

B.A. Sabiu<sup>1\*</sup> , B. Turebekova<sup>1</sup> , G. Suleimenova<sup>2</sup> <sup>1</sup>Al-Farabi Kazakh National University  
Almaty, 050040, Republic of Kazakhstan<sup>2</sup>Kh. Dosmukhamedov Atyrau University  
Atyrau, 060011, Republic of Kazakhstan\*e-mail: [babangida271@gmail.com](mailto:babangida271@gmail.com)

## ANALYZING THE DEPENDENCY OF COMPANY PERFORMANCE ON EMPLOYEE SATISFACTION

### Abstract

This paper explores the link between employee satisfaction and company performance to show the hidden relations between these entities. The study adopts a systematic correlation-based approach through survey data on employee satisfaction and tracking performance metrics provided by the company. This objective shall involve the search for tendencies concerning what extent does employee satisfaction influence achievements. The outcomes demonstrate a relationship between workforce satisfaction and vital benchmarks such as efficiency, creation, and retention of personnel in many market fields. This research is unique because it shows how employee satisfaction can affect company success in the short term and long term. In short, these findings underscore the importance of a content workforce in accomplishing results that suggest useful managerial implications as well as human resource policies. Moreover, the research explores deeper into the intricate characteristics of employee satisfaction, providing insight into its various effects on the entire achievement of the organization.

**Key words:** employee satisfaction, company performance, dependency, organizational success, job performance

### Introduction

Modern organizations are facing a highly competitive environment and are pushing for higher performance while keeping their employees happy and healthy. Thus, the satisfaction of employees is regarded as one of the driving forces that define essential performance indicators, including output, creativity, and turnover rates [1]. Companies have pursued research on the subtle connection between content workers and overall performance because of acknowledging the deep effects that such workforces exert on overall performance [2]. However, the relationship between employee satisfaction and organizational performance is still complex, and many organizations continue to use profit-based measures as the primary indicators of organizational performance. This research aims to examine the channels through which employee satisfaction influences organizational performance, in the context of industries in diligent.

Numerous research papers have been conducted to establish the relationship between job satisfaction and organizational performance. For example, Rughoobur-Seetah S. (2024) demonstrated that team performance is positively affected by job satisfaction, while Nappo, N., Lubrano L.G. (2024) indicated that the organization's productivity depends on it. However, much of this research is conducted on certain industries or does not consider the continual relationship that employee satisfaction with experience has on innovation and turnover rates which this research finds are research areas that should be expanded further.

Despite those advances, the majority of the prior work paid much attention to short-term performance, such as the number of products, or carefully chosen sectors, so their results cannot be considered generalizable. Additionally, the majority of the studies focus on the linear relationship between employee satisfaction and organizational outcomes and fail to capture any

non-linear interaction between them [3]. Employees' satisfaction which is reflected by job contentment, work-home balance, and development opportunities nowadays become a link in building organizational vitality [4]. This research will follow a more comprehensive and long-term strategy that will involve the incorporation of multiple industries as well as employ linear and non-linear analysis. As the role of employee satisfaction rises in the contemporary post-COVID world where work from home and employee engagement are crucial, this study is relevant and valuable. The current research will be more comprehensive as compared to existing studies and will employ advanced research methods, so the findings of this research will be helpful for the organizations to boost the motivation of the employees, their well-being as well as innovation and staff satisfaction level [5]. This is an enlightened way of observing how much employee satisfaction changes can go together with KPI changes. This dynamic consists of the different interrelationships of factors such as employee satisfaction surveys, industry reports, and robust company performance data.

This research could influence decisions regarding strategic and human resource management. Empirically informed knowledge of how employee satisfaction drives key dimensions of performance becomes central in the design of appropriate organizational interventions [6]. This paper seeks to establish, as well as explain, the relationship between performance and employee satisfaction. Our primary aim is to explain how correlations and associations exist in an organization by using a correlation-based approach. More specifically, we strive to identify the trends and patterns that highlight the impact of employee satisfaction on performance indicators. This study aims to give an insight into the link between employee satisfaction, and its influence on success at the workplace, including productivity, innovation, and staff retention. With this investigation, we aim to provide information to companies and other professionals who will be able to use it to make sound decisions regarding the management of human resources towards promoting employee satisfaction and better company performance.

The authors emphasize the importance of recognizing employee satisfaction as a company's key asset to ensure its sustainable success and competitiveness in today's corporate environment.

Based on clarifying the relationships between productivity and employee satisfaction, relationships and associations within companies are identified. A methodology based on correlation is used. Trends and patterns reflecting the impact of employee satisfaction on performance indicators are studied and analyzed. Based on the results of the study, substantiate the relationship between employee satisfaction and workplace success, which includes factors such as productivity, innovation, and employee retention. The results can be used to support informed decision-making in human resource management, which will contribute to increased employee satisfaction and overall company success.

### **Materials and method of research**

The case study for this research is formed by Dangote Company which is among the biggest and most significant companies in Nigeria. The company Dangote is engaged in a range of fields such as manufacturing, construction, and services; therefore, it can be used as an example to consider the role of staff satisfaction in organizational performance.

The research reported upon in this paper is based on correlation-based analysis which is the main analytical approach. In as much as this study seeks to establish the level of satisfaction of employees at Dangote Company and its corresponding organizational performance, this study employs a correlational research design. The design was chosen to facilitate the testing of relationships between variables while not having to change any processes of the company. This

approach gives a flow of reasons as to how employee satisfaction affects the various performance indicators in the various departments and at various scales of the company.

Research hypothesis: H1 (Alternative Hypothesis): Employee satisfaction is strongly correlated with company performance indicators such as productivity, innovation, and employee turnover.

H0 (Null Hypothesis): Employee satisfaction does not correlate with performance metrics.

Pearson correlation was used to calculate and assess the magnitude and direction of relationships between employee satisfaction and dimensions of a firm's performance. Subgroup analyses also be performed to ascertain differences among industries and organizational scales. This approach helps gather information to better explain the causal interactions involved in this dynamic relationship.

This study distributed surveys among participants as a measure of gauging employee satisfaction levels. The surveys employ scales that have been validly tested such as the JSS and the ESI. The company's performance data from records, accounting books, financial reports, and industry-specific key performance indicators were gathered. The metrics include revenue growth, productivity ratios, innovation indices, employee retention rates, etc.

The questionnaire was created using Google Forms and was available for responses over a span of 92 days, from 1 August 2023 to 31 October 2023. We used a mix of social networks, including Facebook, LinkedIn, and WhatsApp, to reach out to participants. Additionally, emails were sent directly to employees within the organization to ensure we gathered a wide range of responses.

The survey itself contained 30 questions, with the first three focusing on basic demographic details such as gender, age, and years of service. From there, the survey explored key areas tied to employee satisfaction. We wanted to get a clearer understanding of how satisfied employees were with their jobs, how well they were balancing work and personal life, and whether they saw opportunities for growth within the organization. Each area was assessed through five targeted questions.

Job satisfaction was measured through questions adapted from previous studies, asking employees how they felt about their responsibilities, work environment, and job security. Work-life balance questions, inspired by research from Miller and Smith (2022), focused on how well employees could manage their time between work and home life. For career growth opportunities, questions were based on Nappo N. and Lubrano L.G. (2024), looking at whether employees felt there were clear paths for promotion, training, and skill development. Lastly, we examined management relationships using questions adapted from Tran D. B., Tran, and H.T. My (2024), focusing on the quality of communication, leadership support, and trust between employees and management.

All responses were rated on a five-point Likert scale, ranging from 1 (total disagreement) to 5 (total agreement), allowing employees to express their thoughts with nuance.

In total, we gathered 110 responses, with 55% identifying as male and 45% as female. Most participants were between 25 and 35 years old, with this age group making up 65% of the respondents. Another 20% were between 36 and 45, while 15% were over 45. When it came to experience, 47% had been with the organization for less than five years, 33% had served between five and ten years, and 20% had more than a decade of experience. Job roles were also varied, with 35% of respondents working in entry-level positions, 40% in mid-management, and 25% in senior management roles.

This diverse range of responses provided valuable insights into how employees feel about their roles, their balance between work and personal life, and their growth within the company. Ultimately, the goal was to better understand how these satisfaction factors affect key performance areas like productivity, innovation, and employee retention.

**Variables Under Consideration:** The independent variable is employee satisfaction, which was gauged through surveys. Other variables also include dimensions of company performance. Factors such as productivity, innovativeness, and staff retention rates fall within this. Big workshops and operations in different sectors give a wide perspective of studying organizational performances for instance efficiency, creativity, and staff turnover.

The research started with the definition of a conceptual framework for analysis based on an integrative literature review in the Scopus database and Google Scholar. The combination of the following search terms was used: employee satisfaction, company performance, dependency, organizational success, and job performance. Organizational psychology and management studies have explored the dynamic interaction between employee satisfaction and company performance. Many researchers have provided important information on how a happy workforce is associated with different aspects of organizational success.

Studies have highlighted the critical role of relational and learning factors within teams, which significantly enhance innovation and productivity. Research on international strategic alliances suggests that fostering relational factors like trust and knowledge sharing leads to better outcomes, indicating similar potential within organizational teams (Gehrisch & Süß, 2022). [7] carried out a detailed study that provided subtle associations between job satisfaction and individual/team performance. This implies that job-contented and engaged employees contribute greatly to organizational effectiveness and performance is positively related to higher levels of job satisfaction.

### **Results and its discussion**

Impact on productivity is an essential issue for company management. Much research for example by Rughoobur-Seetah S. has been focused on organizational productivity, an important measure of company performance [8]. Satisfaction and productivity: Why the relationship isn't direct. The findings of their study imply that satisfied employees willingly provide extra energy hence high productivity is promoted. The latter re-affirms the previous findings by Nappo, N. and Lubrano L.G. [9], that job satisfaction is instrumental for productivity in a business setup.

Innovation and Creativity are the important features of labor. Researchers have tried to examine the correlation between employee satisfaction and work creativeness in the context of contemporary innovation imperativeness in the corporate world. Lam R. and Cheung C. [10], examined how a good workplace, resulting from high satisfaction with occupational position affects creative thought. The study states that such an environment is achieved by satisfying the needs of the employees thereby promoting innovative behavior within the organization. This is consistent with Syed R.F., Mahmud K.T., and Karim R. [11], who underscored the importance of positive work environments in fostering innovation.

Employee Retention is an indicator that shows the human resources stability. However, employee satisfaction as a determinant of retention still constitutes important research. According to Tran D. B. and Tran H.T.My [12], employee satisfaction also contributes positively toward workforce stability. This relationship has great significance in minimizing employee turnovers, ensuring institutional knowledge, and providing talented workers. These findings were similar to those reached by Molnar C., Csehne P.I., and Juhasz T. [13], which suggested job satisfaction as a crucial factor in minimizing turnover intentions and employee retention.

At the same time, contingent factors and critiques have arisen. Most of the literature is positive in terms of correlations between employee satisfaction and company performance. However, Bonacci I., Scarozza, D. and Greco E. [14] gave a critical view. Their work argued for a contingency approach wherein organizations need to consider cultural factors such as organizational culture, industry-specific, as well as external economic conditions in their interpretations of employee satisfaction and its influence on performance. As it was indicated above, this point reflects the significance of context within the intricacies of the connection and its nature.

Research into environmental investments and CSR reveals a strong connection between internal corporate practices, such as employee training and benefits, and financial performance. For instance, investments in employee well-being have shown a significant positive impact on profitability, emphasizing the value of aligning organizational strategies with broader environmental goals (Shabbir & Wisdom, 2020). [17] conducted a meta-analysis involving 82 studies and confirmed the existence of an inverse association between job satisfaction and employee turnover intentions. Unhappy employees are more likely to look for other jobs resulting in high turnover rates causing extra costs to organizations.

There are records indicating that employees who are not happy with their jobs can have lowered productivity as well as poor performance in their jobs. According to a recent meta-analysis by Bowling and Hammond, job performance is negatively related to job satisfaction. This can result in reduced engagement and motivation among employees which would affect the overall productivity of an organization.

In Fig1 the infographic summarized four important facts as to why improving the level of employee satisfaction is crucial for organizational performance and survival. Where employees are happy they are less likely to look for employment elsewhere hence the organization gets to save on costs that are incurred when recruiting and training new staff. They also work harder, thus improving performance and yields as well as the development of innovations that make it easier to achieve business targets. The needs satisfaction of the employees ensures that they are loyal, which will produce an organization with workers who are not only loyal to the mission and vision of the organization but also actively Market the organizational culture and Core values. In like manner, satisfied employees provide high-quality and prompt services to customers that impact customer loyalty and brand image. These mutually reinforcing advantages show that increased employee satisfaction investments always yield dividends of retention, performance, customer, and overall organizational success.



Figure 1 - Importance of Employee Satisfaction Diagram

Note: Oak engages on 7<sup>th</sup> February 2022

The empirical core of the study is presented in the Results and Findings section through a presentation of statistical correlations between employee satisfaction and key performance indicators. This section precedes the numerical complications and is a brief introduction to the revelations to come.

Table 1 summarizes the key metrics of employee satisfaction and company performance at Dangote Company. The data indicates that employees generally experience moderate satisfaction with aspects such as job contentment, work-life balance, and career growth opportunities, while organizational performance shows variability in financial outcomes. Retention efforts reveal neutral attitudes, suggesting room for improvement in fostering long-term employee commitment. Overall, the results highlight areas for enhancement, particularly in management relationships, career development, and work-life balance, to improve both employee satisfaction and organizational success.

Table 1 – The Descriptive Statistics of Key Employee Satisfaction and Company Performance Metrics respondents at Dangote company

	Years of Service	Job Contentment	Work-Life Balance	Career Growth Opportunities	Management Relationship	Productivity	Innovation	Employee Retention	Revenue Growth	Profit Margin	Likelihood to Stay (Next 12 months)	Satisfaction with Retention Efforts
count	110.0	104	104	104	104	104	104	104	110	110	110	110
mean	4.77	2.95	3.04	3.1	2.95	2.93	2.97	3.03	7.83	15.39	3.09	3.09
std	2.73	1.45	1.46	1.48	1.48	1.41	1.48	1.43	3.67	6.03	1.43	1.37
min	1	1	1	1	1	1	1	1	2.14	5.36	1	1
25%	3	2	2	2	2	2	2	2	4.68	10.3	2	2
50%	4	3	3	3	3	3	3	3	7.46	15.68	3	3
75%	7	4	4	4	4	4	4	4	10.63	20.71	4	4
max	10	5	5	5	5	5	5	5	14.8	24.96	5	5

Note: This table presents the descriptive statistics for various employee satisfaction and company performance metrics, including Years of Service, Job Contentment, Work-Life Balance, and financial indicators at Dangote company

Table 1 provides a detailed summary of key metrics related to employee satisfaction and company performance at Dangote Company. The average tenure of employees is 4.77 years, with a range from 1 to 10 years and a standard deviation of 2.73 years, indicating a mix of newer and more experienced staff. Satisfaction metrics, such as job contentment (mean = 2.95), work-life balance (mean = 3.04), and career growth opportunities (mean = 3.10), reveal moderate levels of satisfaction, with scores ranging from 1 to 5. The middle 50% of employees rate these aspects between 2 and 4, highlighting room for improvement in areas that impact employee well-being and development. Management relationship scores also average 2.95, suggesting that better engagement and communication between employees and management could improve overall satisfaction. Productivity (mean = 2.93) and innovation (mean = 2.97) show similar trends, reflecting a neutral position that indicates some employees may not feel fully empowered or supported in these areas. Financial metrics show variability, with revenue growth averaging 7.83, ranging from 2.14 to 14.8, and profit margin averaging 15.39%, with a range of 5.36% to 24.96%. These values indicate differing financial performance levels across the company. Retention-related metrics, including likelihood to stay and satisfaction with retention efforts, both average 3.09, suggesting a neutral stance toward the company's efforts in employee retention. The wide range of scores across most variables highlights significant variability in employee experiences, indicating that targeted strategies to enhance management relationships, career growth opportunities, and work-life balance could lead to higher employee satisfaction and better organizational performance.

Table 2 summarizes key employee satisfaction and organizational performance metrics with missing values imputed for accuracy. The data indicates moderate satisfaction in areas like job contentment, work-life balance, career growth, and management relationships, reflecting neutral employee sentiment. Productivity, innovation, and retention levels are stable, while financial metrics show variability across the company. Imputing missing values ensures a complete and reliable analysis for informed decision-making at Dangote Group.

Table 2 – Descriptive statistics with the imputed missing values

Statistic	Years of Service	Job Contentment	Work-Life Balance	Career Growth Opportunities	Management Relationship	Productivity	Innovation	Employee Retention	Revenue Growth	Profit Margin	Likelihood to Stay (Next 12 months)	Satisfaction with Retention Efforts
count	110	110	110	110	110	110	110	110	110	110	110	110
mean	4.77	2.95	3.04	3.1	2.95	2.93	2.97	3.03	7.83	15.39	3.09	3.09
std	2.73	1.41	1.42	1.44	1.44	1.37	1.44	1.39	3.67	6.03	1.43	1.37
min	1	1	1	1	1	1	1	1	2.14	5.36	1	1
25%	3	2	2	2	2	2	2	2	4.68	10.3	2	2
50%	4	2.98	3	3	3	3	3	3	7.46	15.68	3	3
75%	7	4.0	4	4	4	4	4	4	10.63	20.71	4	4
Max	10	5	5	5	5	5	5	5	14.8	24.96	5	5

Note: Imputed values were used to ensure completeness and accuracy in the dataset, enabling more reliable analysis and decision-making for Dangote Group

Table 2 presents descriptive statistics for key employee satisfaction and company performance metrics at Dangote Group, with missing values imputed to ensure completeness. Employees have an average tenure of approximately 4.77 years, with tenures ranging from 1 to 10 years. Satisfaction metrics such as job contentment, work-life balance, and career growth opportunities show moderate levels, with average scores around 3 on a 1–5 scale. The middle 50% of employees rate these areas between 2 and 4, indicating neutral to slightly positive satisfaction. Management relationships also have an average score of 2.95, reflecting room for improvement in

communication and engagement. Productivity and innovation show similar trends, with averages of 2.93 and 2.97, respectively, indicating a need for fostering a more empowered workforce.

Financial performance metrics such as revenue growth and profit margin exhibit greater variability. Revenue growth has an average of 7.83, ranging from 2.14 to 14.8, while the profit margin averages 15.39%, with values between 5.36% and 24.96%. Retention-related metrics, including the likelihood to stay and satisfaction with retention efforts, both average 3.09, suggesting a neutral stance among employees regarding the company's retention strategies. These statistics highlight consistent trends in moderate satisfaction and performance, with imputed missing values ensuring a complete and accurate dataset for more reliable analysis and decision-making.

Table 3 – Correlation Matrix of Employee Satisfaction and Performance Metrics (Rounded to Two Decimal Places)

Satisfaction with Retention Efforts	Years of Service	Job Contentment	Work-Life Balance	Career Growth Opportunities	Management Relationship	Productivity	Innovation	Employee Retention	Revenue Growth	Profit Margin	Likelihood to Stay (Next 12 months)	Satisfaction with Retention Efforts. 1
Years of Service	1.0	-0.01	0.03	0.02	0.02	-0.04	-0.01	-0.22	0.05	0.03	-0.08	0.07
Job Contentment	-0.01	1.0	0.22	0.06	0.01	-0.08	0.19	-0.15	0.04	0.03	-0.05	-0.06
Work-Life Balance	0.03	0.22	1.0	0.11	0.06	-0.13	0.12	-0.06	0.13	-0.0	-0.15	0.11
Career Growth Opportunities	0.02	0.06	0.11	1.0	0.04	-0.19	0.14	-0.13	0.08	0.02	-0.03	0.13
Management Relationship	0.02	0.01	0.06	0.04	1.0	-0.07	-0.03	-0.12	-0.18	-0.11	0.13	-0.17
Productivity	-0.04	-0.08	-0.13	-0.19	-0.07	1.0	-0.1	0.09	0.04	-0.04	0.15	0.07
Innovation	-0.01	0.19	0.12	0.14	-0.03	-0.1	1.0	0.02	0.21	0.02	-0.15	-0.03
Employee Retention	-0.22	-0.15	-0.06	-0.13	-0.12	0.09	0.02	1.0	0.15	0.05	-0.09	0.2
Revenue Growth	0.05	0.04	0.13	0.08	-0.18	0.04	0.21	0.15	1.0	-0.04	-0.17	0.09
Profit Margin	0.03	0.03	-0.0	0.02	-0.11	-0.04	0.02	0.05	-0.04	1.0	0.07	-0.03
Likelihood to Stay (Next 12 months)	-0.08	-0.05	-0.15	-0.03	0.13	0.15	-0.15	-0.09	-0.17	0.07	1.0	-0.02



Satisfaction with Retention Effort	0.07	-0.06	0.11	0.13	-0.17	0.07	-0.03	0.2	0.09	-0.03	-0.02	1.0
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Note: This table shows the strength and direction of the relationships between employee satisfaction metrics and performance outcomes, with values rounded to two decimal places for clarity

Table 3 shows the correlation matrix between employee satisfaction metrics and performance outcomes at Dangote Company, highlighting mostly weak relationships. Job contentment positively correlates with work-life balance and innovation, while employee retention shows negative associations with years of service and management relationships. Revenue growth has weak positive correlations with innovation and retention but negative ties to management relationships. The likelihood to stay and satisfaction with retention efforts also exhibit minimal correlations, reflecting the complex and multifaceted interactions between satisfaction and performance metrics.

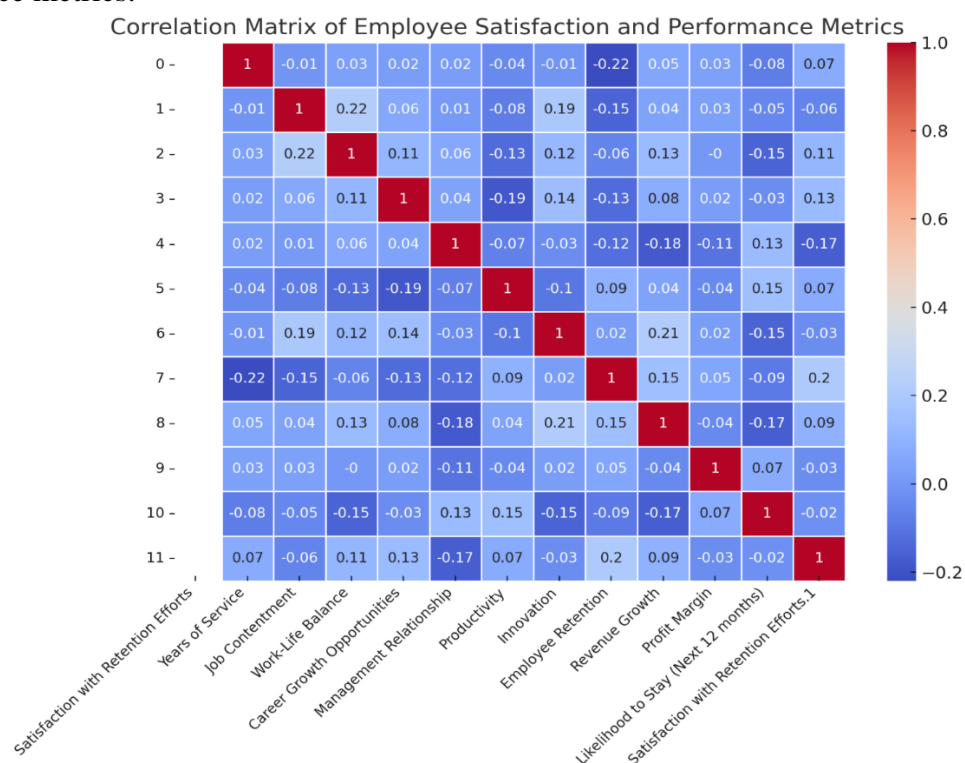


Figure 1 – Correlation matrix of employee satisfaction and performance metrics

Note: This heatmap visually shows the strength and direction of correlations between employee satisfaction metrics and performance outcomes, with color intensity indicating the correlation's strength

The correlation matrix shows the relationships between employee satisfaction and performance metrics, with most correlations being weak, indicating minimal direct associations between variables. Positive correlations include job contentment and work-life balance, suggesting that better work-life balance aligns with higher job satisfaction, and innovation with revenue growth, implying that fostering innovation may drive financial performance. Negative correlations, such as between employee retention and years of service, highlight that longer tenure doesn't necessarily correlate with higher retention satisfaction. Additionally, satisfaction with

retention efforts is positively linked to the likelihood of staying, emphasizing its importance for retention strategies. Overall, the matrix reveals complex and mostly weak relationships, suggesting the need for further analysis to strengthen key connections and improve outcomes.

Multiple Linear Regression (MLR) enables the measurement of the effect of different employee satisfaction variables (including job contentment and work-life balance) on different organizational performance indicators (productivity, innovation, and retention rates). While correlation identifies relationships, MLR provides the magnitude of the contribution of each factor to performance and is, therefore, useful to decision-makers. It also manages more than one variable at a time, which is in line with the study objectives, as indicated earlier, of exploring the relationship between satisfaction and performance and creating a sound framework for anticipating the outcomes and informing the HR strategy.

The formula for Multiple Linear Regression is:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \varepsilon$$

Where:

y = Dependent variable (e.g., Productivity, Innovation, Employee Retention)

X<sub>1</sub>, X<sub>2</sub>, ..., X<sub>n</sub> = Independent variables (e.g., Job Contentment, Work-Life Balance)

β<sub>0</sub> = Intercept (constant term)

β<sub>1</sub>, β<sub>2</sub>, ..., β<sub>n</sub> = Coefficients of the independent variables

ε = Error term

Table 4 – Elements of employee satisfaction impact on organizational performance indicators

Dependent Variable	Job Contentment	Work-Life Balance	Career Growth Opportunities	Management Relationship
Productivity	0.0683	-0.2226	-0.2321	-0.0041
Innovation	0.1044	0.0565	0.0954	-0.1396
Employee Retention	-0.1451	0.0289	-0.1591	-0.1983

Note: This paper affords a quantitative view as to how elements of employee satisfaction impact organizational performance indicators, which constitutes a quantitative foundation for strategic planning and decision-making

Table 4 highlights the impact of employee satisfaction elements on organizational performance indicators. Job contentment positively influences productivity and innovation, though weakly, while work-life balance slightly boosts innovation but negatively affects productivity. Career growth opportunities show a positive impact on innovation but negatively affect productivity and retention, suggesting unmet expectations may harm outcomes. Management relationships have minimal influence on productivity and innovation but negatively affect retention, underscoring the importance of stronger communication and trust. These findings provide a basis for strategic improvements in employee satisfaction and performance.

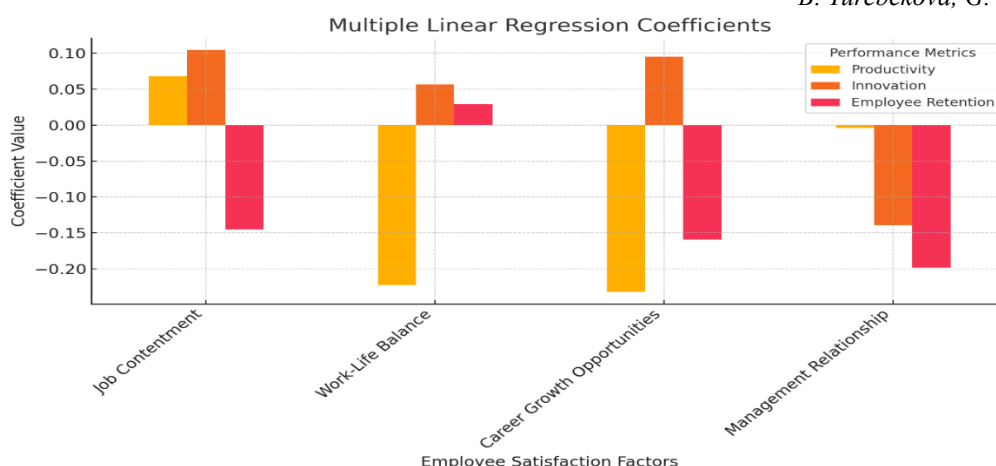


Figure 2 – Multiple Linear Regression Coefficient

Note: This diagram visually illustrates the strength and direction of relationships between employee satisfaction factors and performance metrics

Different employee satisfaction components have varying degrees of influence on key performance measures like productivity, innovation, and staff retention, as demonstrated by the multiple linear regression (MLR) analysis and Figure 2.

For instance, job satisfaction has a positive relationship with both productivity (0.0683) and innovation (0.1044), indicating that contented workers are more likely to be both creative and productive. Work-life balance does, however, appear to have a tiny negative influence on productivity (-0.2226), even while it increases innovation (0.0565). This suggests that balancing work and life may decrease immediate production.

Unexpectedly, career advancement possibilities harmed retention (-0.1591) and productivity (-0.2321). This may be because pursuing promotions might lead to conflict or distraction. Productivity is not significantly affected by management relationships (-0.0041), but innovation (-0.1396) and retention (-0.1983) are severely impacted, which may suggest that tense leadership dynamics impede sustained creativity.

The study is informative to show that employee satisfaction has a positive effect on several aspects of organizational performance regarding Dangote Company. It shows that happy employees correlate with increased productivity, creativity, staff turnover, and the extent of staff satisfaction. The study reveals that EEIS is directly correlated to organizational productivity as it concludes from factors such as job satisfaction, work-life balance, career advancement opportunities, and management relations. During periods of disruption, such as the COVID-19 pandemic, studies have underscored the importance of a supportive organizational climate. Remote working arrangements necessitated by the pandemic revealed that communication, organizational policies, and psychological factors significantly influence employee well-being and productivity[19].

The study concludes that employee satisfaction is not just an abstract concept that makes people feel warm and fuzzy but it is an important determinant of KPIs. This research proved that happy employees work harder, think out of the box, and are not likely to resign from their organizations. When analyzed with multiple regression analysis it was found that employee satisfaction is a non-linear determinant of performance measures, which implies that increasing satisfaction does not necessarily translate into instant and direct enhancement of performance in all aspects. For example, as job satisfaction increases performance, other factors such as promotion opportunities may affect innovation to a larger extent.

The research gave results to support decision-making in human resource management, which will contribute to increased employee satisfaction and overall company success. Based on the study result the suggestions for organization were given as follows:

- Enhance Job Contentment: It is recommended that organizations should try to enhance job satisfaction through roles that fit with the abilities and preferences of workers. This could mean giving more freedom, well-defined roles, and challenging assignments to make the employees more productive and happier.

- Promote Work-Life Balance: Allowing employees to work during their preferred hours, having the ability to work from home, and taking time off can positively impact the welfare of the employees hence decreasing the rate of burnout while increasing productivity and employee turnover. A well-balanced life outside the business environment can ensure productivity and engagement among the employees.

- Career Growth Opportunities: Training, mentoring, and establishing a career ladder for promotion and advancement enable the staff to stay longer and be more creative. It is in the best interest of the employees to embrace the future of the company as their own since they are likely to benefit from it.

- Strengthen Management Relationships: The growing friendly relationship between the employees and the management is crucial for job contentment. Management staff should be taught communication, decision-making, and conflict-solving. The management plays an important role in supporting the employees and thus can maximize the level of engagement and motivation.

- Customized Retention Strategies: Since the level of job satisfaction with the management and the opportunities for career advancement significantly affects the rate of the employer's employee turnover rate, companies should regularly collect data on what is most important to employees. By implementing strategies that can be used to retain employees, with special regard to specific benefits or career opportunities, one can decrease the turnover rates.

- Foster Innovation through a Positive Work Environment: Thus, companies need to ensure that they create a friendly environment that fosters creativity. This includes freedom of speech, work sharing, and; reward for creativity. Satisfied employees are creative employees because when the employees feel that they are valued and that the organization cares for them then they will be creative enough to come up with methods that will help them improve their working conditions.

### **Conclusion**

This research has aimed to provide a systematic analysis of the relationship between employee satisfaction and the performance of firms. The study was realized in the case of Dangote Company which is one of the biggest firms in Nigeria. The conclusions reached in the study support the notion that employee satisfaction is one of the primary factors influencing productivity, innovation, and employee turnover. Applying linear and non-linear data analysis, the research can depict the complex relationships between the elements of employee satisfaction and organizational performance.

The findings indicate that in general, satisfied employees are more likely to be high performers and also have a better potential to contribute to organizational sustainability through innovation, productivity, and reduced turnover rates. Positive factors that were found to affect employee satisfaction, including job satisfaction, work-life balance, career advancement, and good management relations were indicative of an enhanced performance standard. However, the study points out the fact that this is not a straight line; increasing employee satisfaction does not automatically translate into enhanced performance across the board.

Various aspects of satisfaction may affect performance in a specific way to a greater or lesser extent. However, there are some limitations which should be taken into account. The study was conducted using data from one organization in a particular region and this might affect the transferability of the results to other fields and countries. Further, the use of cross-sectional data limits the study to a specific time frame and it would have been useful to have longitudinal data to understand the long-term effects of employee satisfaction on performance. Nevertheless, this research offers practical knowledge to stakeholders about the relevance of developing employee satisfaction as a critical factor in achieving organizational performance.

Through the examination of crucial metrics, we successfully identified the fundamental determinants that influence both job satisfaction and performance among employees. The study revealed that the company's total performance is closely tied to the levels of work satisfaction and employee performance. This demonstrates a strong connection between satisfied workers and the success of the organization. An extensive examination of the results on job satisfaction and staff performance was carried out. We analyzed the variations and commonalities in job satisfaction levels among foreign and local employees, offering valuable insights into the complex dynamics of the workforce of Dangote. Given these findings, we engaged in a discussion regarding the implications for managers, providing practical suggestions for improving job satisfaction and, as a result, employee performance. In conclusion, we proposed potential avenues for further investigation, highlighting the importance of continuous research to enhance comprehension and enhance the correlation between job satisfaction and employee performance across diverse organizational settings.

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## КОМПАНИЯ ҚЫЗМЕТІНІҢ ҚЫЗМЕТКЕРЛЕРДІҢ ҚАНАҒАТТАНУШЫЛЫҒЫНА ТӘУЕЛДІЛІГІН ТАЛДАУ

### Аңдатпа

Мақалада ұйымдар арасындағы жасырын қатынастарды көрсету үшін қызметкерлердің қанағаттануы мен компанияның қызметі арасындағы байланыс зерттелген. Зерттеу қызметкерлердің қанағаттанушылығы туралы сауалнама деректерін және компания ұсынатын қызмет көрсеткіштерін бақылауды пайдалана отырып, корреляцияға негізделген жүйелі тәсілді қолданады. Бұл мақсат қызметкерлердің қанағаттанушылығы жетістіктерге қаншалықты әсер ететініне байланысты тенденцияларды іздеуді көздейді. Нәтижелер жұмыс күшінің қанағаттануы мен нарықтың көптеген салаларында тиімділік, қызметкерлерді құру және ұстап қалу сияқты өмірлік маңызды көрсеткіштер арасындағы байланысты көрсетеді. Бұл зерттеу бірегей болып табылады, өйткені ол қызметкерлердің қанағаттануы қысқа және ұзақ мерзімді перспективада компанияның табысына қалай әсер ететінін көрсетеді. Қысқаша айтқанда, бұл нәтижелер пайдалы басқарушылық салдарларды, сондай-ақ адам ресурстары саясатын болжайтын нәтижелерге қол жеткізуде мазмұнды жұмыс күшінің маңыздылығын көрсетеді. Сонымен қатар, зерттеу қызметкерлердің қанағаттанушының күрделі сипаттамаларын тереңірек зерттейді, оның ұйымның барлық жетістіктеріне әртүрлі әсерлері туралы түсінік береді.

**Негізгі сөздер:** қызметкерлердің қанағаттануы, компанияның өнімділігі, тәуелділігі, ұйымдастырушылық табыс, еңбек өнімділігі.



## АНАЛИЗ ЗАВИСИМОСТИ РАБОТЫ КОМПАНИИ ОТ УДОВЛЕТВОРЕННОСТИ СОТРУДНИКОВ

### Аннотация

В статье исследуется связь между удовлетворенностью сотрудников и эффективностью компании, чтобы показать скрытые отношения между этими понятиями. В исследовании применяется систематический подход, основанный на корреляции, посредством данных опроса об удовлетворенности сотрудников и отслеживания показателей производительности, предоставленных компанией. Эта цель должна включать поиск тенденций относительно того, в какой степени удовлетворенность сотрудников влияет на достижения компании. Результаты демонстрируют взаимосвязь между удовлетворенностью рабочей силы и жизненно важными показателями, такими как эффективность, создание и удержание персонала во многих областях рынка. Это исследование уникально, поскольку оно показывает, как удовлетворенность сотрудников может повлиять на успех компании в краткосрочной и долгосрочной перспективе. Таким образом, эти результаты подчеркивают важность специалистов по контенту в достижении результатов, которые предполагают полезные управленческие последствия, а также кадровую политику. Более того, исследование глубже изучает сложные характеристики удовлетворенности сотрудников, позволяя понять ее различные последствия для достижений организации в целом.

**Ключевые слова:** удовлетворенность сотрудников, эффективность компании, зависимость, организационный успех, производительность труда.

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#### Information about authors:

Babangida Sabiu – **corresponding author**, master student, High School of Business and Economics, al-Farabi Kazakh National University, Almaty, Republic of Kazakhstan

E-mail: [babangida271@gmail.com](mailto:babangida271@gmail.com)

ORCID: <https://orcid.org/0009-0000-2258-2054>

Bazhan Turebekova - PhD, Senior Lecture, High School of Business and Economics, “Management” Department, al-Farabi Kazakh National University, Almaty, Republic of Kazakhstan

E-mail: [turbekova.bazhan@kaznu.edu.kz](mailto:turbekova.bazhan@kaznu.edu.kz)

ORCID: <https://orcid.org/0000-0003-0946-9211>

Gulnar Suleimenova - PhD., Senior Lecture, Department of “Finance and Accounting”, Kh. Dosmukhamedov Atyrau University, Atyrau, Kazakhstan

E-mail: [g.suleymenova@asu.edu.kz](mailto:g.suleymenova@asu.edu.kz)

ORCID: <https://orcid.org/0000-0002-8644-5187>

#### Информация об авторах:

Бабангида Сабииу – **основной автор**, магистрант, Высшая школа экономики и бизнеса, Казахский национальный университет имени аль-Фараби, г.Алматы, Республика Казахстан

E-mail: [babangida271@gmail.com](mailto:babangida271@gmail.com)

ORCID: <https://orcid.org/0009-0000-2258-2054>

Бажан Туребекова – кандидат экономических наук, старший преподаватель, кафедра «Менеджмент», Высшая школа экономики и бизнеса, Казахский национальный университет имени аль-Фараби, г.Алматы, Республика Казахстан

E-mail: [turbekova.bazhan@kaznu.edu.kz](mailto:turbekova.bazhan@kaznu.edu.kz)

ORCID: <https://orcid.org/0000-0003-0946-9211>



Гулнар Сулейменова – кандидат экономических наук, и.о. ассоциированного профессора, кафедра «Финансы и учет», Атырауский университет имени Х. Досмухамедова, г.Атырау, Республика Казахстан

E-mail: [g.suleymenova@asu.edu.kz](mailto:g.suleymenova@asu.edu.kz)

ORCID: <https://orcid.org/0000-0002-8644-5187>

**Авторлар туралы ақпарат:**

Бабангида Сабиу – **негізгі автор**, магистрант, Жоғары экономика мектебі, әл-Фараби атындағы Қазақ ұлттық университеті, Алматы қ., Қазақстан Республикасы

E-mail: [babangida271@gmail.com](mailto:babangida271@gmail.com)

ORCID: <https://orcid.org/0009-0000-2258-2054>

Бажан Туребекова – экономика ғылымдарының кандидаты, аға оқытушы, «Менеджмент» кафедрасы, Экономика және бизнес жоғары мектебі, Әл-Фараби атындағы Қазақ ұлттық университеті, Алматы қ., Қазақстан Республикасы

E-mail: [turebekova.bazhan@kaznu.edu.kz](mailto:turebekova.bazhan@kaznu.edu.kz)

ORCID: <https://orcid.org/0000-0003-0946-9211>

Гулнар Сулейменова – экономика ғылымдарының кандидаты, қауымдастырылған профессор м.а., «Қаржы және есеп» кафедрасы, Х.Досмұхамедов атындағы Атырау университеті, Атырау қ., Қазақстан Республикасы

E-mail: [g.suleymenova@asu.edu.kz](mailto:g.suleymenova@asu.edu.kz)

ORCID: <https://orcid.org/0000-0002-8644-5187>