Jahanbani , Mostafa Mohammadi, Najmeh Noori Noruzi, Fatemeh Bahrami(2018): The quality of working life (QWL) is increasingly considered in organizations interested in job satisfaction (JS) and enhancing organizational effectiveness. Objective: The current study aimed at investigating the QWL and JS in the employees of health centers in Ahvaz, Iran. the Walton QWL questionnaire scored 72.95 and the JS survey scored 126.08 were in the moderate level in the current study. There was a significant relationship between QWL and JS ($P = 0.00$). Moreover, there was a significant relationship between JS and all components of QWL ($P = 0.00$). The highest and lowest correlation was related to social cohesion (0.539) and safe environment (0.212), respectively. Results of the regression analysis showed that the QWL explained 39.6% of the variance affecting the JS ($R^2 = 0.396$, $P = 0.00$). Among the dimensions of QWL, growth and security ($\beta = 0.190$, $P = 0.03$), rule of law ($\beta = 0.277$, $P = 0.00$) and social cohesion ($\beta = 0.321$, $P = 0.00$) explained the variance affecting the JS significantly. Due to the highest correlation between JS and social cohesion, superintendent of health centers should strive to increase the JS through development of teamwork, respect, and group decision-making.

Nurma Asri Asharini, Suhatmini Hardyastuti, and Irham Irham (2018) “Madubaru PG-PS Madukismo” investigates the impact of quality of work life (QWL) and job satisfaction on employee performance in a sugar factory in Indonesia. The study found that QWL did not have a direct impact on employee performance, but it did have an indirect impact through job satisfaction. In other words, employees who were more satisfied with their work life were more likely to perform better. The study also found that job satisfaction had a direct impact on employee performance. This suggests that employees who are more satisfied with their jobs are more likely to be motivated and engaged, which can lead to better performance

Archana.G.Nemmanimar, Dr. Madhuri S Dashpande(2016). This paper reviews the existing literature on job satisfaction among hospital employees, highlighting the importance of satisfied employees for productivity, commitment, and reduced turnover. The health care sector, being highly people-centric, is rapidly growing, and ensuring employee job satisfaction is crucial for effective health service delivery. The review identifies gaps and explores various factors influencing job satisfaction, revealing that besides monetary benefits, motivational factors such as recognition, autonomy, achievement, and opportunities for growth and development are positively correlated with job satisfaction. This comprehensive literature review aims to provide insights into enhancing job satisfaction among hospital employees.

Fatihe Kermansaravi, Ali Navidian, Shahindokht Navabi Rigi, and Fariba Yaghoubinia(2015) : According to study results, quality of work life has the predictability of job satisfaction of faculty members and can be effective in improving their job satisfaction. Thus; job satisfaction can be improved through the changing and manipulating of the quality of work life components. The universities can increase the job satisfaction in faculty members through the proper program such as monetary and non-monetary rewards, creating opportunity for optimal use of faculty’s abilities and skills, payment pattern according to the teachers’ quality and quantity performance and community situations, fellowships and creating opportunities for faculty participation in decision making. Also, it is recommended that some interventions should be planned concerning the improving quality of work life and its efficiency should be evaluated.

Fatehi , Karimi.A (2015) The objective of this study was the effect of quality of work life on the job satisfaction of physical education teachers in the education sector from Urmia. This research method is descriptive-correlational. The population of this study consisted of physical education teachers in the Department of Education from Urmia. The purification sample consisted of 225 individuals according to the Morgan table. Data were collected using the Walton-administered Work Quality of Life Questionnaire and the Minnesota Job Satisfaction Questionnaire. The validity of the questionnaire was approved by 12 business educators, and the reliability of the questionnaire was approved using Cronbach's alpha. The data analyzed using SPSS-20 Software were collected in two separate stages for descriptive statistics and indicative statistics (Pearson correlation coefficient, multiple regression). The results showed that there is a meaningful and positive relationship between the quality of work-life dimension and job satisfaction among physical education teachers in the education department from Urmia

Jarrod M. Haar, Marcello Russo, Albert Suñe , Ariane Ollier-Malaterre(2014).Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures, :This study explored how work-life balance (WLB) influences individual outcomes across diverse cultural backgrounds. Analyzing data from 1416 employees across Malaysian, Chinese, New Zealand Maori, New Zealand European, Spanish, French, and Italian populations, it found that WLB positively correlated with job and life satisfaction while inversely correlating with anxiety and depression across all cultures. Additionally, the study revealed that cultural factors such as individualism/collectivism and gender egalitarianism moderated these relationships, emphasizing the importance of considering cultural context in understanding the impact of WLB on employee well-being.

Heydar Mohammadi, Mohsen Ameri Shahrabi(2013).The study uses a standard questionnaire and distributes it among all 86 full time employees of two governmental agencies in Iran, Supreme Audit Court and Interior Ministry, and Cronbach alphas has been calculated as 0.92. The main hypothesis of this survey considers the relationship between job satisfaction and quality of work life and there. There are also eleven sub-hypotheses associated with this survey including fair and sufficient payment, safe and healthy work

conditions, equal job opportunities, rule of law, service training, integration and social cohesion, human development capabilities, organizational structure, delegation of authority, job satisfaction and employee participation. The results of survey have confirmed that there were some meaningful relationships between the quality of work life on job satisfaction in both organizations.

Jerome (2013), in his study, examines the quality of work life of employees at Jeppiaar Cement pvt ltd, Perambalur. The researcher studies the various factors that influence the quality of work life viz compensation safety and healthy working condition opportunities for use and development of skills and abilities, work environment social relationship, welfare measures job satisfaction and overall quality of work life. From the study, the researcher concludes that the quality of work life contributes to the worker's performance holistically, and the majority of the respondents were in high levels of job satisfaction.

R.Amsaveni, Ilavarasi(2013).Job satisfaction among women workers in tea estates in the Nilgiris District, Tamil Nadu, is a significant area of study due to its impact on employee behavior and productivity. A study examining this revealed a notable relationship between demographic factors and health-related issues affecting job satisfaction. The majority of respondents were illiterate and primarily engaged in tea leaf plucking, a major revenue-generating activity for the estates. Key factors influencing job satisfaction included work allotment and relationships with colleagues, support and reward, a safe environment, compensation, and opportunities for training and development. Conversely, dissatisfaction stemmed from issues related to disability, poor workplace environment, inadequate pay and conveyance, and unsuitable work timings. Addressing these areas through targeted interventions could enhance job satisfaction and overall well-being among women workers in this crucial sector.

Shalini Sheel Bhawna Khosla Sindhwani, Shashank Goel, and Sunil Pathak (2012), together presented an article regarding Quality of work life, Employee performance, and Career Growth Opportunities- A literature review. They discussed the model given by various authors like Walton, Hackman and Oldham, Taylor, war & colleagues, Mirvis & Lawlyer, Baba & Jamal Ellis, etc. They conclude that in the post scenario, HR managers have to struggle with presenting staff morale and job satisfaction. In this scenario, high

Quality of work life is essential for an organization to continue to attract and retain employees.

MN Kabir, MM Parvin(2011).The pharmaceutical sector is crucial for economic development, and this study evaluates job satisfaction among employees in various pharmaceutical companies. It highlights the importance of factors such as salary, work efficiency, supervision, and coworker relations in contributing to job satisfaction. The study finds that overall job satisfaction is positive, but job security concerns due to stock fluctuations cause apprehension among employees. The research underscores the significance of working conditions, pay, promotion, job security, fairness, and relationships with coworkers and supervisors in affecting job satisfaction. It aims to identify issues and provide suggestions to improve job satisfaction in the pharmaceutical industry.

Reddy& Reddy (2010). Quality of work life of employees in small scale industries: Reddy and Reddy (2010) examine QWL in small-scale enterprises and offer an extensive evaluation methodology customized for this industry. Their research highlights the particular difficulties faced by workers in small-scale enterprises, including scarce resources, worries about job security, and problems juggling work and personal obligations. The model put forth by the authors assesses QWL in terms of a number of factors, such as working conditions, pay, job satisfaction, chances for career advancement, and work environment. According to the study, increasing QWL in small-scale enterprises can have a major positive impact on worker retention, productivity, and satisfaction. For small-scale industry managers, Reddy and Reddy's approach offers insightful information by highlighting the necessity of focused strategies to address particular QWL elements in order to promote a positive and fulfilling work environment.

Ganguly R, (2010) A study on the university employees revealed that there is a positive relationship between job satisfaction and QWL dimensions. QWL significantly 12 contributes towards increasing the job satisfaction or dissatisfaction depending upon the employee's negative or positive perception of QWL dimensions. Faculty members indicated positive job satisfaction and would continue to stay in the same job only if they have opportunity for growth and development along with organizational prestige, financial

factors. In this direction the major cause of disgruntlement was found to be advancement opportunity, organizational prestige and financial factors

Huang, Tung-Chun; Lawler, John; Lei, Ching-Yi (2007). The Effects of Quality of Work Life on Commitment and Turnover Intention Huang, Lawler, and Lei (2007) investigate the relationship between employee commitment and turnover intentions and Quality of Work Life (QWL). Their research shows a strong correlation between reduced turnover intentions and increased organizational engagement when there is a high QWL. A number of important QWL criteria were evaluated, including pay, work-life balance, job stability, and chances for both professional and personal development. According to the authors, workers with greater QWL are more likely to be loyal to their company and are less likely to look for work elsewhere. This relationship emphasizes how crucial it is for businesses to spend money on raising QWL in order to increase employee loyalty and retention. The research of Huang, Lawler, and Lei sheds important light on the tactical function that QWL plays in developing a dependable and committed workforce.

M. Joseph Sirgy, David Efraty, Phillip Siegel & Dong-Jin Lee, (2001): A new measure of quality of work life (QWL) based on need satisfaction and spillover theories: A innovative method of measuring Quality of Work Life (QWL) through the lens of need satisfaction and spillover theories is presented by Sirgy, Efraty, Siegel, and Lee (2001). Their concept measures the degree to which employees' needs are satisfied in professional, personal, and family life, among other life domains. This allows for an assessment of QWL. The authors contend that employees' quality of life is improved when they are satisfied in these areas, which has a knock-on effect on total life satisfaction. Key needs including safety and health, family and financial needs, social needs, esteem needs, actualization needs, knowledge needs, and aesthetic requirements are all identified by the model. The measure emphasizes the connection between work and personal life and offers a holistic view of QWL by fully addressing these demands. The study emphasizes how crucial it is to design workspaces that satisfy these needs.

T.A Judge & J.E. Bono (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction

and job performance: The study by Judge and Bono looks at the connection between job happiness and performance and the core self-evaluations (CSE) attributes of self-esteem, generalized self-efficacy, locus of control, and emotional stability. According to the research, people who possess more CSE qualities generally report feeling more satisfied with their jobs and doing their jobs more effectively. More specifically, job satisfaction and performance are strongly correlated with self-esteem and generalized self-efficacy, although there are lesser but still significant correlations with locus of control and emotional stability. These results emphasize the significance of individual differences in forming attitudes and actions connected to the workplace, highlighting the part that self-perceptions play in affecting outcomes linked to the workplace. Our knowledge of how personality traits affect job satisfaction and performance in organizational contexts has been enriched by Judge and Bono's work.

K.Danna & R.W Griffin, (1999). Health and well-being in the workplace: A review and synthesis of the literature: In "Health and Well-Being in the Workplace," Danna and Griffin (1999) offer an extensive analysis and synthesis of research on the subject of how employees' health and well-being are affected by their Quality of Work Life (QWL). The authors define several aspects of work-life balance (WWL), such as work-life balance, work environment, organizational regulations, and job characteristics, and they examine how these aspects affect both mental and physical health. The analysis emphasizes that while high QWL is linked to better health outcomes, higher job satisfaction, and enhanced general well-being, low QWL can cause stress, burnout, and a host of other health problems. Danna and Griffin stress the significance of using all-encompassing strategies to improve QWL in order to support a more robust and effective workforce.

P.E Spector(1997).Job Satisfaction: Application, Assessment, Causes, and Consequences: Spector's extensive research offers a thorough analysis of job satisfaction, addressing its application, methods of assessment, underlying reasons, and outcomes. He highlights the complex relationship between job satisfaction and contends that it is impacted by a number of variables, including tasks, management, co-workers, and organizational rules. In his discussion of measuring job satisfaction, Spector emphasizes the significance of utilizing

genuine and trustworthy assessment instruments in order to fully convey the intricacy of the subject. In addition, he examines the individual variations, work attributes, and organizational aspects that contribute to job satisfaction. In his final section, Spector talks about the effects of job satisfaction on worker productivity, attrition, and wellbeing. For scholars and professionals looking to comprehend and enhance work satisfaction in organizational settings, his work offers insightful information.

D.A Nadler & E.E Lawler, (1983). *Quality of Work Life: Perceptions and Direction* The notion of Quality of Work Life (QWL) and its implications for companies are examined by Nadler and Lawler (1983). They stress how crucial it is to comprehend how workers view QWL and how these views may affect organizational results. The authors emphasize that QWL is flexible and can be interpreted differently depending on the circumstances of an organization. They contend that higher job satisfaction, organizational commitment, and general well-being are linked to good QWL perceptions, which in turn promote productivity and performance. firms that prioritize QWL are more likely to achieve sustained success and keep a competitive edge in the market, according to Nadler and Lawler's work, which highlights the necessity for firms to actively manage QWL in order to align with employees' expectations and values.

J.R Hackman & G.R Oldham (1976). *Motivation through the Design of Work: Test of a Theory.* Hackman and Oldham (1976) provide a thorough philosophy of job design with the goal of inspiring workers in their groundbreaking work. They contend that creating occupations that are demanding, important, and offer chances for skill advancement and autonomy is the key to raising motivation. The five primary job features identified by the authors—skill variety, task identity, task significance, autonomy, and feedback—are outlined in the Job Characteristics Model. Their idea states that jobs including these qualities are more likely to result in higher performance, satisfaction, and motivation levels among employees. The study by Hackman and Oldham presents a theoretical framework for comprehending how work design might affect employee behavior. It also has practical implications for companies looking to improve job satisfaction and employee engagement through job design interventions.

E.A Locke (1976). The Nature and Causes of Job Satisfaction: In-depth research on the nature and reasons of job happiness, Locke's foundational work provides insights into what drives people in their professional responsibilities. According to his theory, an individual's level of job satisfaction is based on how closely their expectations and reality align. Locke presents the Discrepancy Theory, which postulates that the perceived discrepancy between an individual's expectations and their actual employment experience influences job happiness. He also talks about the Role Theory, which highlights how effectively a job satisfies a person's role expectations. Locke's study underscores the intricate nature of job happiness, positing that it is impacted by a multitude of aspects such as job attributes, personal variances, and external situations. His research has played a significant role in influencing how we perceive job satisfaction and how it affects organizational behaviour.

R.E Walton(1973). Quality of Working Life: What is it?: This seminal work outlines the concept of QWL and provides a framework for its assessment within organizations.

Richard E. Walton (1973) established the fundamental framework for comprehending and evaluating Quality of Work Life (QWL) within businesses in his landmark work "Quality of Working Life: What is it?" According to Walton, QWL is the extent to which work settings enhance workers' general life satisfaction and well-being. He outlines eight essential dimensions that are necessary to assess quality of work life (QWL): fair and sufficient remuneration; safe and healthy working conditions; immediate opportunity to utilize and develop human capacities; future opportunity for growth and security; social integration within the workplace; workplace constitutionalism; work and overall life space; and the social relevance of work life. Walton's approach highlights that QWL encompasses more than just job satisfaction and takes into account larger features of the workplace and how they affect personal life.

F. Herzberg, B Mausner, & B.B Snyderman, (1959). The Motivation to Work:

The two-factor theory of motivation, which differentiates between elements that lead to job satisfaction and those that lead to dissatisfaction, is introduced in the groundbreaking work by Herzberg, Mausner, and Snyderman. They suggest that rather than being at opposite extremes of the same continuum, pleasure and dissatisfaction are affected by several

causes. Their theory states that while elements like company policy, supervision, interpersonal relationships, working conditions, salary, status, and security are hygienic factors that, when deficient, lead to dissatisfaction, achievement, recognition, the work itself, responsibility, advancement, and growth are motivators that lead to satisfaction. This hypothesis has greatly altered our knowledge of workplace motivation and affected management techniques all around the world.

Hoppock, R. (1935). Job Satisfaction: One of the first studies on job satisfaction, Hoppock's 1935 work set the foundation for other studies in the area. According to him, a person's emotional reaction to their work is determined by a variety of elements, including tasks, management, colleagues, and company rules. Hoppock lists several important factors that affect job happiness, including as the type of work being done, prospects for growth, acknowledgment, and connections with coworkers. His research highlights how crucial it is to take into account both internal and external variables when attempting to determine work happiness. Even though organizational psychology has changed since Hoppock's day, his early research continues to have a significant influence on how we perceive job satisfaction and how it affects both employee well-being and organizational outcomes.

2.2 THEORETICAL FRAMEWORK

The relationship between Quality of Work Life (QWL) and job satisfaction is a critical area of study in organizational behavior and human resource management. QWL refers to the extent to which employees enjoy their work environment and feel a sense of well-being and fulfillment at work. Job satisfaction, on the other hand, is a measure of how content an employee is with their job, encompassing various aspects such as work conditions, compensation, and the nature of the work itself. This theoretical framework explores the constructs, theories, and interconnections between QWL and job satisfaction. A number of important theories and concepts are integrated into the theoretical framework for investigating the relationship between job satisfaction and quality of work life (QWL) among employees in a company. According to Walton's conceptualization, quality of work life includes a number of factors, including fair and sufficient remuneration, secure and safe working environments, chances for advancement, social integration at work, and constitutionalism within the workplace (1973). Contrarily, job satisfaction is a complex concept that is influenced by a variety of elements, including individual differences, organizational culture, work environment, and job characteristics. It is based on Herzberg's Two-Factor Theory as well as Hackman and Oldham's Job Characteristics Model. While the Job Characteristics Model emphasizes the significance of task variety, autonomy, and feedback, Herzberg's theory makes a distinction between hygiene elements, which prevent unhappiness, and motivators, which increase fulfillment. According to the theoretical relationship, employees who have greater QWL report better working circumstances, supportive management, and possibilities for both personal and professional advancement. These factors all contribute to increased job satisfaction. The Social Exchange Theory, which contends that employees respond favorably to treatment and pleasant working conditions with better levels of motivation, job satisfaction, and organizational commitment, also supports this positive link. Comprehending this correlation aids establishments in formulating strategies and procedures that augment QWL, consequently cultivating a staff that is more content, driven, and efficient.

To study the level of job satisfaction, researchers often draw upon several established theoretical frameworks. Herzberg's Two-Factor Theory posits that job satisfaction and

dissatisfaction are influenced by different factors, with intrinsic motivators such as achievement and recognition enhancing satisfaction, while extrinsic hygiene factors like salary and working conditions lead to dissatisfaction. The Job Characteristics Model by Hackman and Oldham identifies five core job dimensions—skill variety, task identity, task significance, autonomy, and feedback—as crucial for fostering job satisfaction and motivation. Social Exchange Theory highlights the importance of fairness and reciprocity in the workplace, suggesting that job satisfaction is significantly influenced by employees' perceptions of fairness in their exchanges with the organization. Locke's Discrepancy Theory emphasizes that job satisfaction is a result of the comparison between expectations and actual outcomes, where satisfaction is achieved when outcomes meet or exceed expectations. Additionally, the Affect Theory of Job Satisfaction focuses on the emotional responses employees have towards their jobs, suggesting that positive emotional experiences at work are critical for enhancing job satisfaction. Utilizing these frameworks, researchers can design surveys and interviews to measure various aspects of job satisfaction and apply statistical analyses to uncover the relationships and mechanisms that underpin employee satisfaction. This approach enables the development of targeted strategies to improve job satisfaction, thereby enhancing employee motivation, retention, and overall organizational effectiveness.

Key Theories and Concept

1. Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, sometimes referred to as the Motivation-Hygiene Theory, divides components into two categories: motivators and hygiene considerations. This allows for a more comprehensive understanding of job satisfaction. This contrast contributes to the understanding of why workers could be unhappy in spite of what appear to be appropriate working conditions or, on the other hand, why they might be content in spite of certain shortcomings.

Hygiene Factors: These are external factors that have more to do with the workplace than the actual work. Salary, working environment, corporate policies, the caliber of management, job security, and interpersonal interactions are all considered hygiene issues.

Herzberg contends that although these elements may not always spur workers to improve, their lack or insufficiency may cause unhappiness. For example, low pay or a dangerous workplace can lead to unhappiness, but addressing these issues by themselves won't dramatically increase job satisfaction; they will merely keep people from becoming dissatisfied.

Motivators: These are internal elements that have a direct bearing on the type of work and its content. Achievement, acknowledgment, accountability, promotion, and the work itself are examples of motivators. These elements encourage workers to perform at higher levels and enhance job satisfaction. Employees are more likely to be satisfied with their jobs when they see opportunities for personal development and responsibility, feel appreciated for their contributions, and find purpose in their work.

QWL and Motivators: Herzberg's motivators and Quality of Work Life (QWL) components, like opportunities for professional advancement and a supportive work environment, are very compatible. Opportunities for career development offer pathways for promotion and personal development, while a supportive work environment guarantees that employees feel appreciated and acknowledged. Organizations can directly address the intrinsic needs of their workforce and increase job satisfaction and performance by improving these QWL aspects. This alignment emphasizes how crucial it is to concentrate on motivators in order to develop a contented and driven workforce.

2. Maslow's Hierarchy of Needs

According to a psychological theory called Maslow's Hierarchy of Needs, human needs are arranged in a five-tiered pyramid where each level must be met before going on to the next. This concept is very helpful in figuring out how job satisfaction is impacted by Quality of Work Life (QWL).

Psychological Needs: Basic physiological demands, such as those for food, water, and shelter, lie at the base of the pyramid. This translates into reasonable pay, cozy working quarters, and sufficient breaks in the workplace.

Safety Needs: This level covers security and safety requirements, which include benefits for health, safe working conditions, and job security. Employee anxiety reduces and they are better able to concentrate on their work when they feel safe and secure in their roles.

Social Needs: The need for interpersonal connections and a sense of belonging are included in this level. These requirements are satisfied in a workplace that values social connections, good team dynamics and a feeling of community.

Esteem needs: Having a sense of success, respect, and acknowledgment are among them. These needs are met by QWL programs that offer opportunity for meaningful employment, recognition schemes, and frequent feedback. Employee self-esteem and job happiness rise when they are treated with respect and feel valued.

Self-Actualization Needs: The desire to reach one's full potential and partake in meaningful and creative activities is self-actualization, which sits at the summit of the hierarchy. This translates into chances for challenging initiatives, room for innovation, and personal and professional growth in the workplace. Workers with high levels of job satisfaction are likely to find their employment meaningful and in line with their own objectives.

Higher-Level demands and QWL: Achieving long-term job satisfaction requires addressing these higher-level demands (self-actualization and esteem) through Quality of Work Life programs. Organizations can support employees in meeting their higher-level requirements, which will boost motivation, job satisfaction, and general well-being, by fostering an environment that encourages personal development, acknowledges accomplishments, and offers meaningful work. This all-encompassing strategy emphasizes how crucial it is to take care of demands at every level in order to develop a contented and effective workforce.

3. Hackman and Oldham's Job Characteristics Model

The Job Characteristics Model (JCM) developed by Hackman and Oldham outlines five fundamental job aspects that have a substantial impact on employees' psychological states and, in turn, their performance and job satisfaction. The skill diversity, task identity, task

relevance, autonomy, and feedback are these dimensions. Improving these aspects through efforts related to Quality of Work Life (QWL) can greatly increase job satisfaction.

Core Job Dimensions:

Skill Variety: This dimension describes the variety of tasks and abilities needed to do a profession. Diverse skill sets and talents in the workplace can reduce boredom and boost engagement. By providing opportunities for job rotation, cross-training, and continuous learning, QWL programs can improve skill diversity by enabling employees to acquire and apply a variety of abilities, increasing the stimulation and satisfaction of their work.

Task Identity: Task identity refers to the extent to which a task necessitates finishing a recognizable, entire piece of work. Employees find their employment more meaningful when they see a project through to completion. Redesigning jobs to allow employees to finish large chunks of work or entire projects can improve task identity through QWL initiatives by giving workers a sense of success.

Task Significance: This dimension focuses on how an individual believes their work affects people either inside or outside of the company. Employees are more likely to believe their work is meaningful and significant when they are aware of how their efforts impact others. By outlining the organization's goal and the part that each job plays in accomplishing it, QWL efforts can increase the significance of each activity. The importance of employees' efforts can be emphasized by showcasing testimonies or comments from those who have benefited from the organization's work.

Autonomy: The degree of flexibility and judgment that workers possess in planning their work schedules and making decisions on protocols is known as autonomy. Elevated autonomy fosters a feeling of accountability and proprietorship, ultimately resulting in heightened job contentment. Initiatives from QWL to improve autonomy could include allowing employees to choose how they want to work, giving them more control over how they do their jobs, and including them in goal-setting and problem-solving.

Feedback: How much employees are given clear, concise information about their performance is one aspect of this dimension. Good feedback increases job satisfaction by assisting staff members in understanding their performance levels and pinpointing areas

for growth. Regular performance reviews, peer review systems, and supervisors providing timely and constructive feedback are all ways that QWL initiatives can enhance feedback.

Psychological States and Outcomes

These five core job dimensions influence three critical psychological states:

1. **Experienced Meaningfulness:** Influenced by skill variety, task identity, and task significance, this state enhances engagement and job satisfaction.
2. **Experienced Responsibility:** Autonomy affects this state, with higher autonomy leading to increased motivation and commitment.
3. **Knowledge of Results:** Feedback directly influences this state, enabling employees to adjust efforts for better outcomes, leading to higher job satisfaction

By focusing on these core job dimensions and their associated psychological states, organizations can create a more satisfying and productive work environment, leading to improved employee performance and overall organizational success.

4. Social Exchange Theory (SET)

A sociological and psychological viewpoint known as Social Exchange Theory (SET) describes social behavior in terms of the sharing of resources among people or groups. SET is a useful framework for comprehending the mutually beneficial interaction between employers and employees in the workplace. When it comes to Quality of Work Life (QWL), SET indicates that a high QWL is an investment made by the company, which workers return with higher job satisfaction, loyalty, and output.

Core Concepts of Social Exchange Theory

SET posits that social interactions are based on the exchange of resources, which can be tangible (such as money or services) or intangible (such as respect or loyalty). The theory rests on several key concepts:

Reciprocity: The belief that good deeds will be returned is known as reciprocity. When businesses offer a high quality work life, employees feel forced to respond positively in the workplace by adopting good attitudes and actions.

Trust: Consistent and dependable interactions help to gradually establish trust. High QWL initiatives promote trust among staff members by letting them know that the company appreciates their well-being.

Commitment: When favorable interactions continue, both parties become more committed. Workers are more inclined to stick with a company that regularly makes investments in their quality of work life.

5. Equity Theory

Equity Theory developed by John Stacey Adams, is based on the principle of fairness and balance. It posits that employees compare their job inputs (effort, skill, experience) and outputs (salary, benefits, recognition) with those of others. When employees perceive an imbalance between their inputs and outputs compared to their peers, they may experience dissatisfaction and reduced motivation. Enhancing QWL involves ensuring equitable treatment in terms of compensation, recognition, and opportunities for advancement. Organizations can improve job satisfaction by maintaining fairness and transparency in their reward systems.

6. Cognitive Evaluation Theory (CET)

Cognitive Evaluation Theory (CET), a sub-theory of Self-Determination Theory, focuses on the impact of external rewards on intrinsic motivation and job satisfaction. CET suggests that external rewards (pay, bonuses) can undermine intrinsic motivation if they are perceived as controlling. To enhance QWL and job satisfaction, organizations should provide rewards that support employees' sense of autonomy and competence. This includes recognizing achievements, providing opportunities for skill development, and ensuring that rewards are perceived as acknowledging employees' contributions rather than controlling their behavior.

7. Goal-Setting Theory

Goal setting theory developed by Edwin Locke and Gary Latham, posits that setting specific, challenging, and achievable goals can enhance employee motivation and performance. Clear goals provide direction and a sense of purpose, leading to increased job satisfaction. For QWL, organizations should involve employees in the goal-setting process,

ensure goals are aligned with their abilities and aspirations, and provide feedback on progress. By establishing meaningful and attainable goals, organizations can enhance employees' sense of achievement and overall satisfaction.

Quality of Work Life as Organizational Investment

High QWL encompasses various aspects such as a supportive work environment, opportunities for career development, fair compensation, work-life balance, and job security. These elements are investments that signal to employees that the organization values them. This investment can take many forms:

Supportive work environment: Fostering an inclusive, upbeat work environment where staff members feel appreciated and respected is known as a supportive work environment. This entails taking care of interpersonal ties, offering assistance with mental and physical health, and making the workplace secure.

Modern organizations are increasingly recognizing the importance of work-life balance in enhancing Quality of Work Life (QWL) and job satisfaction. To achieve this balance, initiatives such as flexible work schedules, allowing employees to choose their work hours or work from home, are being implemented. Generous leave policies, including parental leave, sabbaticals, and vacation days, further support employees in managing their personal and professional lives. Additionally, Employee Assistance Programs (EAPs) offer services to help employees manage personal issues and stress, contributing to a healthier work-life balance.

Investing in employee health and well-being is another critical component of QWL. Health and wellness programs, such as gym memberships, health screenings, and wellness workshops, are being introduced to promote physical well-being. Mental health support, through counseling services, stress management programs, and mental health awareness initiatives, addresses psychological well-being. Ergonomic workspaces, designed to reduce physical strain and promote comfort, are also becoming a standard in modern workplaces.

Providing opportunities for career growth and development can significantly enhance QWL and job satisfaction. Organizations are offering training and development courses, workshops, and on-the-job training to help employees advance their skills. Mentorship programs pair employees with mentors to guide their professional development, and clear pathways for promotion within the organization are established to ensure career progression.

Practical implications for organizations include regularly assessing QWL and job satisfaction through surveys to identify areas for improvement. Focus groups and interviews provide in-depth insights into employee experiences. Implementing comprehensive QWL programs that address various aspects of the work environment, including physical, psychological, and social factors, is essential. Involving employees in the design and implementation of these initiatives ensures that they meet the needs and preferences of the workforce. Monitoring and evaluating the impact of QWL initiatives is crucial for continuous improvement. Organizations should regularly evaluate the effectiveness of these initiatives and make adjustments based on feedback and changing needs. Measuring key outcomes such as job satisfaction, employee engagement, turnover rates, and productivity helps assess the impact of QWL programs and ensures that they contribute to a supportive and fulfilling work environment.

Career development: Career development is the process of providing mentorship, training, and well-defined career tracks to enable individuals to progress professionally. Workers are more willing to put in their efforts in an organization if they believe it has a future.

Equitable Pay and Benefits: provide perks and competitive pay that recognize the achievements of the staff. This covers retirement programs, health insurance, and other benefits that raise standard of living in general.

Work-Life Balance: Putting in place measures, such flexible work schedules, remote work possibilities, and ample leave policies, that assist staff members in striking a balance between their personal and professional lives.

Job security: is the state in which workers feel comfortable in their roles, which lowers anxiety and boosts their desire to contribute to the success of the company.

Employee Reciprocity

According to SET, when employees perceive these investments, they are likely to reciprocate with:

Enhanced Job Satisfaction: Content workers are more likely to feel appreciated and supported in their roles. A high QWL indicates that workers are appreciative of the organization's efforts, which promotes pleasant emotional states and job satisfaction.

Loyalty & Commitment: Workers are more inclined to show loyalty and form a close bond with the company. This includes a lower rate of employee turnover and a higher likelihood of long-term employee retention.

Enhanced Performance: Employees are more likely to go above and beyond in their responsibilities as a result of the positive exchange, which boosts productivity and performance.

Organizational Citizenship Behaviors (OCBs): go above and above the call of duty. Examples of these behaviors include being proactive, demonstrating initiative, and assisting coworkers. Positive work environments and overall organizational success are facilitated by these activities.

Building and Sustaining Reciprocal Relationships

To maintain these reciprocal relationships, organizations must consistently invest in QWL and communicate their value to employees. This involves:

Providing regular feedback and communication guarantees that staff members feel appreciated and heard. Frequent feedback meetings and questionnaires can be used to pinpoint QWL improvement opportunities.

Reward & Recognition Systems: Promoting a culture of mutual respect and gratitude among staff members is facilitated by recognizing and honoring their achievements.

Continuous Improvement: To adjust to the evolving demands and expectations of their workforce, organizations should continually evaluate and enhance QWL programs.

A strong framework for comprehending the reciprocal nature of the relationship between high QWL and employee reactions is provided by social exchange theory. Employers may create a work environment where employees feel appreciated and are inspired to respond

with increased job satisfaction, loyalty, and performance by seeing QWL as an organizational investment. As a result, there is an increase in overall organizational success and effectiveness.

Relationships between Job Satisfaction and QWL

Studies reveal a robust positive association between work satisfaction and QWL. High QWL is connected to:

Enhanced Motivation and Productivity: Employees who have a positive work-life perception are more driven and efficient.

Reduced Turnover and Absenteeism: Contented workers are more likely to have reduced absenteeism rates and are less likely to depart the company.

Better Physical and Mental Health: Having a supportive work environment improves both physical and mental health, which raises job satisfaction levels all around.

Conclusion:

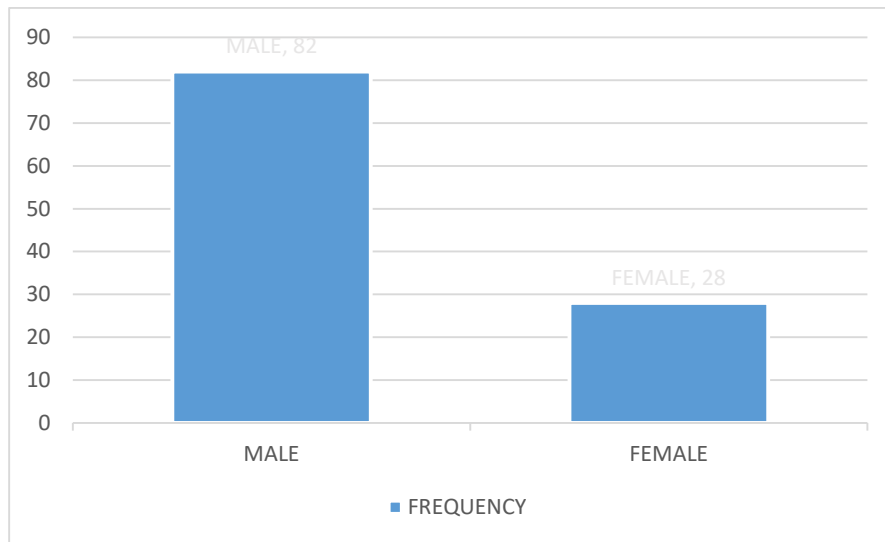
Quality of Work Life and job happiness have a complex relationship that is influenced by a range of social, extrinsic, and internal factors. Theoretical frameworks that offer important insights into how QWL can improve job satisfaction include Maslow's Hierarchy of Needs, Hackman and Oldham's Job Characteristics Model, Herzberg's Two-Factor Theory, and Social Exchange Theory. Through efforts addressing work environment, work-life balance, job security, and career development, organizations can enhance quality of work life (QWL) and subsequently improve employee well-being and organizational performance.

CHAPTER III
DATA ANALYSIS & INTERPRETATION

Table 3.1 Show the Gender of the respondent

GENDER	FREQUENCY	PERCENTAGE
Male	82	75%
Female	28	25%
Total	110	100%

Figure 3.1 Show the Gender of respondent

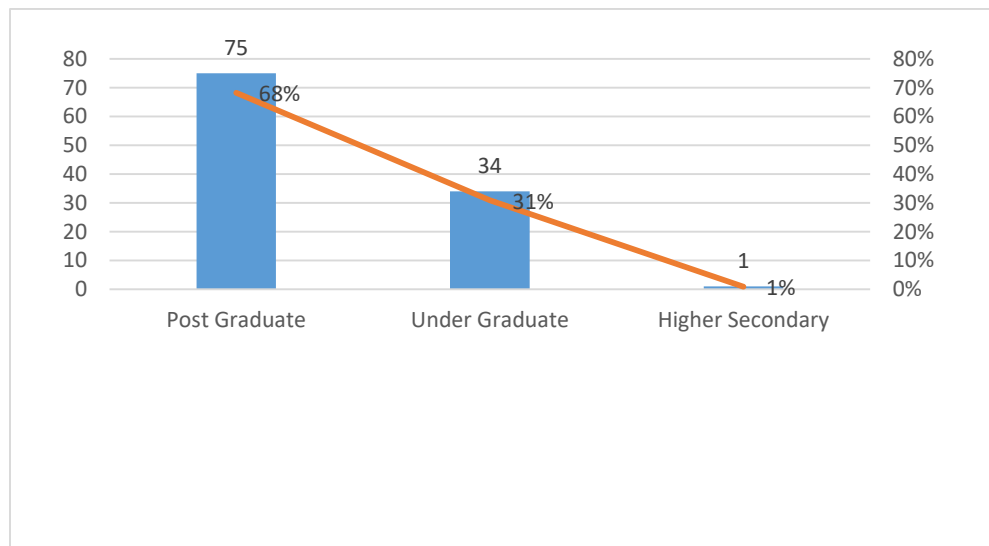


Interpretation: The findings indicate that out of the total 110 respondents, (82%) of the respondents are Male and (28%) of the respondents are Female.

TABLE 3.2 Educational Qualification

Particulars	Frequency	Percentage
Post Graduate	75	68%
Under Graduate	34	31%
Higher Secondary	1	1%
Total	110	100%

FIGURE 3.2 Educational Qualification

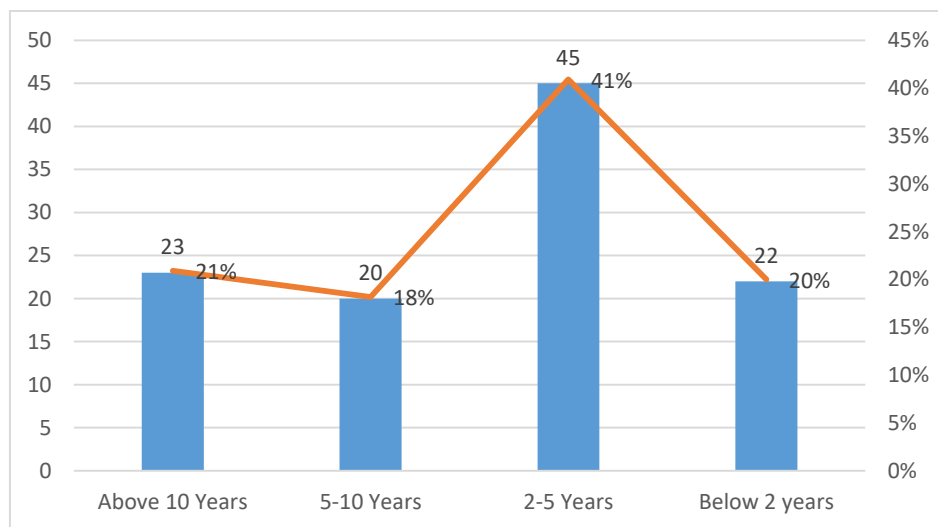


Interpretation: The above table shows that 68% respondents are Post Graduate. About 31% are Under Graduate, and 1% are Higher Secondary

Table 3.3 Work Experience

Particulars	Frequency	Percentage
Above 10 Years	23	21%
5-10 Years	20	18%
2-5 Years	45	41%
Below 2 years	22	20%
Total	110	100%

Figure 3.3 Work Experience



Interpretation: The above table shows that 41% of the respondents come are in 2-5 years of experience, 21% of the respondents are above 10 years, 20% of the respondents are below 2 years and 18% of the respondents are 5-10 years.

Objective 1

To assess Quality of Work Life among employees at Mane Kancor.

Table 3.4 overall mean analysis of quality of work life

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Qualityof_Work_Life	110	1.00	3.79	2.6069	0.30425
Valid N (listwise)	110				

Interpretation:- The descriptive statistics provided offer a summary of the Quality of Work Life (QWL) among employees at Mane Kancor based on the sample size of 110 employees. The QWL scores range from a minimum of 1.00 to a maximum of 3.79, indicating a fairly wide spread in the perceived quality of work life. The mean score of 2.6069 suggests that, on average, employees at Mane Kancor rate their quality of work life slightly above the midpoint of the scale used, which typically ranges from 1 to 5 or a similar metric. This implies a moderate level of satisfaction with their work life quality. The standard deviation of 0.30425 indicates that there is some variability in the responses, but the scores are relatively close to the mean. This suggests that while individual experiences of work life quality vary, most employees' perceptions are not drastically different from the average rating.

Objective 2

To measure level of Job Satisfaction among employees at Mane Kancor.

Table 3.5 overall mean analysis of job satisfaction among employees

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Job_Satisfaction_Score	110	1.00	3.43	2.5378	0.33606
Valid N (listwise)	110				

Interpretation:- The descriptive statistics for the job satisfaction scores among employees at Mane Kancor provide valuable insights into the overall level of job satisfaction within the company. The analysis includes data from 110 employees, capturing a broad spectrum of perspectives. The average job satisfaction score is 2.5378, suggesting that employees generally feel moderately satisfied with their jobs. The range of scores from 1.00 to 3.43 shows that while some employees are very dissatisfied, others are relatively satisfied. The standard deviation of 0.33606 indicates that most employees' satisfaction levels are fairly close to the average, with some variation. This information highlights that while the overall job satisfaction is moderate, there is room for improvement to increase satisfaction levels across the board.

Objective 3

To study the relationship between quality of work life and job satisfaction.

Table 3.6 overall analysis of relationship between work life balance and job satisfaction

Descriptive Statistics			
	Mean	Std. Deviation	N
Job Satisfaction Score	2.5378	0.33606	110
Quality of Work Life	2.6069	0.30425	110

Table 3.6.1 descriptive Statistics

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.786 ^a	0.617	0.614	0.20892	0.617	174.027	1	108	0.000
a. Predictors: (Constant), Quality of Work Life									

Table 3.6.2 model summary

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.596	1	7.596	174.027	.000 ^b
	Residual	4.714	108	0.044		
	Total	12.310	109			
a. Dependent Variable: Job Satisfaction Score						
b. Predictors: (Constant), Quality of Work Life						

Table3.6.3 ANOVA

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.276	0.173		1.598	0.113
	Quality of Work Life	0.868	0.066	0.786	13.192	0.000
a. Dependent Variable: Job Satisfaction Score						

Table3.6.4 Coefficients

Interpretation:- The results show a strong positive relationship between the quality of work life and job satisfaction. The correlation coefficient (R) is 0.786, indicating a substantial positive link between the two variables. The R Square value is 0.617, meaning that 61.7% of the variation in job satisfaction can be explained by the quality of work life. The study finds a strong and significant positive relationship between the quality of work life and job satisfaction. Improving the quality of work life is likely to lead to higher job satisfaction among employees.

CHAPTER IV
FINDINGS, RECOMMENDATIONS & SUMMARY

4.1 Findings

Objective 1 Quality of Work Life (QWL) Among Employees:

- The QWL scores among employees at Mane Kancor range from a minimum of 1.00 to a maximum of 3.79.
- The mean QWL score is 2.6069, indicating that employees perceive their quality of work life as slightly above the midpoint of the scale.
- The standard deviation of 0.30425 suggests moderate variability in employees' perceptions of their work life quality, with most scores being relatively close to the mean.

Objective 2 Job Satisfaction Levels:

- Job satisfaction scores range from 1.00 to 3.43 among the employees.
- The mean job satisfaction score is 2.5378, suggesting moderate overall job satisfaction.
- The standard deviation of 0.33606 indicates some variability in job satisfaction levels, but most employees' scores are close to the average.

Objective 3 Relationship between Quality of Work Life and Job Satisfaction:

- There is a strong positive relationship between QWL and job satisfaction, with a correlation coefficient (R) of 0.786.
- The R Square value is 0.617, meaning that 61.7% of the variation in job satisfaction can be explained by the quality of work life.
- The ANOVA results show that this relationship is statistically significant ($F = 174.027, p < 0.001$).

- The regression analysis indicates that an increase in the quality of work life is associated with a significant increase in job satisfaction ($\beta = 0.786$, $p < 0.001$).
- The findings suggest that improving the quality of work life at Mane Kancor is likely to lead to higher levels of job satisfaction among employees.
- Since there is a moderate level of satisfaction with both QWL and job satisfaction, there is potential for enhancement in these areas to further improve employee well-being and organizational outcomes.

4.2 Recommendations

Based on the findings of the study, the following recommendations can be made to improve the Quality of Work Life (QWL) and job satisfaction among employees at Mane Kancor:

- **Physical Workspace:** Improve the physical work environment by ensuring that it is comfortable, safe, and conducive to productivity. This includes ergonomic furniture, adequate lighting, and a clean and organized workspace.
- **Work-Life Balance:** Promote a healthy work-life balance by encouraging flexible work schedules, remote work options, and adequate time off. This can help employees manage their personal and professional responsibilities more effectively.
- **Training and Development:** Provide regular training and development opportunities to help employees enhance their skills and advance their careers. This can include workshops, seminars, online courses, and mentorship programs.
- **Career Pathing:** Establish clear career paths and provide guidance on how employees can progress within the organization. Regular performance reviews and career discussions can help employees set and achieve their career goals.
- **Employee Recognition Programs:** Implement programs to recognize and reward employees for their contributions and achievements. This can include employee of the month awards, performance bonuses, and public recognition in company communications.
- **Competitive Compensation:** Ensure that compensation packages are competitive and fair. Regularly review and adjust salaries and benefits to reflect market trends and employee performance.

- Open Communication Channels: Foster a culture of open communication where employees feel comfortable sharing their ideas, concerns, and feedback. Regular team meetings, suggestion boxes, and anonymous surveys can facilitate this.
- Transparent Leadership: Ensure that leadership communicates transparently with employees about company goals, changes, and decisions. This helps build trust and a sense of belonging among employees.
- Health and Wellness Programs: Introduce health and wellness programs that support physical and mental well-being. This can include gym memberships, wellness workshops, mental health resources, and stress management programs.
- Employee Assistance Programs: Provide access to Employee Assistance Programs (EAPs) that offer confidential support and counselling services for employees dealing with personal or work-related issues.
- Inclusive Culture: Promote an inclusive and diverse workplace where all employees feel valued and respected. Diversity and inclusion training and initiatives can help create a more welcoming environment.
- Team Building Activities: Organize regular team-building activities and social events to strengthen relationships among employees and create a sense of community.
- Regular Feedback: Conduct regular employee engagement surveys to gather feedback on various aspects of the work environment and job satisfaction. Use this feedback to make informed improvements.
- Employee Involvement: Involve employees in decision-making processes, especially those that affect their work. This can increase their sense of ownership and commitment to the organization.

4.3 Summary

The study aimed to evaluate the quality of work life (QWL) and job satisfaction among employees at Mane Kancor and to explore the relationship between these two factors. The descriptive statistics provide a comprehensive overview of the data collected from 110 employees. For the first objective, assessing the overall QWL, the mean score was 2.6069 with a standard deviation of 0.30425. The scores ranged from a minimum of 1.00 to a maximum of 3.79, indicating a moderate level of satisfaction with work life quality among employees. The relatively low standard deviation suggests that while there are some differences in individual experiences, most employees have similar perceptions of their work life quality, which is slightly above the midpoint of the scale used.

The second objective focused on measuring job satisfaction levels. The mean job satisfaction score was 2.5378, with a standard deviation of 0.33606, and the scores ranged from 1.00 to 3.43. This indicates that employees generally feel moderately satisfied with their jobs. The data shows that while some employees are very dissatisfied, others are relatively satisfied, and the overall satisfaction level is moderate. There is some variability in job satisfaction levels, but most employees' scores are close to the average.

For the third objective, the study investigated the relationship between QWL and job satisfaction. The results demonstrated a strong positive relationship, with a correlation coefficient (R) of 0.786. The R Square value of 0.617 indicates that 61.7% of the variation in job satisfaction can be explained by the quality of work life. The ANOVA results confirmed the significance of this relationship, with a p-value of 0.000, indicating that the quality of work life significantly affects job satisfaction. The regression analysis further supported this finding, with the quality of work life showing a significant positive impact on job satisfaction ($\beta = 0.786, p < 0.001$).

In summary, the study reveals that employees at Mane Kancor experience a moderate level of quality of work life and job satisfaction. The findings highlight a substantial and significant positive relationship between the two factors, suggesting that enhancing the quality of work life could lead to higher job satisfaction among employees.

CONCLUSION

The study at Mane Kancor evaluated the Quality of Work Life (QWL) and job satisfaction among employees, revealing moderate levels for both. Despite some variability, most employees had similar perceptions. A strong positive relationship was found between QWL and job satisfaction, with 61.7% of job satisfaction variation explained by QWL. The significant impact of QWL on job satisfaction was confirmed through regression analysis. In conclusion, enhancing QWL at Mane Kancor is likely to significantly increase job satisfaction, highlighting the importance of QWL initiatives for better organizational performance.

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APPENDICES

QUESTIONNAIRE

Thank you for participating in this survey. Your responses will help us understand the relationship between quality of work life and job satisfaction among employees within our organization. Please answer the following questions honestly and to the best of your ability.

1. Gender

- Male
- Female

2. Qualification:

- Post graduate
- Under graduate
- Higher secondary
- Others

3. Work experience:

- Above 10 years
- 5-10 years
- 2-5 years
- Below 2 years

4. How Satisfied are you with the Quality of your work?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

5. How satisfied are you with your current job in Mane Kancor?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

6. Are employees satisfied with the overall health and safety facilities?

- Very satisfied
- satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

7. Do you feel comfortable expressing your opinions and ideas in the workplace?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

8. How often do you feel stressed at work?

- Never
- Rarely
- Sometimes
- Often
- Always

9. How satisfied are you with the recognition you receive for your work?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

10. How satisfied are you with the support you receive from your colleagues and supervisors?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

11. Do you believe that a good work-life balance positively impacts your job satisfaction?

- Strongly agree
- Agree
- Sometimes
- Disagree
- Strongly disagree

12. Do you think the quality of your work is affected by your overall job satisfaction?

- Strongly agree
- Agree
- Sometimes
- Disagree
- Strongly disagree

13. How often do you feel that your work is meaningful and contributes to the organization's goals?

- Never
- Rarely
- Sometimes
- Often
- Always

14. How satisfied are you with the opportunities for career growth and advancement in your current job?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

15. How often do you feel engaged and interested in your work tasks?

- Never
- Rarely
- Sometimes
- Often
- Always

16. Do you feel that your job allows you to maintain good physical health?

- Never
- Rarely
- Sometimes
- Often
- Always

17. How satisfied are you with the flexibility of your work schedule?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

18. How often do you feel that work interferes with your personal life?

- Never
- Rarely
- Sometimes
- Often
- Always

19. Does the company provide the necessary tools and technology to complete your job effectively?

- Never
- Rarely
- Sometimes
- Often
- Always

20. How often do you feel that your job performance is hindered by external factors beyond your control?

- Never
- Rarely
- Sometimes
- Often
- Always

21. How often do you think your job satisfaction affects your overall well-being?

- Never
- Rarely
- Sometimes
- Often
- Always

22. How often do you feel motivated to perform well at work?

- Never
- Rarely
- Sometimes
- Often
- Always