
An Empirical Analysis of Various Factors of Job Involvement of Unilever Pakistan Limited**Naeem Akhtar**

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Abstract

To find the relationship of different variables, peer relationship, code of conduct, working conditions in Unilever Pakistan Limited. The purpose of this research was to find out the impact of variables on job satisfaction. The researcher used the quantitative approach of research. The population for this research was the employees of Unilever Pakistan Limited. Researcher used the non-probability sampling technique and random sampling. For this research sample size is 125 employees of Unilever Pakistan Limited. Researcher used the survey method for collection of data with instrument of likert scale questionnaire. Results indicate that the relationship of various variables is positive impact on customer satisfaction. Results also indicate that reliability of instrument and variables is creating positive impact on employees and customer satisfaction of Unilever Pakistan Limited. In order to ensure that employees adopt the various variables this must be efficient and quick as well as easy to satisfy. The study supports the hypothesis that various factors of employee satisfaction has the most significant and strong impact on customer satisfaction. The study supports the research finding that there is a positive relationship between employee satisfactions which is associated with the customer satisfaction of Unilever Pakistan Limited.

Key Words: Peer Relationship, Working Conditions, Code of Conduct

Introduction

It is difficult to feel satisfied with something you aren't very good at, so rather than spend time

beating yourself up about it, take a long hard look at the things at which you excel, and try to

find a position that uses some of those skills too. Another important component of self-awareness is to have a good understanding of your personality traits and your preferred style of working. A useful tool for this is Schein's Career Anchors, which helps you understand what you value and what motivates you in your career, (and also what you do not value, and what de-motivates you (Brown, 2007). Job satisfaction describes how content an individual is with his /her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude,

although it is clearly linked. Job design aims to enhance job satisfaction and performance, methods include job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace (Brown, 2007).

Statement of the Problem

The basic problem is, "Improvement of organizational performance has been the cause of job satisfaction of employees in the organization".

Objectives of the study

The objectives of the study as follow:

- 1) To determine the relationship of peer and job satisfaction.
- 2) To identify the code of conduct factors with job satisfaction.
- 3) To examine the working conditions and employee job satisfaction.

Review of Literature

The discussion of job satisfaction and dissatisfaction is largely generated from the theories proposed by Maslow which is known with the so call "the needs theory" and Herzberg's theory that is called "two-factor theory" or "hygiene theory. Therefore, it is vital and fruitful for all organizations to understand as to the factors that can generate satisfaction since satisfied employees can lead to improved moral and this will bring happiness and greater self-realization, (Bambang Fahrudin, 2008). Both job satisfaction and dissatisfaction are assumed critical for the organizations to manage since they absolutely affect the productivity as well as the effectiveness of either the employees or the organization performance. It is important to increase the effectiveness of employees at work, so then the employees have positive attitudes towards their jobs (Samina Qasim, 2012). This research paper explores many issues of job satisfaction and if the average American worker is truly satisfied with their current career. It also touches on the topic of why people choose the jobs they take and if they regret their decision on taking the position. Americans spend a good portion of their lives working and this paper reveals if the average working American is really satisfied with their current career choice (Nicholas Bloom, 2014). Closely linked to motivation is job satisfaction. Job satisfaction as a multidimensional concept which results in an affective or emotional response to various facets of one's job. An attempt will be made to establish the relationship, if any, between

motivation and job satisfaction and to consider the factors that influence job satisfaction (Govender, 2013). The study of organizational behavior can improve and change individual, group, and organizational behavior to attain individual, group and organizational goals. The focus of this paper will be to analyze the management of ability, organizational commitment and job satisfaction, and organizational ethics in the FMC Aberdeen and Green River facilities (Spawmn, 2006). Losing good employees is bad enough, but businesses are also seeing a growing percentage of unhappy employees staying just for a paycheck. As a result, many organizations are hamstrung with employees who are only performing at a minimal level (Smith, 2014). Research results indicated that the employees placed the largest

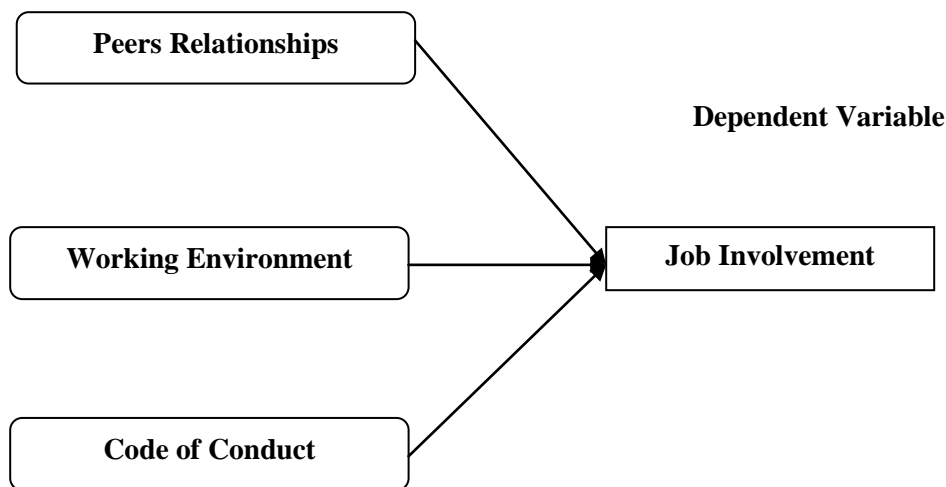
emphasis on values such as family security, self-respect, inner harmony, happiness and a comfortable life (Danuta Diskienė, 2012). Management's role in enhancing employees' job satisfaction is to make sure the working conditions is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned (Alnaqbi, 2011). If the tensions of the job take away energy, enthusiasm and time for self-renewal, the individual with high job satisfaction is at risk for becoming less engaged (Vista, 2006).

Theoretical Framework

In theoretical framework dependent variable are employees. And their satisfaction is dependent on different variable.

Research Model

Independent Variable



Hypothesis

For any research the hypothesis is very important part of research. For this research hypothesis is used by the researcher: The researcher uses the following hypothesis.

H₁: There is a positive relationship between peer relationship and job involvement in Unilever Pakistan Limited.

H₂: There is a positive relationship between working environment and job involvement in Unilever Pakistan Limited.

H₃: There is a positive relationship between code of conduct and job involvement in Unilever Pakistan Limited.

Methodology

Research design

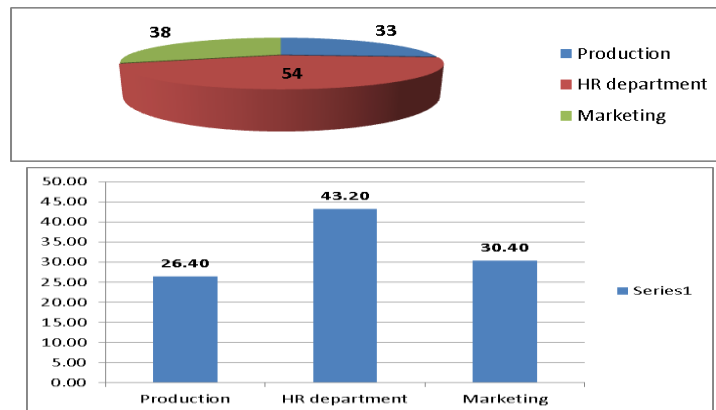
This research design is based on the employee job satisfaction in Unilever Pakistan Limited. The researcher is finding out the problem statement, and then uses the method for data collection as questioner. For effective research researcher use the objectives for research and target population after sampling.

Population

Researcher used the Multan region employees of Unilever Pakistan Limited as population for this research.

Data Analysis

Department	Frequencies	Percentage
Operation	33	26.40
HR department	54	43.20
Marketing	38	30.40
Total	125	



Most of employees show their interest in customer satisfaction department. This research is based on recruitment, but very low percentage like this department.

Satisfaction in department	Frequencies	Percentage
Very satisfied	34	27.20
Satisfied	47	37.60
Very dissatisfied	29	23.20
Dissatisfied	15	12.00
Total	125	

Sampling techniques

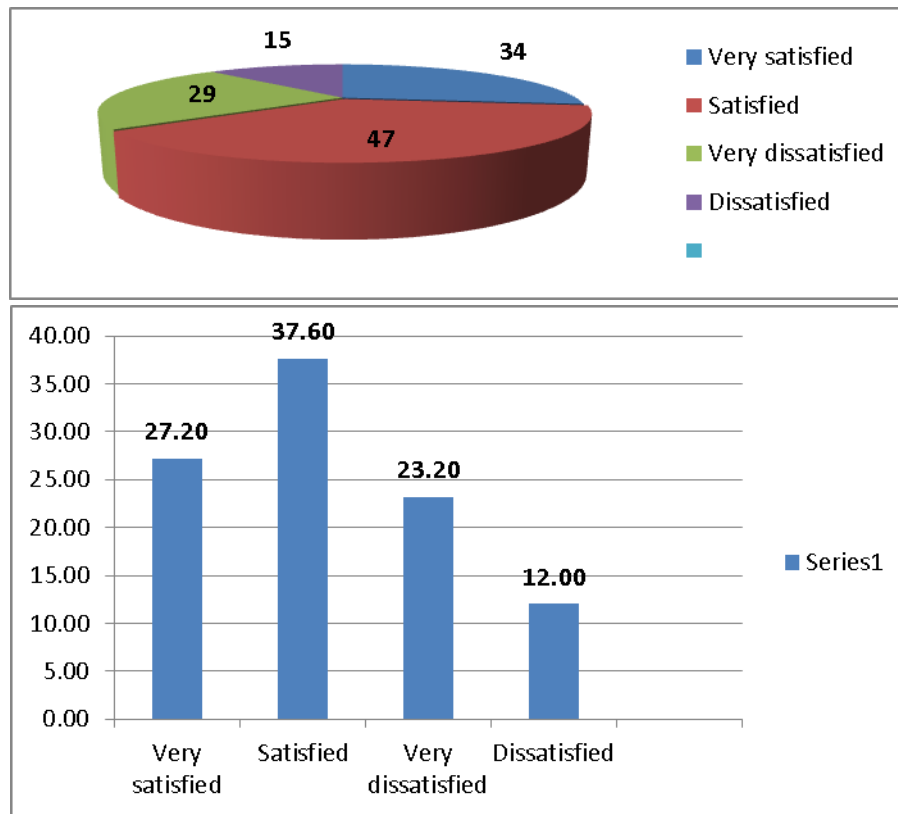
The researcher is uses the convenient sampling technique.

Sample Size

The researcher is selecting a sample size of 125 for this research in which current employees of the organization will be the respondents.

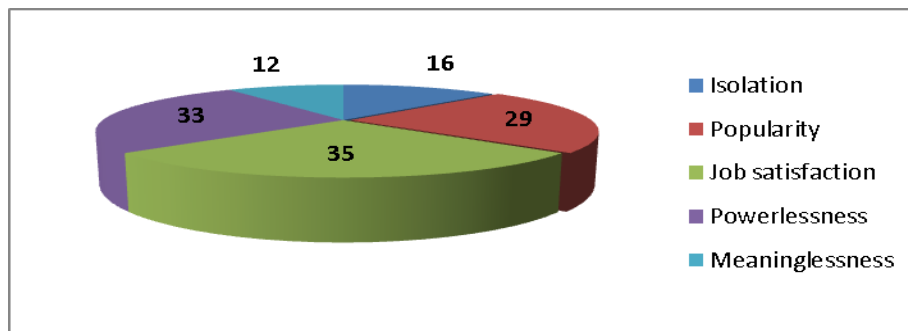
Data collection Methods

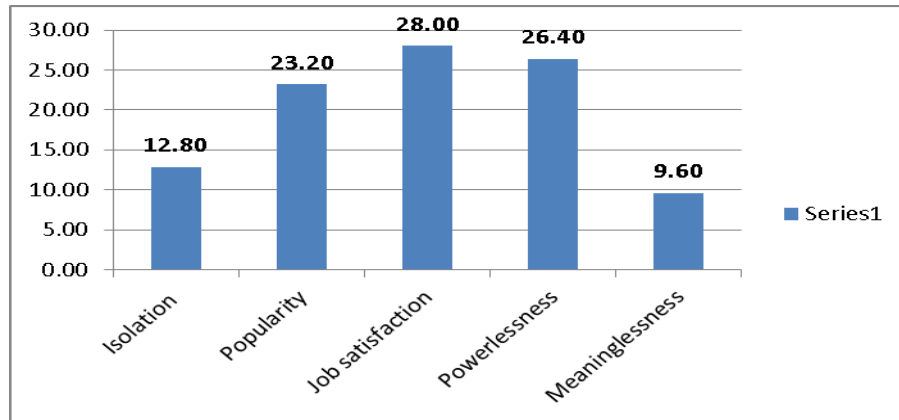
The researcher is using the research questionnaire for research. Researcher distributes the research question among the employees. Research instrument was adopted with the help of base paper and construct variable with operationlization process. Variables are divided into elements and each element develop a question.



Most of employees are satisfied with their applying position. The ratio of dissatisfied persons is more than satisfied person. Both male and female are wanted to switch over the organization.

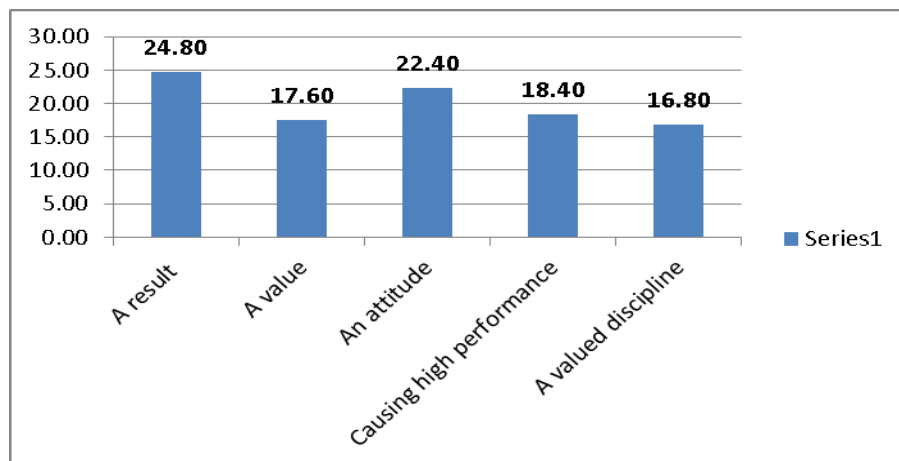
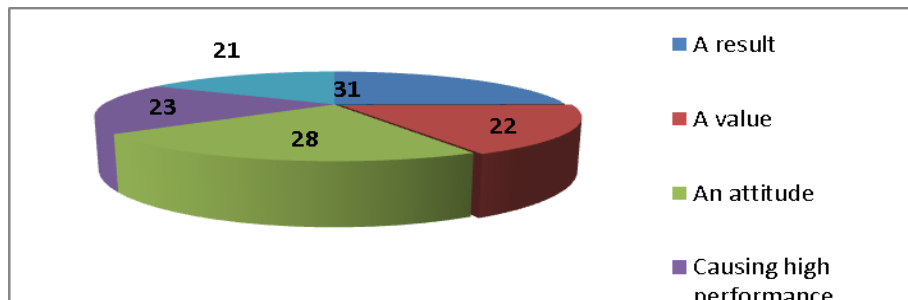
Dimension of alienation at work	Frequencies	Percentage
Isolation	16	12.80
Popularity	29	23.20
Job satisfaction	35	28.00
Powerlessness	33	26.40
Meaninglessness	12	9.60
Total	125	





Employees are very satisfied with task and job description. More than 80% of employees are agree with current job task.

Job satisfaction	Frequencies	Percentage
A result	31	24.80
A value	22	17.60
An attitude	28	22.40
Causing high performance	23	18.40
A valued discipline	21	16.80
Total	125	



It is private organization and it is providing the clear path for advancement. All of employees are very happy with this approach.

Reliability Data Analysis

The collected data is verified for its reliability by calculating the Cronbach’s Alpha. According to the alpha value more than 0.6, shows that the scale can be considered reliable. According to the job satisfaction with its determinants has good internal consistency, with a Cronbach’s

alpha coefficient as 0.60. The results show that Cronbach’s alpha ranges from 0.618 to 0.641 which shows that the scale is reliable. It exceeds the recommended value of 0.6, demonstrating sufficient internal consistency in the scale applied to the research model.

Sr. No	Variables	No of Items	Alpha Reliability
01	Peer relationship	5	0.640
02	Work conditions	6	0.621
03	Code of conduct	5	0.618

Correlation Analysis

Analysis of the correlation matrix indicates that training has a moderately positive relationship with job satisfaction $r=0.064$, working conditions $r=0.366$, and peer relationship $r=0.135$. The positive result implies that better working conditions leads to improved job

satisfactions $r=0.366$, code of conduct $r=0.065$ and peer relationship $r=0.207$. The results also indicate that there is a strong, positive correlation between the two variables job satisfactions and peer relationship $r=0.021$, code of conduct $r=0.165$ and working conditions $r=0.207$.

Regression Analysis

In order to test the hypothesis, the study used linear regression analysis to find out the relationship and intensity for each factor of job satisfaction impact on employees. The dependent variable and the independent variables are aggregated for data analysis and are entered for regression analysis. The

value of R squared (goodness of fit) is 0.168 approximately. The value of R squared shows the portion of independent variable explained by the independent variables. The coefficient of correlation R is 0.384 approximately. The regression coefficients are shown in below table.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410 ^a	.168	.145	.38209

a. Predictors: (Constant), Peer relationship, Code of conduct, Work environment

The results are interpreted as follows:

Job satisfaction: The first hypothesis in this study (H_1) is about the impact of independent variables on the job satisfactions. The hypothesis is accepted as the results show that job

satisfaction has a coefficient value of 0.044 and significance of 0.666, which is consistent with the results

of the study done. This leads to the acceptance of the hypothesis as there exist a positive relationship between independent variables and job satisfactions.

Work environment: The analysis result shows the coefficient value of 0.058 and significance of 0.000. The result shows a strong positive relationship of the working conditions and job satisfaction. The result confirms the hypothesis (H₂) that has found a significant positive relationship between working conditions and job satisfaction.

Code of conduct: Based on the coefficient value 0.020 and significance level 0.001, it is suggested that Code of conduct is the strongest relationship of job satisfactions among the rest of the variables. Hence, hypothesis (H₃) is accepted to be true.

Peer relationship: The result shows coefficients value of 0.043 the statistics is confirms a positive relationship between the independent and dependent variable at a significance level of 0.108. The result leads to the acceptance of our hypothesis (H₄) and findings.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.402	.384		14.059	.000
Job satisfaction	.019	.044	.035	.433	.666
Work environment	.235	.058	-.335	4.053	.000
Code of conduct	.064	.020	.250	3.243	.001
Peer relationship	.069	.043	.127	1.616	.108

a. Dependent Variable: Job satisfaction

Conclusion

The organization's objectives are clearly communicated to each employee through MBO program. This helps the employees to engage themselves in those activities which lead towards achievement of objectives. Top administrators ensure that every decision can be attributed to someone. If somebody is given responsibility and authority he is also held accountable. The management audit is conducted after every six months which considers policies, organization operating methods, financial procedures, personnel practices, physical facilities and over all organization's condition. The management is doing a great job in dealing with workers' union. Management has good relationships with workers' union. The management tries to meet as

many demands of union as possible. If they cannot they do everything possible that workers union should be satisfied.

Recommendations

- 1) Organizational structure should be decentralized. This will solve the problem of imbalance in the responsibilities and authorities of lower administration. This way lower and middle administrator can be made responsible and authoritative and at the same time would be held accountable. This will also enable them to make unique and creative decisions.
- 2) Unilever Pakistan Limited has recently adopted MBO. This will not only enable the company to make the jobs challenging but also involve the employees to take part in setting their objectives. That way they will

be keener in achieving their own as well as organizational objectives.

- 3) The promotion and reward system should be linked with performance rather than age and experience. This will not only eliminate dissatisfaction among the employees but will motivate them to perform well on their jobs.
- 4) HR department is already automated, but there is more needed that all activities and function of the human resource department should be automated.

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