

A Study on Satisfaction Level of Employees at HUL Khamgaon

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Abstract: *Human capital is a primary determinant of operational efficiency in the Fast-Moving Consumer Goods (FMCG) industry. While extensive research exists on employee satisfaction in metropolitan settings, there is a significant gap regarding semi-urban industrial units. This study investigates the factors influencing job satisfaction at the Hindustan Unilever Limited (HUL) plant in Khamgaon and analyzes its impact on job performance and retention. Utilizing a descriptive research design, quantitative data was gathered from 100 employees through structured questionnaires and interviews. The results indicate a highly positive workforce sentiment, with a composite mean score of 4.22 for overall job satisfaction and 4.30 for job performance. Statistical analysis confirms a strong, positive, and significant correlation between job satisfaction and job performance ($r = 0.786$, $p < 0.001$). While employees expressed high satisfaction with motivation and security policies, promotion opportunities were identified as an area for improvement. These findings provide HUL management with evidence-based recommendations to foster a more stable, productive, and locally-aligned workforce*

Keywords: *Human capital*

I. INTRODUCTION

Human capital is the main force of operational efficiency and organizational success in the fastpaced Fast-Moving Consumer Goods (FMCG) industry. In the case of companies such as Hindustan Unilever Limited (HUL), employee satisfaction is vital in ensuring that employees are engaged, productive and remain successfully in the company. Nevertheless, the typical corporate HR practices usually fail to consider the specific socio-economic peculiarities of semi-urban industrial facilities, including the Khamgaon plant, the expectations of employees, cultural values, and priorities are rather different than those in a metropolitan area. This research fills this gap of critical importance by investigating the determinants of job satisfaction such as compensation, leadership and workplace culture among the employees of the HUL Khamgaon facility. The research aims to bring a deeper insight into the semi-urban work experience by examining the correlation between these aspects, personal performance, and different demographic characteristics. In the end, the findings are supposed to provide practical recommendations to the management to improve the HR practice to have a better motivated, productive and stable workforce that is aligned to the local realities.

Background of the study

This study examines the factors influencing job satisfaction at the Hindustan Unilever Limited (HUL) plant in Khamgaon, recognizing it as a critical driver of employee retention and operational efficiency. By focusing on this specific semi-urban facility, the research aims to understand how local socio-economic contexts shape employee perceptions and satisfaction, contrasting them with standard industry trends in the high-pressure FMCG sector.



Research Gap

The majority of the studies concentrate on employee satisfaction on the general level or in the metropolitan region, the research on semi-urban HUL units such as Khamgaon is very scarce.

Problem statement

What are the major factors influencing employee satisfaction at HUL. Khamgaon, and how does satisfaction impact their job performance and retention within the organization?

To evaluate the overall level of employee satisfaction at Hindustan Unilever Limited (HUL), khamgaon and its impact on organizational performance.

Objectives

Primary objectives.

- To assess the level of employee satisfaction at HUL khamgaon.

Secondary objectives

- To identify major factors influencing employee satisfaction (e.g., salary, recognition, work environment).
- To examine the relationship between job satisfaction and employee performance.
- To analyze demographic influences (age, gender, designation, experience) on employee satisfaction.
- To check if employees are happy with their salary and other benefits.
- To find out what changes employees want in the workplace to feel more satisfied.

II. REVIEW LITERATURE

Job satisfaction is a multidimensional construct critical for organizational performance, driven by a combination of material rewards and psychological needs, such as autonomy and appreciation (İpşirli & Namal, 2023; Tripathi & Chaturvedi, 2023). A supportive, transparent organizational culture—characterized by trust and open communication—is a primary predictor of commitment (Agarwal & Gupta, 2018; Rohmat & Tahir, 2022). Specifically, research indicates that trust and transparent HR practices are decisive factors in shaping satisfaction within industrial and manufacturing environments (Husain & Umbarkar, 2023). Furthermore, leadership styles that prioritize empowerment significantly boost engagement (Singh & Verma, 2021), while professional development opportunities foster retention by signaling organizational investment (Pandey et al., 2021). Finally, maintaining a healthy work-life balance is essential for mitigating burnout (Nair & Thomas, 2022), ensuring that satisfied employees act as brand ambassadors who drive organizational productivity, innovation, and long-term stability (Ćulibrk et al., 2018; Ghayas & Dhodiya, 2021).

III. RESEARCH METHODOLOGY

3.1 Research design

This study employs a descriptive research design to evaluate employee satisfaction at HUL Khamgaon. This non-experimental approach captures current workplace attitudes and organizational perceptions without variable manipulation. By collecting quantitative data on job environment and policies, the study facilitates precise comparisons across employee categories, providing management with actionable insights for evidence-based decision-making.

3.2 Data sources and tools

Primary Data

Primary data involves the direct data that has been collected by the team of the employees of the HUL Khamgaon.

These consist of responses acquired during:

Structured questionnaires

Face-to-face interviews



Secondary Data

The secondary data corroborates the primary findings and offers a basis to the comprehension of the policies and previous trends of the organisation. It includes:

- Company annual reports
- HR manuals and policy document
- Academic research papers
- Published journals
- Websites and official databases

IV. DATA ANALYSIS AND RESULTS

The quantitative data collected from the respondents (N=100) was analyzed to assess the baseline levels of employee job satisfaction and job performance, and to test the hypothesized relationship between these two constructs. The analysis utilized descriptive statistics to establish composite and itemized means, followed by inferential statistical testing (Pearson correlation) to evaluate the stated hypotheses.

4.1. Descriptive Statistics

Employee perceptions were measured using a 5-point Likert-type scale. The survey instrument captured Job Satisfaction across 16 distinct items (Questions 1–16) and Job Performance across 4 items (Questions 17–20).

The composite mean for overall Job Satisfaction was calculated at 4.22, indicating a highly positive general sentiment among the workforce. Within this construct, 'Motivation at work' (M=4.38) and the 'Impact of organizational policies on security' (M=4.36) recorded the highest favorable responses. Conversely, views on 'Promotion opportunities' (M=4.08) represented the lowest mean score within the satisfaction parameter. The itemized descriptive statistics for Job Satisfaction are detailed in Table 1.

Table 1: Descriptive Statistics for Job Satisfaction Indicators

Item	Construct Indicator	Mean
Q1	Perception of salary and benefits	4.20
Q2	Perception regarding salary payment and incentives	4.20
Q3	Description of overall working conditions	4.21
Q4	Observation about workload and stress levels	4.10
Q5	Experience of support from supervisors	4.32
Q6	Handling of employee concerns by management	4.13
Q7	Interaction with colleagues	4.24
Q8	Maintenance of communication among employees	4.18
Q9	General feeling regarding job stability	4.29
Q10	Impact of organizational policies on sense of security	4.36
Q11	View on promotion opportunities	4.08
Q12	Perception of training and skill development programs	4.18
Q13	Management of work and personal life	4.24
Q14	Perception of flexibility in work schedules	4.13
Q15	Treatment of good performance	4.22
Q16	General feeling about motivation at work	4.38

The composite mean for overall Job Performance was calculated at 4.30, suggesting a workforce that perceives itself as highly productive and dedicated. 'Overall work experience' (M=4.38) and the 'Likelihood to stay in the organization' (M=4.34) were the highest-rated indicators in this category. The descriptive statistics for Job Performance are presented in Table 2.



Table 2: Descriptive Statistics for Job Performance Indicators

Item	Construct Indicator	Mean
Q17	General productivity level of employees	4.33
Q18	Level of commitment towards the organization	4.15
Q19	Likelihood to stay in the organization for a long time	4.34
Q20	Overall work experience description	4.38

4.2. Hypothesis Testing

To empirically evaluate the relationship between the two primary constructs, a Pearson productmoment correlation coefficient was computed. The composite mean scores of Questions 1–16 were used to represent the independent variable (Job Satisfaction), and the composite mean scores of Questions 17–20 represented the dependent variable (Job Performance).

Null Hypothesis (H_0): There is no significant relationship between Job Satisfaction and Job Performance ($\rho = 0$).

Alternative Hypothesis (H_1): There is a significant relationship between Job Satisfaction and Job Performance ($\rho \neq 0$).

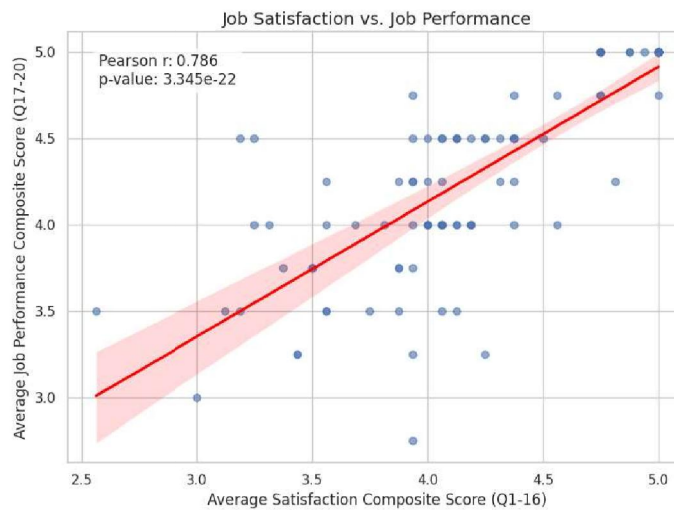
The statistical significance level (α) was established a priori at 0.05. The results of the correlation analysis are summarized in Table 3.

Table 3: Pearson Correlation Analysis Results

Variables	N	Correlation Coefficient (r)	pvalue	Decision
Job Satisfaction V/S Job Performance	100	0.786	< 0.001	Reject H_0

The analysis yielded a correlation coefficient of $r = 0.786$ as shown in figure 1, with a p-value of < 0.001 -Because the p-value is substantially lower than the designated alpha level of 0.05, the null hypothesis (H_0) is firmly rejected.

Figure 1 : Correlation between job satisfaction and job performance



The results demonstrate a strong, positive, and statistically significant correlation between Job Satisfaction and Job Performance. The findings suggest that higher levels of reported job satisfaction are directly associated with correspondingly higher levels of self-reported job performance and organizational commitment. **Conclusion**

The study confirms that employee satisfaction is a vital driver of operational success at the HUL Khamgaon facility. While current HR practices foster a motivated and stable workforce, management can further enhance performance by addressing concerns regarding promotion transparency. Ultimately, aligning HR policies with the specific socio-economic realities of this semi-urban plant is essential for long-term organizational stability and growth.

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