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**RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE
PERFORMANCE**

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Abstract of “Relationship between job satisfaction and employee performance”

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This study attempts to determine the existence of a relationship between job satisfaction and employee performance and to determine what factors influence employee satisfaction at the large retail company Inditex Kazakhstan. The research was conducted among 50 respondents who are employees of this company. Based on the findings of the study, 3 main factors were identified that largely affect job satisfaction: team, management loyalty and benefits. According to the results of the study, a clear relationship was revealed between high indicators of employee satisfaction with their KPI indicators.

Table of Contents

Introduction.....	5
Literature review	7
Methodology	14
Data collection	15
Main results	17
Conclusion	19
Bibliography	20
Appendix 1	24
Appendix 2.....	26
Appendix 3.....	27
Appendix 4.....	29

Introduction

Today, the importance of human resource management is increasing every year. Successful companies have recognized the long-term conditions for the success of their business - these are their employees. If in the last century the focus of any business, production was directed to the operating part, equipment, etc., then in the 21st century the focus has shifted to the absolute main asset of any organization - to people. Thanks to the realization of this fact, the HR department is now on a par with the financial department or the audit department, etc. The main goal of HR is to work well with personnel to improve work efficiency. There are many factors that can affect employee performance, such as development and coaching programs, team connections, benefits and working conditions. All these factors generally affect one indicator, which in turn directly correlates with the employee's performance indicator. This indicator is job satisfaction. All of the above factors are one of the many tools of the company to raise employee satisfaction. It's no secret that a satisfied employee will strive with greater zeal and desire to achieve the company's goals than an uninterested and dissatisfied employee. The success and development of the company is now largely dependent on employees and personnel. Their motivation, desires and needs are prioritized to achieve the global goals of any organization. This study will try to illustrate the importance and impact of employee satisfaction in a meaning of company.

Purpose of the study:

Therefore, the purpose of this research work is to establish the fact and degree of relationship between job satisfaction and job performance.

The importance of this study is to find an additional tool for creating a comfortable and effective work environment for employees of any organization.

Definition of terms:

The term job satisfaction means that an employee gets pleasure from the work process under the created working conditions.

Job performance determines the amount of work done by an employee in order to achieve certain

tasks and goals.

Research hypothesis:

H1: job satisfaction positively correlates with employee performance.

Literature review

Weiss and Cropanzano (1996) consider the search for an answer to the question of the relationship between labor productivity and job satisfaction as the most important in the history of organizational behavior. All research on this score boils down to simply confirming the truth that a "happy" and "satisfied" employee will be much more efficient and productive at work. Many researchers have done their work to measure the correlation between these two values. On average, based on a variety of studies, this figure ranges from 0.14 to 0.30. Despite the fact that at least any research shows at least some positive relationship between job satisfaction and productivity, the extent of their relationship remains controversial to this day.

In the process of assessing labor productivity, one can encounter many nuances, for example, a biased assessment of productivity, which is difficult to measure in numbers, for example, the ability to resolve conflicts or leadership qualities in a team, etc. However, many researchers have tried to resort to a more objective method of assessing productivity, namely a computerized method for assessing and tracking employee performance. Such tracking systems quantify performance, thereby eliminating biased judgment. However, modern workplaces use more than quantitative data to gauge how well an employee is doing their job. Second, labor productivity includes not only quantitative indicators, but also qualitative ones, which, as it turned out, are difficult to measure. Thirdly, the question arises as to whether the target indicators should be absolute (for example, calls to call center) or comparative (calls received relative to the average shift that day). Weighing in all the above complexities, Prasad et al. (2004, p. 241) concluded that there is no one definite correct method for evaluating this or that work. Regarding the indicator of job satisfaction, there are also a number of news, but in general it must be concluded that the assessment of happiness should be carried out in parallel with the assessment of productivity. For example, for 3 months with a periodicity of 2 weeks, conduct a parallel assessment of these two indicators.

According to Zelenski et al's (2008) study results could be made a general conclusion that employees were more productive on days when they were happy and satisfied than the other way around. Putting all the research together, it can be concluded that job «satisfaction» or «happiness», especially a

positive impact, can contribute to high productivity. Then the logical question arises: should companies invest in the satisfaction of their employees? The results suggest that happy people are more productive people. Organizations will truly benefit from creating a work environment which improve mood.

The duration of work satisfaction began to be considered at the beginning of the XX century. The foundations of the sociology of work were laid in the works of well-known German philosopher G. Simmel. In his writings he divided physical and mental labor, which have different values, due to the presence or absence of certain qualifications. Also, one of his ideas is that work is determined by the processes and phenomena of social life, and can be studied using sociological methods and approaches [one, P.585-589], as well as he singled out ethical and material work satisfaction.

The creator of the scientific labor and management association F. Taylor was a labour process expert and the founder of the «scientific management» school. According to his hypothesis, management processes and development are inextricably linked. He investigated different factors that influence employee job satisfaction, labor productivity, and performance. He applied to them both substantive and non-material forms of motivation, as well as leadership style. [2, P.270-282].

Job satisfaction concerns the needs of the third, fourth, and fifth stages, according to A. Maslow, the founder of the hierarchical theory of needs (i.e. social needs, the need for respect, and the need for self-expression). Maslow claimed that employee satisfaction with employment is affected not only by financial factors, such as salary increases and incentive payments, but also by socio-psychological factors that impact the employee's spiritual beliefs. [3, P.158-163].

There are a lot of keen challenges which 21st century brings to the companies today related to operational excellence of the employees. Primary goal of company's management is to improve employee's job satisfaction as well as their organizational liability and at the same time to hold key specialists which is one of the main points to sustain its leadership & growth in the market.

In fact, employees are more satisfied when they fell themselves values & rewarder fairly for the accomplished performance in according to company's rewarding approach. The rewards consists of not only cash rewards but also perquisites & variety of benefits.

Employees with higher level of satisfaction are more valued for the company by the reason that they believe in sustainable development & tremendous future for the company in the long term, hence such approach gives higher guarantee for the company in terms of retention of high-potential workers & their efficiency and productivity. It is always been main challenge to focus on in organizational management - integration of new and effective ways to encourage companies' workers to attain and deliver better operational performance as well as expand the organizational competitiveness. (Lee & Wu 2011).

It is known that committed employees are more tend to provide with the operational excellence at their work e.g. meet customer's needs and at the same time keep follow its organizational procedures. Thus, the higher employees' satisfaction than the less would be additional expenditure to train newcomers since committed employees will resist other competitive offers which they probably would receive quite often.

Employee morale and efficiency can be profoundly influenced by an employer's ability to grasp employee satisfaction as it applies to scheduling and everyday duties. Howard (1999) defines job satisfaction as a combination of likable and unlikable moods or actions of an individual worker on their work schedule, suggesting that when an individual is working, such individual can arrive with needs, wishes, and expectations that decide their meaning for being there. Satisfaction in one's job represents the enormity of which optimism is aligned with genuine incentives and benefits. According to Mowday, Porter, and Steers (two thousand thirteen), the majority of today's workers have a high level of job dissatisfaction, which leads to undesirable work behaviors, which degrades their performance skills and their working environment.

In a study titled «The effects of internal marketing, job satisfaction, and service attitude on job performance among high-tech has always been regarded as an important item in organizational management,» Lee, et al. (2011) described job performance as workers' total performance in meeting the expected worth and achievement of tasks under the procedure and time requirements of the organization. Similarly, Liao et al. (2012) describe work efficiency as the benchmark for promotions, redundancy, awards, penalties, performance evaluations, and pay adjustments.

Human resources are viewed as company's blood as it is the main important value of any organization. There is a direct and deep interconnection between how an employee feels about their performance and the company's results and achievements.

Human capital is regarded as one of the most dynamic tools for any organization's growth and development. Human resources make all assets of every company useful and valuable, resulting in the highest value for the organization. As a result, in order to develop human resources, the organization and its management should engage in extensive interchanges and movements. Employees would do their best for the company if they are pleased and delighted with the decisions of their organization's administrators. Employee morale and loyalty suggest a high return on investment for the company. (Adel Haddad, Ali Ameen, & Muaadh Mukred, 2018). Thus, employee morale and motivation is a critical problem for any organization's management, as shown by several studies undertaken by academics, academicians, and business leaders. Various career satisfaction determinants have been established in existing research on human resources and organizational habits, such as compensation or level wages, development opportunities, coworkers, job requirements, interactions, personal advancement, welfare, and working environments (Wu, X., 2012; Cook, 2015). Affective and cognitive workplace satisfaction are two types of job satisfaction. Affective workplace satisfaction increases enjoyment toward the job, while rational work satisfaction aids in the analytical appraisal of job-related aspects. Job satisfaction has a significant impact on absenteeism, participation, efficiency, and productivity levels (Khan et al., 2012). Furthermore, staff attrition intention remains a vital problem for human resource and corporate managements due to the negative implications for successful organizational functioning. A recent analysis of the literature on organizational practices found that the turnover rate of workers within companies is increasing on a daily basis. This pattern can be due to companies that place a higher priority on high profits and returns than on employee happiness (Abdulbaqi Ameen & Ahmad, 2011). This priority could lead to employee dissatisfaction and, as a result, an increase in the likelihood of employee turnover. As a result, money and manpower allocated to the company would be wasted on a variety of tasks. These expenses and practices include costs associated with job placement, the recruiting process, and employee preparation to improve

their skills (Kessler-Ladelsky & Catana, 2013). This discovery further disrupts the organization's continuous function and impairs the organization's pleasant success (Al-Maamari et al., 2018). As a result, the organization's valuable workers should be preserved. Prior studies in human resource and organizational behaviour aimed to see if there were any causal links between worker satisfaction, employee success, and the likelihood of turnover (Fatah, Kamal Abdel, a Kamal Abdel Fatah, 2017). They discovered a positive link between work satisfaction and employee success, as well as a negative link between job satisfaction and the likelihood of employee turnover. However, there is still a lack of understanding about the importance of employee satisfaction (mental well-being) in mediating these relationships. Happiness has a number of good consequences not just for the people who experience it, but also for those who come into contact with it (Wright & Cropanzano, 2004). Happiness, according to many scholars, can contribute to better work success in every organisation (Wright & Cropanzano, Meyer, 2004). As a result, the aim of this study is to investigate the role of work happiness (mental well-being) as a moderator in the relationship between job satisfaction, employee morale, and turnover intentions.

The idea that job satisfaction and job performance are positively associated with each other is supported by a number of previous research. Existing literature also confirmed that satisfied employees have improved performance and they greatly contribute to the overall achievement of the organization (Davar & RanjuBala, 2011). On the other hand, studies also concluded that employees who are unhappy with their job position level will not perform effectively, which may become one of the major barriers to the success of the organization. Therefore, the human resource management of any organization should increase focus on determining to find out ways in which the satisfaction of employees can be improved to achieve their business goals in order to receive higher results. To sum up, a hypothesis was raised to check the relationship between both variables for organizations.

The success of any organization mostly depends on employee's motivation level as well as on their job satisfaction. It is not a secret that company with the demotivated employee are more vulnerable during any internal or external challenges which can happen from time to time in any company. It may occur due

to employee do not feel themselves fairly paid which is laid to employees' demotivation level up and as a result, feeling themselves unhappy.

And on the other hand, in case if employee feels himself heard, fairly paid – it may lead to increase of worker's involvement of current work processes' improvement which will help to raise efficiency and to cut extra expenses on the unnecessary steps which can be probably missed by management or just can become out of date , e.g employee can become more creative and as a result to provide with the better job performance.

In the contemporary business world motivation and active involvement of the employee in the workflow improvement process is high valued. The reason is that motivated employee are more productive, provide with the higher inclusion and deliver better results bacuase they're feeling themselves happy.

Employee's motivation is crucial to the success of a company despite of its size, business direction and organizational structure. In the modern workplace human recourses are considered as key area to focus on from a management perspective which means valued above all others.

For the last several decades plenty of organizations have trying to emphasize on both physical and mental wellbeing of their human resources to raise up productivity level. Employee should have know that his personal happiness as a member of an organization is constantly encouraged by the company because it is an indicator of mental well-being and it increase motivation level, job performance, and work harmony (Awang, Ibrahim & Nor, 2014). Job satisfaction expresses how employees feel about their job and its related aspects (Cook D, 2015) and the extent to which employees like or dislike their job. Therefore, job dissatisfaction and job satisfaction can arise in any given work situation. Job satisfaction represents a combination of positive and negative feelings shown in the workplace, and it is highly associated with the behavior of an employee at the workplace. Various determinants of job satisfaction are rising in number and include pay and level income, promotion opportunities, co-workers, job conditions, communications, personal growth, security, and working environment (Wu, X. 2012; Govender, 2014; Cook, 2015). These determinants of job satisfaction are related to the happiness of

employees because it provides them psychological and mental satisfaction.

Methodology

The study was conducted using a primary and secondary quantitative research method and qualitative research method in a form of mini semi-structured interview. As part of a secondary quantitative research method, information available on the Internet was analyzed, which is presented in a literature review. As the primary quantitative research method, a correlation type of research has been carried out.

Non-probability quota sampling was chosen as a methodology for collecting data, since for a qualitative study it was necessary that all representatives of different strata from the lowest level to the leaders were included in the sample. Also, a semi-structured interview was conducted among 20 respondents in order to identify the main factors, in their opinion, influencing job satisfaction. Based on the results of these interviews, questions were formed for the questionnaire. The survey was conducted by completing an online questionnaire among 50 respondents to speed up data collection and for safety in the context of a pandemic.

The cross-tabulation method was chosen as the analysis method. In this case, this method will most accurately help to analyze data with two variables and their relationship with each other.

Data collection

The first part in collecting data for analysis and research was a semi-structured interview among 20 respondents in order to identify the main factors, in their opinion, influencing job satisfaction. The semi-structured interview included the following questions:

Do you like your current place of work?

What do you think is job satisfaction?

What factors do you think are the most influencing on your job satisfaction?

The second part in collecting data was a questionnaire conducted among 50 people working in the same field. The purpose of the survey was to identify the main components of job satisfaction and the actual success achieved at work. The questionnaire included the following questions:

1) How old are you?

2) How long have you been with the current company

3) Rate the importance of your salary at the current workplace from 1 to 10

4) Rate the importance of the team at the current workplace from 1 to 10

5) Rate the importance of the loyalty of the managerial staff at the current workplace from 1 to

10

6) Rate the importance of benefits in your current workplace from 1 to 10

7) What other points are important for you to be completely satisfied with your job?

8) At what level are your monthly results of kpi indicators for the last 3-6 months a) below the target b) at the level of the target c) above the target

9) Have you received a promotion in the last 6-12 months

10) Have you received any prizes / premiums / awards in the last 6-12 months?

11) Rate your overall job satisfaction from 1-10

The results of the questionnaire are presented in Appendix 1.

Data collection was carried out among employees of one of the largest retail companies Inditex Kazakhstan. INDITEX is one of the largest clothing distribution groups in the world with over 7,000

stores in 96 countries around the world. In addition to the Zara brand, the largest of the group's retail chains, Inditex also includes other brands: Pull & Bear, Massimo Dutti, Bershka, Stradivarius, Oysho, Zara Home and Uterqe. Thanks to a special business model based on innovation and flexibility, its own understanding of fashion as creativity and high-quality modeling, as well as a quick response to market demands, the Inditex group was able to expand its activities on an international scale in a short time, while its various commercial concepts were excellently received by clients. Their teams are made up of very dynamic and motivated people who pass on their passion for fashion to clients and enjoy being the first to know about the latest trends. Regarding the research topic, it is important to note that, in 2020, according to the Randstad Employer Brand Research, an international study of the attractiveness of employer brands, Inditex Kazakhstan was recognized as the most attractive employer in the retail sector.

Main results

To minimize potential errors, the respondents were specially selected from the same company and with the same working conditions, so that it would not turn out that the respondents had different needs due to pay conditions, labor conditions, etc.

Data collected from 50 respondents is presented in Appendix 1.

Analyzing the collected data yielded two key qualitative findings.

Firstly, thanks to the analysis of the data presented in the first diagram (Appendix 2), we identified the main factors, to one degree or another, influencing the satisfaction of employees of a particular company, namely, salary, team, management loyalty, company benefits. And more importantly, their degree of importance in relation to each other. The results show that in this case, wages are the least important, while the other three factors are of approximately the same high importance. These results are qualitatively correct for the specific day of the given company. The results of this study helped to identify strong factors for the influence of the management of this company on employee satisfaction, and, as will be shown below, on labor productivity.

Since the company is young and due to the specifics of its activities, the age of the respondents was from 18-34. Based on this, a potential reason for the low importance of the wage level can be suggested. For young and developing employees, mostly belonging to the Generation Z, important factors for a comfortable work will be, so to speak, software conditions, rather than salaries or a social package, for example. This study is very simple in terms of data collection and analysis. But it is very informative for the management of any company, as a tool for working with employees. Such surveys could improve the efficiency of employees and the atmosphere in the team as a whole.

The second and key conclusion in this study was the proof of a positive correlation between job satisfaction and labor productivity, in our case kpi indicators. Thanks to numerical qualitative data, it is possible to prove this fact with precision. This diagram shows the correlation between KPI indicators that represent the performance of employees and the satisfaction of employees, which they assessed in the questionnaire from 1 to 10. The data for this diagram were generated using cross-tabulated tables.

As we can see from the center of the circle to the outer borders, the level of satisfaction is from 1 to 10. The blue line represents employees with a monthly KPI level for the last 3-6 months below the target and their level of job satisfaction, namely from 4-7 points. They were 14% of the total number of respondents. The orange line represents employees with a target monthly CPI for the last 3-6 months and their job satisfaction from 7-8. 52% of the respondents turned out to be. And finally, the green line represents employees that the CPI indicators for the last half of the year were above the target. Their job satisfaction was rated 9-10 points.

For the management of companies, this kind of results can be used to identify the "problem employees" to be focused on. For example, to increase the satisfaction of employees with a low level of satisfaction. Perhaps because of non-standard needs, which are different and met for most, they cannot reach their full potential in general. Or you can analyze the needs of the employee and come to the conclusion that he as a whole does not intersect with the values and goals of the company and does not suit you. There was significant difference between job title and satisfaction level of an employee. It proved that job satisfaction extents (salary level, promotion, work itself, supervision and colleagues) can contribute to 17.8% to increase the job performance in the company.

Conclusion

Given research provided a review and reexamination of the interconnection between job satisfaction and job performance. Though the potential connection between satisfaction and performance is nearly as old as the field of industrial-organizational psychology, the relationship between employee satisfaction and job performance is considered an important area of research.

Research in the field of job satisfaction can be one of the main tools of the HR service in order to improve the company's key indicators. Today, such studies have great potential for use in companies: they are affordable, not expensive, and at the same time can provide real points of growth for the company's financial performance.

The work done has confirmed our research hypothesis. However, this is only the foundation for the subsequent development of research in this area. Potentially, this area needs to be examined in terms of the relationship of job satisfaction and other variables, such as staff turnover, for example.

Just as it was already mentioned, it is necessary to expand the field of research to other age categories and the sphere of work. Since there is a likelihood to assume that due to different perceptions of values and characteristics of work, factors and their importance affecting job satisfaction may differ. For example, as for the older generation, wages will be more important, or for miners, safety issues will be of the first importance, etc.

From all of the above, it should also be noted that it is necessary to continue to consider the influence of various factors on the satisfaction of employees, since this will be a key factor in the work of the HR department as a whole.

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Appendix 1

№	Questions
1	How old are you
2	How long have you been with the current company
3	Rate the importance of your salary at the current workplace from 1 to 10
4	Rate the importance of the team at the current workplace from 1 to 10
5	Rate the importance of the loyalty of the managerial staff at the current workplace from 1 to 10
6	Rate the importance of benefits in your current workplace from 1 to 10
7	What other points are important for you to be completely satisfied with your job?
8	At what level are your monthly results of kpi indicators for the last 3-6 months a) below the target b) at the level of the target c) above the target
9	Have you received a promotion in the last 6-12 months
10	Have you received any prizes / premiums / awards in the last 6-12 months
11	Rate your overall job satisfaction from 1-10

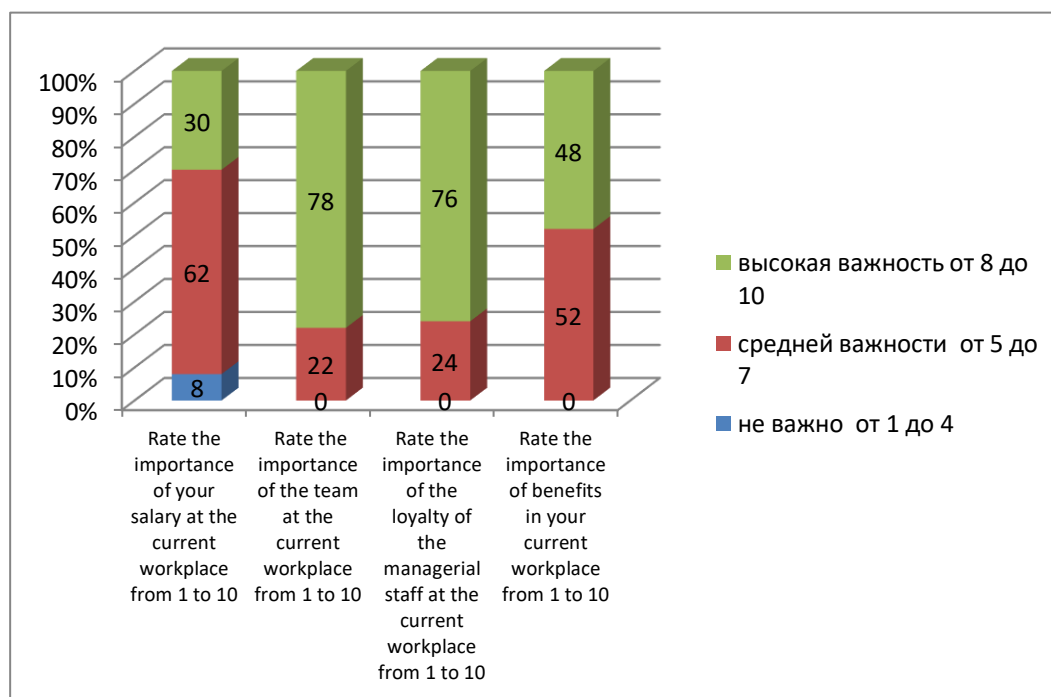
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22	20	18	30	34	21	29	18	23	22	18	20	23	32	19	22
2	1	0,5	5	9	2	8	0,5	1	2	0,5	1	1	6	0,5	0,5
6	7	4	9	10	7	8	4	7	8	5	6	7	9	5	8
8	9	7	7	8	9	9	9	10	8	7	7	10	10	7	8
8	9	9	9	9	10	10	10	8	8	8	7	8	7	8	7
6	7	7	8	9	9	5	5	5	7	6	8	8	8	6	6
A,B, C	A,B, C	A,B, C	A, C	A, C	A,B, C	A, C	A,B, C	A,B, C	A,B, C	A,B, C	A,B, C	A,B, C	A, C	A,B, C	A,B, C
a	b	b	c	b	a	c	b	a	b	b	c	b	b	b	c
no	no	no	yes	no	no	yes	no	no	yes	no	no	no	no	no	yes
no	no	yes	no	no	no	yes	yes	no	no	no	yes	no	yes	no	yes
5	7	8	9	7	4	10	8	7	8	7	9	7	8	7	10

17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
30	23	20	29	21	32	23	19	29	23	22	29	20	30	23	25
6	1	0,5	7	0,5	7	1	1	3	0,5	1	4	1,50	4	0,5	2
9	5	4	9	6	10	7	5	9	6	7	8	5	9	7	8
8	7	9	9	10	8	7	7	7	9	9	9	9	9	10	7
9	9	9	10	7	7	8	9	7	8	9	9	9	10	10	10
6	6	7	8	10	9	5	7	8	7	8	8	6	6	5	7
A, C	A,B, C	A,B,C, D	A, C	A,B, C	A, C	A,B, C	A,B, C	A, C	A,B,C, D	A,B,C, D	A, C	A,B, C	A, C	A,B, C	A,B, C
b	c	a	b	a	b	c	b	b	b	b	b	a	b	b	b
no	yes	no	no	no	no	yes	no	no	yes	no	no	no	no	no	no
no	no	no	no	no	no	no	no	yes	no	no	no	no	no	no	yes
7	9	6	7	4	7	9	7	8	8	7	7	4	7	7	8

33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50
18	22	32	23	25	21	25	22	20	25	19	25	23	21	21	25	25	22
0.5	1	8	2	2	1,5	2	1	1,5	2	1	3	2	1	1	3	3	1
4	5	9	7	7	5	6	6	6	8	6	7	6	6	7	6	7	7
9	9	8	8	8	9	9	9	7	8	8	8	9	9	9	9	10	10
8	8	8	7	8	7	8	7	9	10	8	8	8	7	8	7	8	7
7	9	9	5	8	9	6	6	7	8	9	9	9	8	8	8	7	9
A, B, C	A,B, C,D	A, C	A, B, C	A, C	A, B, C	A, B, C	A, B, C	A, B, C	A, B, C	A, B, C	A, B, C	A, B, C	A, B, C	A, B, C	A, B, C	A, B, C	A, B, C
b	a	c	c	b	b	c	c	b	c	b	c	b	c	c	c	c	c
no	no	yes	yes	no	no	no	yes	no	yes	yes	yes	no	yes	no	yes	yes	yes
yes	no	no	no	no	no	yes	no	no	no	no	no	no	yes	yes	yes	no	no
8	4	9	9	7	7	9	9	7	9	8	9	7	10	9	10	9	9

Appendix 2

Respondents, %	not important from 1 to 4	medium importance from 5 to 7	high importance from 8 to 10	total
Rate the importance of your salary at the current workplace from 1 to 10	8	62	30	100
Rate the importance of the team at the current workplace from 1 to 10	0	22	78	100
Rate the importance of the loyalty of the managerial staff at the current workplace from 1 to 10	0	24	76	100
Rate the importance of benefits in your current workplace from 1 to 10	0	52	48	100



Appendix 3

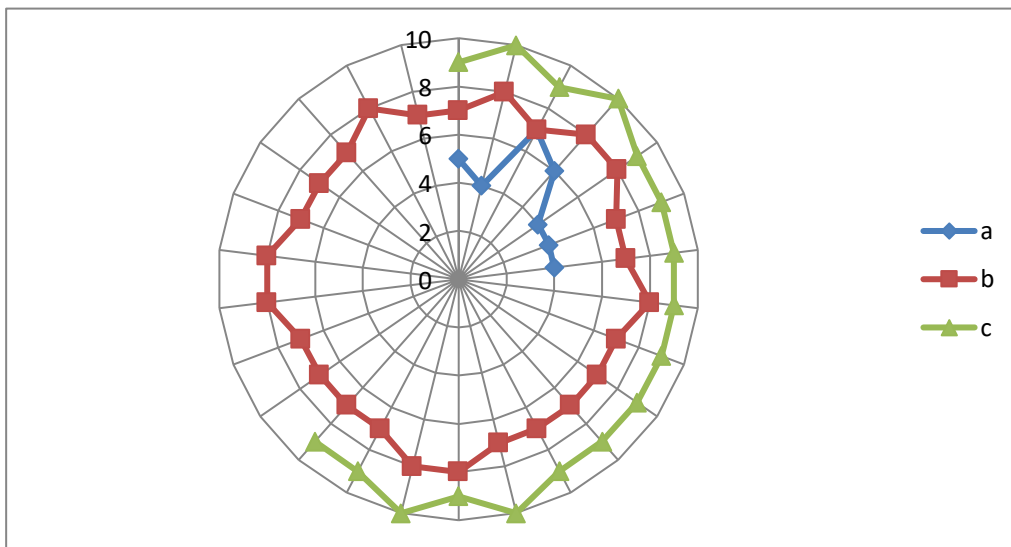
At what level are your monthly results of kpi indicators for the last 3-6 months a) below the target b) at the level of the target c) above the target	a	b	c
Rate your overall job satisfaction from 1-10	5	7	9
	4	8	10
	7	7	9
	6	8	10
	4	8	9
	4	7	9
	4	7	9
		8	9
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		7	10
		8	9
		8	10
		7	9
		7	9
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		7	
		8	
		8	
		7	
		7	
		7	
		8	
		7	

Respondents	
1	At what level are your monthly results of kpi indicators for the last 3-6 months a) below the target b) at the level of the target c) above the target
2	Rate your overall job satisfaction from 1-10

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
a	b	b	c	b	a	c	b	a	b	b	c	b	b	b	c
5	7	8	9	7	4	10	8	7	8	7	9	7	8	7	10

17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
b	c	a	b	a	b	c	b	b	b	b	b	a	b	b	b
7	9	6	7	4	7	9	7	8	8	7	7	4	7	7	8

33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50
b	a	c	c	b	b	c	c	b	c	b	c	b	c	c	c	c	c
8	4	9	9	7	7	9	9	7	9	8	9	7	10	9	10	9	9



Appendix 4

Research Ethics Approval Form

Higher School of Economics M.Narikbayev KAZGUU University is concerned about ethical issues related to research. A student should review “Ethics in Research” section in Master’s Dissertation Guidelines and have a discussion with a supervisor regarding ethical consideration in research.

Research Ethics Approval form should be filled prior to the start of data collection. A supervisor should sign a form as a sign of confirmation. A supervisor might contact Disciplinary and Ethics committee in case if there are some doubts on research and expert’s opinion is required.

Name of a Student	Arailym Issakova
Degree Programme	Master Degree Programme in Human Resources Management
E-mail	a_issakova@kazguu.kz
Supervisor’s Name	Yaroslava Savina

1. Does your research involve vulnerable groups? (Yes/No) No
2. Does your research involve sensitive topics? (Yes/No) No
3. Does your research may potentially harm (psychologically/physically/financially, etc) participants? (Yes/No) No
4. Describe outline and objectives of your research.

Objective of the study is to find out what are possible factors that may influence job satisfaction of employees of retail company Inditex Kazakhstan, to prove the relationship between job satisfaction and employee performance.

5. Describe your research design and how human participants will be involved.

The study will be conducted using a primary and secondary quantitative research method and qualitative research method in a form of mini semi-structured interview.

The first part in collecting data for analysis and research was a semi-structured interview among 20 respondents in order to identify the main factors, in their opinion, influencing job satisfaction. The semi-structured interview included the following questions:

- 1) Do you like your current place of work?
- 2) What do you think is job satisfaction?

3) What factors do you think are the most influencing on your job satisfaction?

The second part in collecting data was a questionnaire conducted among 50 people working in the same field. The purpose of the survey was to identify the main components of job satisfaction and the actual success achieved at work. The questionnaire included the following questions:

1) How old are you?

2) How long have you been with the current company?

3) Rate the importance of your salary at the current workplace from 1 to 10

4) Rate the importance of the team at the current workplace from 1 to 10

5) Rate the importance of the loyalty of the managerial staff at the current workplace from 1 to 10

6) Rate the importance of benefits in your current workplace from 1 to 10

7) What other points are important for you to be completely satisfied with your job?

8) At what level are your monthly results of kpi indicators for the last 3-6 months a) below the target b) at the level of the target c) above the target

9) Have you received a promotion in the last 6-12 months

10) Have you received any prizes / premiums / awards in the last 6-12 months?

11) Rate your overall job satisfaction from 1-10.