

MINISTRY OF EDUCATION AND SCIENCE OF
THE REPUBLIC OF KAZAKHSTAN
SULEYMAN DEMIREL UNIVERSITY
SDU BUSINESS SCHOOL

«Approved»

Head of department

«Economics and Business»

PhD

Azimbekova Aigerim

2019



THESIS WORK

Theme: «Employee satisfaction and motivation in Almaty»

Specialty «6M050700-Management»

Submitted by Student

2-nd course, group

«Management» master student

(signature of the student)

Kulzhan Salamat

PhD in economics

Scientific professor

(signature of the supervisor)

Oskenbayev Yessengali

2019

Abstract

This thesis is about motivation and satisfaction of employee in workplace. Nowadays it's a lot of factors can affect to the motivation of employee and their satisfaction with work. So the aim for this thesis is to determine the factors that affect to motivation and satisfaction of employee at work place, in case of Almaty. The aim is going to be achieved by exploring literature about motivation and satisfaction, how they affect to organizations, what factors can affect to them and so on.

Key words: Motivation, satisfaction, HRM, functions of motivation, functions of satisfaction, relationship between motivation and satisfaction.

Аннотация

Этот тезис о мотивации и удовлетворенности работника на рабочем месте. В настоящее время на мотивацию сотрудников и их удовлетворенность работой может влиять множество факторов. Таким образом, целью данной диссертации является определение факторов, влияющих на мотивацию и удовлетворенность работника на рабочем месте, в случае с Алматы. Цель будет достигнута путем изучения литературы о мотивации и удовлетворенности, о том, как они влияют на организации, какие факторы могут повлиять на них и так далее.

Ключевые слова: Мотивация, удовлетворенность, Управление человеческими ресурсами, функций мотиваций, функций удовлетворенности, отношения между мотивацией и удовлетворением.

Аннотация

Бұл тезис жұмысорнында мотивация және қызметкерлердің қанағаттануы туралы болып отыр. Қазіргі уақытта көптеген факторлар қызметкерлердің ынталандыруына және жұмысқа қанағаттандыруға әсер етуі мүмкін. Осылайша, диссертациялық жұмыстың мақсаты Алматы қаласындағы жұмыс орнындағы қызметкердің ынталандыруға және қанағаттандыруға әсер ететін факторларды анықтау болып табылады. Мақсатты ынталандыру және қанағаттану туралы әдебиеттерді, олардың ұйымға қалай әсер ететінін, қандай факторлар әсер етуі мүмкін және т.б. арқылы анықтау.

Түйінді сөздер: Мотивация, қанағаттану, адам ресурстарын басқару, мотивация функциялары, қанағаттану функциялары, ынталандыру мен қанағаттану арасындағы байланыс.

Table of Content

Chapter I:

I.I	Introduction	8
I.II	Research Objectives.....	8
I.III	Research Questions.....	8
I.IV	Hypothesis.....	8

Chapter II:

II.0	Literature Review.....	9
II.I	The concept of motivation as a management function.....	9
II.II	The main links of the staff motivation mechanism.....	13
II.III	Satisfaction of staff with work.....	19
II.IV	Analysis of global trends in staff motivation.....	22

Chapter III:

III.0	Research Methodology.....	27
-------	---------------------------	----

Chapter IV:

IV.0	Analysis and Findings.....	29
IV.I	Empirical Analysis of Motivation and Satisfaction, and its factors....	29
IV.II	Level of satisfaction and motivation at workplace.....	31
	Conclusion.....	33
	References.....	34
	APPENDIX 1.....	37

List of tables

Table 1: Classification of incentives by factors

Table 2: The elements of labor motivation applied in enterprises of different countries.

List of figures

Figure 4.1: Frequency and Validity of Gender

Figure 4.2: Frequency and Validity of Age

Figure 4.3: Frequency and Validity of Job Position

Figure 4.4: Frequency and Validity of Graduation level

Figure 4.5: Frequency of answers for questions

Introduction

Nowadays, in the states of the development of new financial instruments arranged towards a market economy, endeavors of different nations are looked with the need to work in another manner, considering the laws and necessities of the market, acing another sort of monetary conduct, adjusting all parts of creation to the evolving circumstance. In this association, the commitment of every worker to the last aftereffects of the endeavor's movement increases. Therefore, one of the main tasks for enterprises of various forms of ownership is the search for effective ways of managing labor, ensuring the activation of the human factor.

For the current market, one of the factors for successful economic development is an effective system of labor motivation, which is a reflection of the external environment in which human needs, interests and values are formed. Market relations fill these categories with completely new content.

The relevance of this topic is due to the need to create a mechanism of motivation that is adequate to the changing conditions, which is a decisive causal factor in the effectiveness of people's activities in any organization.

Research objectives

To examine the main factors that determines motivation and satisfaction of staff and employee in the organization;

Research questions

To determine the factors that affects to motivation and satisfaction in Almaty.

Hypothesis

H/1: Work environment and salary largely determines the motivation and satisfaction of personnel with work in the organization.

Literature review

The concept of motivation as a management function.

One of the most important management issues is to ensure the proper motivation of staff for their daily work activities. Effective management of a person is associated with his motivation, since it is he who acts as the immediate cause of his behavior. Building up an arrangement of successful structures and techniques for overseeing workers is conceivable just by realizing what drives an individual, what propels him to act, what thought processes lie at the premise of his conduct in an organization. That is why the problem of motivation is a mandatory component of the work of any modern manager. Motivation is the process of encouraging a person to a certain activity in order to achieve personal goals and the goals of an organization with the help of intrapersonal and external factors [Adair D., 2007].

The essence of the motivation function is to ensure that the organization's staff performs its work in accordance with the rights and duties delegated to it, in accordance with management decisions. Since the motivation of staff affects productivity, one of the main tasks of the manager is to direct the efforts of employees to achieve the goals of the organization.

Currently, effective personnel management is one of the most important tasks for any organization. Employees of the organization, their knowledge, skills and experience, perhaps the most important source of increasing efficiency and reducing the costs of the organization. Wage systems based on staff competence, quality and timeliness of tasks performed by employees are necessary for the development of an organization in a highly competitive environment. All human movement because of genuine needs. Individuals will in general either accomplish or abstain from something. In the limited feeling of "motivated activity" - it is free, because of inward driving forces, human activities went for accomplishing objectives, the acknowledgment of interests [Andreeva, 2007].

In a motivated activity, the employee himself determines the measure of actions depending on internal motives and environmental conditions. Labor motivation is an employee's desire to satisfy needs (to get certain benefits) through work. The structure of labor motivation includes: the need that the employee wants to satisfy; a blessing that can satisfy this need; labor action necessary to obtain benefits; price - the costs of material and moral nature associated with the implementation of labor action. For the formation of work motivation, the nature of the labor norms and values assimilated by an individual give the meaning to all further work activities that determine the lifestyle. [Alekseenko L., 2002] A person enters a professional labor activity with an already formed value consciousness. He knows what interests he would like to realize through labor. The real production environment makes it transform value orientations, "land" them. This is the way to form the second, practical layer of the labor consciousness, due, on the one hand, to the value orientations of the individual, and on the other, to the specific circumstances of the professional working life. The practical requirements for work determine a specific motivation, which, unlike the value consciousness, which determines the meaning and perspective goals of labor activity, predetermines mainly the choice of ways and means of their realization [Daft R., 2007]. Labor motivation is the most important factor in work performance, and as such it forms the basis of the employee's labor potential, i.e. the entire set of properties affecting production activities. Labor potential consists of the psycho-physiological potential (abilities and inclinations of a person, his health, performance, endurance, type of nervous system) and personal (motivational) potential. Motivational potential plays the role of a trigger mechanism, which determines what abilities and to what degree an employee will develop and use in the process of labor activity. Motivation is the process of creating such conditions governing labor relations, in which the employee has the need to work selflessly, as this is the only way for him to achieve his optimum in meeting his needs. Motivation is the process of linking company goals and employee goals to best meet the needs of both, the process of encouraging oneself and others to act to achieve common goals.

Motivation is the creation of conditions for identifying the interests of an organization and an employee, under which that which is beneficial and necessary for one becomes just as necessary and beneficial for the other [Kibanova A., 2006].

There are various ways of motivation, of which the following can be distinguished:

- Regulatory motivation - a person's motivation to a particular behavior through ideological and psychological impact: beliefs, suggestions, information, psychological contamination, and the like;
- Forced motivation - based on the use of power and the threat of deterioration in meeting the needs of the employee in the event that he fails to comply with the relevant requirements;
- Stimulation - the impact is not directly on the person, but on external circumstances with the help of benefits - incentives that induce the employee to a certain behavior.

The main objectives of motivation are the following [Belousova, E., 2003]:

- 1) Formation of each employee's understanding of the essence and meaning of motivation in the labor process;
- 2) Training of personnel and management staff in the psychological basics of in-company communication;
- 3) Forming each manager of a democratic approach to personnel management using modern methods of motivation [Weinstein L., 2008].

To solve these problems, various methods of motivation are used. Considered as a process of motivation, it can theoretically be presented in the form of six stages following one after the other [Kapustin A., 2003]:

- The emergence of needs;
- Finding ways to eliminate the need;
- Definition of goals (directions) of action;
- The implementation of the action;
- Remuneration for the implementation of the action;
- Elimination of the need.

There are also four main methods of motivation:

1. Coercion - based on the fear of dismissal, punishment.
2. Remuneration - did as frameworks of material and non-material motivating forces.
3. Solidarity is acknowledged through the arrangement of faculty esteems and objectives that are close or harmonizing with the qualities and objectives of the association, and is completed with the assistance of influence, instruction, preparing and making a positive working atmosphere.
4. Adaptation - includes impacting the objectives and destinations of the association by mostly adjusting them to the objectives of top and center directors. This sort of inspiration requires the exchange of power to the lower levels, and it turns into an inside rationale joining the objectives of the administration and staff of the association [Solomanidina T., 2009].

As for the personnel management service in the field of labor motivation, its main functions are as follows:

- management of motivation and stimulation of labor behavior;
- rationing and tariffing of the labor process;
- development of wage systems;
- development of forms of staff participation in profits and capital;
- development of forms of moral incentives for staff;
- regulatory organization
- methodological support of the personnel management system [Pudenko P., 2007].

In this way, for work force the board based on motivation, such essentials are required as recognizing the aptitudes and interests of the worker, considering his own and expert capacities, distinguishing persuasive chances and options in the group and for a particular individual. It is important to utilize the individual objectives of the members in the work procedure and the objectives of the organization.

The main links of the staff motivation mechanism.

Motives exist in a systemic interaction with other psychological phenomena, forming a complex mechanism of motivation. The positive result of the chosen form of activity (satisfaction of need) is deposited in the memory of a person and causes him to act in the same way in a similar situation. On the other hand, a negative result leads to the fact that in the future a person seeks to avoid activities that lead to insufficient satisfaction or lack of satisfaction in general. This cycle is constantly present and repeated in the life of each person about meeting any of his needs, called the law of the result. The initial element of the mechanism is the need, which expresses the need for certain material, cultural benefits, social and spiritual values. In psychology, a need is a special mental state of an individual, reflecting a discrepancy between his internal and external conditions of activity, which is the cause of a person's awareness of emotional tension or dissatisfaction, influencing the formation of internal motives of his activity [Pudenko P., 2007].

Claims and expectations act as real manifestations of need correlated with the environment. They are the next after need link in the mechanism of motivation. Claims are a habitual, determining human behavior level of satisfaction of needs.

The concept of "motive" occupies a central place in the theory of motivation. Motive is a phenomenon of consciousness, it is an impulse to activity realized by an individual. At the same time, it does not unequivocally determine the content, characteristics and structure of human activity, since the need can be satisfied in various ways in the form of various types of activity. If, having passed through the consciousness of the individual, the needs are realized as a necessity, that is, the inner (from the human consciousness) and the outer (from the necessity of satisfying the need) are connected, the activity is implemented to realize the needs of the subject, to realize the motive.

Obviously, the link between motivation and labor results is mediated by natural abilities and acquired labor skills, but it is motivation that is the source of individual's work activity.

So, what concerns spiritual motives [Kotilko V., 2006]:

- Herding (should be in a group). This intention is particularly normal for the eastern (Japanese) style of staff the executives: bunch profound quality, absence of individual challenge, corporate culture, etc.
- The rationale of self-insistence is normal for some laborers, for the most part youthful and developed.
- The rationale of independence is inalienable to laborers with a "master's" inspiration, who are eager to forfeit strength, and now and again higher income as a byproduct of the establishment "to be the ace and freely maintained their business".
- The motive of reliability (stability) - inclination is given to the strength of being and action.
- The rationale in obtaining another one is the premise of numerous components of market the executives, or more all, promoting. It constructed a framework for making the material world in monetarily created nations.
- The motive of justice permeates the entire history of the development of human civilization. Each society establishes its own understanding of justice, non-observance of which leads to demotivation of workers, and sometimes to disasters. The experience of Germany, Italy and other countries shows the importance of this motive even for countries with a rich market history and a longer adaptation to inequality.
- The intention of rivalry is one of the most grounded thought processes acting consistently. A specific level of articulation of rivalry is hereditarily innate in each individual. With ease, it gives an unmistakable financial impact.

It is important to consider the following principles:

- differentiation of contending gatherings of comparative conditions, nature of creation, etc;
- the same arrangement of pointers;
- determination of the spots involved by all contenders;
- strictly differentiated promotion of winners;
- when winning prizes, the compensation should increment by in any event 33%.

If these principles are observed, the "labor rate - wage" system is replaced by the "labor rate - competition - wage" system, which substantially motivates employees [Sorokomova A., 2009].

There are many types of employee motivation in the world, the main of which are the following:

1. "Instrumentally" motivated employee is focused on "bare" earnings, preferably in cash and immediately. He is opposed to other forms of encouragement, indifferent to the form of ownership and the employer. A professionally motivated employee considers the implementation of his professional abilities, knowledge and capabilities to be the most important condition for activity. He is concerned about the content of work and the nature of work, for him typically developed professional dignity.
2. "Patriot" (socialist motivation) is characterized by the fact that the basis of his motivation to work is high ideological and human values: building a socialist society, achieving equality, social harmony.
3. "Master's" motivation is based on the achievement and enhancement of property, wealth, and material wealth. For such an employee, external motivation is hardly needed, this inner idea of a constant increase in material wealth is enough for him. The needs of such workers are virtually unlimited.

4. The lumpen employee prefers an equalizing distribution of material goods. He is constantly haunted by feelings of envy and dissatisfaction with the order of distribution of wealth in society, but he does not like responsibility, individual forms of labor and distribution [Khlopova T., 2009].

The motivational sphere of the personality is a set of interconnected and structured motives of a person, conditioned by the sense-forming motive of his life activity and being the inner dominant of his behavior. External impulse is reflected in the category of “stimulus”, which is the second “pole” of the motivation mechanism and is the main tool for managing the human resources of a company, which is an external impulse for activity. It is incentives that translate needs and interests into motives, that is, into a personal semantic reason for actions, personal interest. She is the main engine of production.

Table 1 shows the main classification of incentives by factors [Pirson B., 2006].

Table 1 Classification of incentives by factors

INCENTIVE	DESCRIPTION
According to deviation of activity results from the norm	Positive (when assigning an incentive, only achievement or exceeding of standard parameters is assessed) and negative (when assigning an incentive, upholding is estimated, deviation from standards).
By type	Material (monetary and non-monetary), moral, free time and labor.
By the nature of manifestation	Positive (when assigning an incentive, only achievement or exceeding of standard parameters is assessed) and negative (when assigning an incentive, backlog, deviation from standards is estimated).
According to the degree of certainty of the stimulus before committing actions	Leading and supporting.

Lagging between performance and receiving an incentive	Immediate (an incentive is given immediately upon completion of an activity), current (an incentive is given with a lag of one year of performance - weekly, quarterly. Monthly) and a prospective (an incentive is assigned with a lag of year - remuneration on the basis of the results for the year, commemorate years, upon retirement).
According to the degree and nature of the specificity of the conditions for obtaining an incentive:	General (there is no specificity in evaluating the results of activities for obtaining an incentive) reference (incentives are established for achieving predetermined results) and competitive stimuli are established for a place in a competition or competition.
Scale of impact	Global (impact of demand on production, finance on the economy, etc.), regional (oil prices in the Middle East, cotton prices in Central Asia), country-wide inflation, migration, fertility, industry (due to industry characteristics), intra-organizational incentives.
By repeatability	One-time, temporary, reusable, permanent incentives.
From the point of view of the object of stimulation	Individual (the size of the stimulus is determined according to the results of the activity of a particular employee) and collective (the incentive value is determined according to the results of the activity of the whole team).
By impact intensity	Weak, medium strength and strong stimuli.

Source: Pirson B., 2006.

The stimulus is able to motivate (turn into a motive to work), only if it meets any human need, is subjectively significant for him.

Despite the proximity and correlation of the concepts of motive and stimulus, they must be distinguished. The motive characterizes the desire of the employee to obtain certain benefits, the incentive is the benefits themselves. The stimulus is directly focused on the need, its satisfaction, the motive is the main connecting link between the need and the stimulus.

Thus, labor motives are “on the side” of the personality, and labor incentives are on the “side” of the organization. Motives - in the mind of the employee, incentives - in the list of benefits that the organization gives in exchange for work.

Satisfaction of staff with work.

The stability of the staff is one of the conditions for the effective work of any firm, and the struggle for low staff turnover is a problem that is equally relevant for both Western and Russian companies.

To solve it, you need to be able to predict the situation, learn to manage the process of staff turnover. And one of the first steps here could be a study showing how satisfied workers are with their work. Often, satisfaction means the retention of an employee in an enterprise [Kuznetsov K., 2006].

Studying satisfaction, you can get information about the strength of the attachment of staff to the company. Here it is appropriate to talk about the material and moral incentives for workers. Personnel job satisfaction data is information about personnel risks. It is important for any leader who does not want to be held hostage to the current situation.

From the point of view of science, the concept of "job satisfaction" is interpreted as an affective or emotional reaction of a person (employee) to a work situation. Among scientists, different opinions are expressed as to which factors affect employee satisfaction with his activities, working conditions, etc. [Melnikov V., 2006]

For many years of research, it has been possible to obtain a very moderate correlation between the results of measuring employee satisfaction and various models of work behavior. However, in no case was it found that job satisfaction is a determinant of work behavior. There is an insignificant but reliably established negative relationship between the results of the evaluation of this installation and the levels of staff turnover. The data on the relationship between job satisfaction and individual work performance are ambiguous, with rewards playing the main role here.

From the point of view of the head, everything is much simpler. Satisfaction is understood as what keeps the employee in the enterprise. He may not like almost everything, but if he does not quit, it means that work at the enterprise satisfies him.

Studying satisfaction, we get information about the strength of the staff attachment to the enterprise [Melnikov V., 2006].

If, say, a valuable employee balances on the verge of dismissal (decides whether he will quit or not), then this situation can be dangerous for the organization. Should try to change it. If a bad employee is completely satisfied with the work and is not going to quit, then this is also a signal to the manager.

Here it is appropriate to talk about material and moral incentives. Using rewards and punishments, a manager first of all thinks not about motivation in the scientific sense of the word, but about the need to keep a good employee or get rid of a bad one. Data on employee satisfaction with work is information about personnel risks, it is clear that it is important for any manager who does not want to be held hostage to the current situation. Neglect of the study of this issue leads to the loss of the most valuable and highly professional staff and, consequently, to the actual dying of the enterprise.

To determine the level of employee satisfaction with work at the enterprise, a survey is conducted in the form of a questionnaire. Questionnaires are issued to employees in person or distributed by e-mail [Maznyak I, 2006].

Each questionnaire is assigned a certain weight score, taking into account the characteristics of the organization. If the answer is "yes", then the answer is assigned a positive score, if the answer is "no" - respectively, negative.

After assigning to all questions the corresponding weights, the sum of points is calculated for all questions of the questionnaire. The maximum total score can be 100.

If the number of points obtained from the employee's responses exceeds 50, it is considered that the employee likes to work in the enterprise. If the number of points is less than 50, it turns out that he is not satisfied with the work in the company.

Determined as an individual value of the amount of points for the employee, and the total value for the enterprise. The questionnaire contains questions relating to employee material satisfaction and satisfaction with the team and the company as a

whole. The answers to them can determine the coefficients of material satisfaction and satisfaction with the team and the company.

According to the data obtained, it is possible to judge the stability of the team or the likelihood of the dismissal of part of the staff. According to the scale “satisfied - dissatisfied - sharply dissatisfied”, one can judge the general mood in the team.

The tendency and dynamics of the development of the attitude of people to work in an enterprise when comparing the obtained data with previous research is determined. Identify the most problematic units. On the basis of the information received, a forecast is made of the development of the situation, improvement or deterioration of the corporate climate of the entire company, and a further work plan for the personnel service with the heads of these departments is made.

Thus, this technique can subsequently be applied not only to ascertain the results of satisfaction or dissatisfaction of staff with work, but also to promptly prevent possible “bursts” of unplanned layoffs [Dryahlov N., 2002].

Analysis of global trends in staff motivation (in case of Japan and the United States).

An analysis of the literature [Mikulich A., 2003; Sorokoumova A., 2001] showed that many enterprises now use only the technology of organizing the workflow: an idea arises, a plan is drawn up for its implementation, etc. At the same time, the efficiency of work is reduced due to improper motivation of employees in the process of fulfilling their goals tasks.

According to experts, the main issues that need to be addressed in the development of a motivation system are: who, for what, and in what volume to make happy with the “salary” for wages.

Developing an effective staff motivation system is easier for private companies, which often regulate the wage system at the level of internal regulations. In fact, each organization has its own unique requirement for each position. The contribution, importance and responsibility can be completely different, so many companies build their own system of salaries and bonuses. [Misnikova L., 2007]

The analysis of the literature [Suponitskaya I., 2003; the newspaper of the Belarusian State University, 2009] shows that in world practice there are the following pronounced trends in the field of motivation:

- Use motivating leadership: identifying key objectives of the organization, describing the desired results of employee behavior, qualitative and quantitative indicators of their activities, stimulating and monitoring their achievement.
- Development of the organization's motivational environment: the development of ideology and culture, leadership, responsibility, professional skills and team spirit.
- Recognition and use of payment as a primary incentive mechanism and control methods that should be used to achieve business goals.

- More widespread payment systems for knowledge and competence, contributing to the solution of key objectives of the organization, rather than for a place in the hierarchy.
- An increase in the share of the variable part in the income of employees at all levels. Providing employees with flexible benefits instead of the traditional set of material and mixed incentives.
- Consideration of the performance of the company as the ultimate criterion of success in solving the problems of motivation and payment and change them in accordance with the changing objectives of the organization and the environment.

Now consider the differences in motivation systems for different types of business organizations.

- The features of the motivation system and the direction of its development are largely determined by the scale of the organization (the number of employees) and the form of ownership. Tasks and incentives for employees may differ significantly depending on what type the organization belongs to: whether it belongs to small and medium-sized businesses, large companies or holding companies. For small and medium enterprises, these will be simpler and less extensive forms of motivation. For organizations with a large number of employees, whose management itself is more developed and more systematic and formalized systems will be used. For organizations of this type, which started their activities from a clean slate, the main task in the liberalization of the economy will be the development of their motivational systems, since in general they correspond to the tendencies of conformity of the modern market. The second group includes enterprises of collective and mixed ownership, which are based on privatized former state enterprises. These enterprises will have the main task of reorganizing and changing the approaches to motivation: the

transition to encouraging employees not for a place in the hierarchy, but for the results of work; increasing the dependence of their remuneration on the personal contribution and performance of the enterprise itself [Sorokoumova A., 2001]

- The sectoral peculiarities, the nature of competition and the specifics of an individual business impose a serious influence on the nature and specificity of the systems of rewards and incentives: So productivity, rate of return, rate of capital turnover, capital intensity, proximity to consumers, etc. affect the level of base rates for managers and specialists, methods and choice of time frame when building bonus systems. It is obvious that the nature and methods of motivation in companies engaged in trade, strategic raw materials, or in financial companies with fast turnover and profitability from 70 to 200% and a large shadow component of the business will be significantly different from the motivation of manufacturers of printing products, soft toys, etc. P. with an average profitability of 15 to 35%. For managers and professionals working in these various profitable organizations, remuneration can vary from double to tenfold or more. It should take into account the social and psychological attractiveness of work in various industries. Of course, creating or selling cars is much more prestigious than making or selling toothbrushes, and high-tech businesses are more popular than farming.
- And finally, a decisive influence on the approaches to employee motivation will be influenced by the goals of the organization, its ideology and culture. Organizations with a meaningful and formulated mission, aware of their social usefulness and the value of its existence for consumers and employees, tend to use more transparent remuneration systems and try to meet the higher social needs of their employees. Organizations focused primarily on profit will pay close

attention to the correctness of the assessment of the contribution of employees to the receipt of this profit, and greater influence will be given to meeting such needs of their employees as the need for personal success, social status, symbols of success and power. [Misnikova L., 2007]

The motivation system can be considered as a combination of three types of influences or incentives: intangible, mixed and material. Each time the combination of these three types of incentives or impacts will be different depending on the goals of the organization, its ideology, the nature of the business, industry characteristics and competition in it, scale and ownership. But a successful system of motivation is characterized by a very clear balance and "dedication" of these elements, and the experience of developed countries will be very useful in developing and "fitting" these elements.

Table 2 shows the elements of labor motivation used in enterprises in different countries.

Table 2. The elements of labor motivation applied in enterprises of different countries. [Kotilko V., 2006]

№	Elements of labor motivation	Firms, corporations, countries						
		USA	IBM	DeltaAirlines	Japan	China	Russia	Belarus
1	Respect for the person	-	+	+	+	+	-	+
2	Education and training	+	+	-	+	+	+	+
3	Statement of the task before the employee and assessment of his work	+	+	-	-	+	-	-
4	Work Planning	+	+	-	-	+	-	-
5	Payment of works	+	+	+	+	+	+	+

6	Professional growth and career planning	-	+	+	+	+	+	-
7	Offer Proposal System	-	+	+	-	+	-	-
8	Creating a common culture	-	+	+	+	-	-	+
9	Employment guarantee	-	+	+	+	-	+	+
10	Reception of high-class workers	+	+	+	-	-	-	-
11	Attestation and interview system	-	+	+	-	-	+	+
12	Attention to the needs of employees	-	+	+	+	-	-	-
13	Involvement of staff in management	+	+	-	-	+	-	-
14	Maximum responsibility	-	+	-	+	-	-	-
15	Horizontal communications	-	+	-	+	-	+	-
16	Providing social needs	-	-	-	-	-	+	+

Source: Kotilko V., 2006.

In these countries, there is a different application of elements of labor motivation. In general, the USA is not characterized by such elements of labor motivation as respect for a person, professional growth and career planning, career advancement system, creation of a common culture, job security, appraisal and interviewing system, maximum responsibility, horizontal communication and social needs.

As for the largest American corporations IBM and Delta Airlines, the principle of their motivation is mostly similar. Distinctive features are observed in education and training, setting tasks for employees, planning work, personnel participation in management, maximum responsibility and horizontal communication. These elements of motivation are present in the management of IBM, but not in the Delta Air.

Japan and China have more distinctive elements than similar ones. Compared to IBM, Delta Airlines and the United States as a whole, these countries are deprived of the admission of high-class workers as an element of labor motivation, as well as a system of appraisals and interviews, and the provision of social needs.

As for the Slavic countries - the Republic of Belarus and the Russian Federation, they all have in common only education and training, payment for the execution of work, job security and the provision of social needs. Distinctive elements of the neighboring countries in equal quantities.

Thus, to motivate an employee is to provide him with the opportunity to realize his accumulated experience, professional skills and life values, working for the good of the company. The promotion of labor must be adequate to the "invested" contribution of the employee of the company, and it is necessary to maintain a reasonable balance between the material and intangible parties of remuneration. Otherwise, he will lose interest in the work, and his work will soon become negative for the company.

Methodology

This thesis is a research based thesis for which used quantitative research method to find out the employee satisfaction and motivation level in Almaty. As a tool for getting a results online survey was used. Survey was provided by using online social media like instagram, what's app, vk and by sharing of friends in these social media. This way used to give peoples a chance to answer for the questions anywhere and anytime as they want, and also to feel freedom and anonymous in answering for questions. In this way of survey they fill more confident. It's good for get findings and analyze it.

The questionnaire was developed by reading the literature review and all the questions were discussed with supervisor. Questions were related with motivation and satisfaction topics. All the questions were closed questions. The questions were short and direct to the topic to answer easy and with less time spending. The respondents simply had to mark one of the answers to complete the survey. Using of this way used to find out findings accurate.

Analysis and findings

Empirical Analysis of Motivation and Satisfaction, and its factors.

As we can see at figure 4.1 questionnaires was collected from 116 people, from which 21 are male it's 18.1% from all respondents and 95 are female it's 81.9% that's most part of respondents.

Figure 4.1. Frequency and validity of Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	21	18,1	18,1	18,1
	Female	95	81,9	81,9	100,0
	Total	116	100,0	100,0	

Source: Authors own estimation

In figure 4.2 we can see the frequency of age of respondents. Mostly survey was collected from 41 years old and above peoples, which contains 40 respondents, it's 34.5% from total. After them stays 20-25 years old respondents which contains 34 respondents with 29.3%, others are 26-30 years old 14 respondents it's 12.1%, 31-35 years old with 18 respondents that makes 15.5% from total and from 36-40 years old respondents are 10 it's 8.6%.

Figure 4.2. Frequency and Validity of Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 – 25	34	29,3	29,3	29,3
	26 – 30	14	12,1	12,1	41,4
	31 – 35	18	15,5	15,5	56,9
	36 – 40	10	8,6	8,6	65,5
	41 and above	40	34,5	34,5	100,0
	Total	116	100,0	100,0	

Source: Authors own estimation

At figure 4.3 shown the frequency of job position of respondents. Most of them are officers, totally 100, means 86.2% from overall. Officer in this survey was used like employees, who are not in managing group of people. Other 12 are head of office, it is 10.3%, and 4 are directors in companies, that makes only 3.4% from total.

Figure 4.3. Frequency and Validity of Job position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Officer	100	86,2	86,2	86,2
	Head	12	10,3	10,3	96,6
	Director	4	3,4	3,4	100,0
	Total	116	100,0	100,0	

Source: Authors own estimation

And at next figure 4.4, we can see the frequency of education level. Here we see that 95 respondents are graduated university, 18 technological graduates, and other 3 are primary and high school graduates. It says that most of respondents are highly educated and they know their work.

Figure 4.4. Frequency and Validity of Educational level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary and High School graduates	3	2,6	2,6	2,6
	Technological graduates	18	15,5	15,5	18,1
	University graduates	95	81,9	81,9	100,0
	Total	116	100,0	100,0	

Source: Authors own estimation

From explanations we can conduct that most of respondents are mature and experienced peoples who are highly educated.

Level of satisfaction and motivation at workplace.

Figure 4.5. Questions and answers

№	Questions	Amount of respondents that answered for questions				
		Highly satisfied/ highly motivated	Satisfied/ motivated	Neutral	Dissatisfied/ not motivated	Highly dissatisfied/ Highly not motivated
1	Working in an organization, how comfortable do you feel, "in your place"?	31 (26.7%)	42 (36.2%)	34 (29.3%)	7 (6%)	2 (1.7%)
2	Are you satisfied with working conditions?	29 (25%)	42 (36.2%)	31 (26.7%)	12 (10.3%)	2 (1.7%)
3	Are you satisfied with organization Management?	21 (18.1%)	33 (28.4%)	39 (33.6%)	15 (12.9%)	8 (6.9%)
4	Are you satisfied with content of work?	20 (17.2%)	46 (39.7%)	29 (25%)	16 (13.8%)	5 (4.3%)
5	Are you satisfied with discipline requirements?	20 (17.2%)	35 (30.2%)	27 (23.3%)	24 (20.7%)	10 (8.6%)
6	Are you satisfied with Human resource management organization?	29 (25%)	37 (31.9%)	31 (26.7%)	12 (10.3%)	7 (6%)
7	Are you satisfied with the idea of staying at your position for the next years?	21 (18.1%)	34 (29.3%)	26 (22.4%)	25 (21.6%)	10 (8.6%)
8	What is your level of satisfaction in variety of work?	25 (21.6%)	37 (31.9%)	41 (35.3%)	10 (8.6%)	3 (2.6%)
9	Are you satisfied with work and rest schedule?	30 (25.9%)	37 (31.9%)	27 (23.3%)	16 (13.8%)	6 (5.2%)
10	How do you rate your own team?	45 (38.8%)	49 (42.2%)	17 (14.7%)	4 (3.4%)	1 (0.9%)
11	What is the level of respect by managers?	37 (31.9%)	47 (40.5%)	28 (24.1%)	2 (1.7%)	2 (1.7%)
12	How well your salary motivates you to work here?	40 (34.5%)	36 (31%)	25 (21.6%)	14 (12.1%)	1 (0.9%)
13	How well your relationship with the supervisor, with the leadership of the organization, with colleagues motivates you to work here?	34 (29.3%)	56 (48.3%)	22 (19%)	3 (2.6%)	1 (0.9%)
14	How well possibility of official promotion motivates you to work here?	37 (31.9%)	50 (43.1%)	23 (19.8%)	5 (4.3%)	1 (0.9%)
15	How well organization and equipment of the workplace motivates you to work here?	42 (36.2%)	39 (33.6%)	27 (23.3%)	8 (6.9%)	0
16	How well amount of bonuses motivates you to work here?	45 (38.8%)	43 (37.1%)	20 (17.2%)	6 (5.2%)	2 (1.7%)

Source: authors own estimation

As we can see at figure 4.5, mostly peoples are satisfied neither than dissatisfied. It says that the peoples don't complain in case of satisfaction and motivation.

In some cases the respondents mostly satisfied and motivated with next factors:

1. With colleagues or their team. The answers were satisfactory for totally 81% of respondents. It says that they are satisfied with their colleagues and it's motivated them to work.
2. The 72.4% respondents are satisfied with respect of managers. It says that managers highly respect employees at workplace in Almaty.
3. And 77.6% respondents satisfied with relationship with supervisors, with the leadership of the organization, and communication with colleagues. It means, in Almaty communication skills and interaction with each other is in high level.
4. In case of promotion, 75% respondents are motivated to work.
5. Organization and equipment also in high level motivators in Almaty. It motivates 69.8% of respondents to work.
6. And the last one is the bonuses. 75.9% of respondents are motivated by bonuses.

But don't complain doesn't says that they don't want a changes. In some cases, we can see that the respondents are satisfied minimally:

1. With Management of organizations.
2. With monthly salary.
3. With Human resource management.

It means in these functions, in Almaty needs improvements to get more satisfied and motivated peoples. To improve these functions better to provide a survey in organizations to determine why they dissatisfied with one function or another.

Conclusion

Managers always motivated their employees, whether they were aware of it or not. In ancient times for this served the whips and threats, for the elect - rewards. There are two types of motivation: primary, which manifests itself in the form of need, desire, drive, instinct, and secondary, manifested in the form of motive.

Economic incentives are associated with the additional benefits that people receive as a result of fulfilling their requirements. These benefits can be direct (cash income) or indirect, facilitating the receipt of direct (free time, allowing you to earn elsewhere). The types of economic incentives for employees include: various forms and systems of wages, additional payments and benefits.

Non-economic methods of stimulation include organizational and moral-psychological methods.

By analysis we can say in Almaty, it has developed its own system of non-financial incentives for staff, which is mainly in the organizational culture and the maintenance of professional growth of the employee.

It should be noted that a fundamental and competent organization of the personnel department is a fundamental role in the process of forming the system of motivation by the Human Resource Management of an organizations.

Much attention should also be paid to the formation of organizational culture in the organizations.

From the analysis performed, it can be concluded that in Almaty has formed a fairly effective motivation system that keeps employees in the workplace. However, there are still many factors, work on which will help significantly improve the efficiency of management of the organizations personnel.

References

1. Adair D. N. Effective motivation. - M.: EKSMO, 2007
2. Andreeva, TV. Management Today, M., 2007. - 345 p. 47
3. Daft R.L. Management - St. Petersburg: Peter, 2007. - p. 832
4. Kibanova A. Ya. Human resource management organization. M., 2006. - p. 512
5. Weinstein, L. A. Psychology of management and the basics of leadership: study guide / L. A. Weinstein. - Minsk: GIUST BSU, 2008. - 279 p.
6. Pudenko PI. How to motivate the productive work of staff. - M.: IUO, 2007
7. Solomanidina T. O., Solomanidin V. G. Management of staff motivation (in tables, diagrams, tests, cases). - M.: LLC "Journal" Human Resource Management", 2009. - p. 128
8. Sorokomova A. Factors affecting motivation // Human Resources. 2009. - №5
9. Khlopova T. Without a personal interest there is no labor activity // Personnel Service 2009. - № 1. - p. 15
10. Pirson B., Thomas N. Short MBA course. A practical guide to developing key management skills. - M.: Alpina Business Books, 2006. - p. 257
11. Heckhausen H., "Motivation and activity". T. 2. - M.: Pedagogy, 2004
12. Volodin A., Nazaruk M. What motivates us to work: Theory of labor motivation // Banking technology. - 2002. - № 10. p. 29-31
13. Dryahlov N. I., Kupriyanov E. A. Efficiency of employees and their remuneration in the West // SOCIS: Sociological studies. 2002. - № 12
14. Melnikov V. [Interview] // Company Management. 2006. - № 5
15. Maznyak IO. Labor motivation of staff at Russian enterprises // Questions of the humanities. 2006. - № 4.
16. Kozlova T. High "note" of the motivation system // Business (East + West). 2005. - № 3.
17. Dyatlovskaya I. Western models and Belarusian practice. Motivating environment and motivating leadership // Work for you. 2001. - № 11.

18. Misnikova L. Features of personnel management in organizations of Belarus // Problems of theory and practice of management. 2007. - № 2.
19. Kotilko V.V. Stimulation of labor and personnel management // Regional economy: theory and practice. 2006. - № 5
20. Alekseenko L.F. Problems of increasing labor productivity in the Republic of Belarus // Personnel Department. 2002. - № 10 (21).
21. Belousova, E. A. Forced motivation and its role in stimulating labor productivity // VestnikBelaruskagadzyarunaaguniversiteta. 2003.-№ 1.
22. Kapustin A. Management motivation is the key to the stability of the company // Company Management. 2003. - № 6.
23. Kotilko V.V. Stimulation of labor and personnel management // Regional economy: theory and practice. 2006. - № 5.
24. Kuznetsov K. Gold of motivation // Management of the company. 2006.-№ 5.
25. Melnikov V. [Interview] // Company Management. 2006. - № 5.
26. Mikulich A. Motivation of work: the nature and principles of management // Finance, accounting, auditing. 2003. - № 3.
27. Sorokoumova A. Factors affecting motivation // Human Resources. 2001.-№8.
28. Suponitskaya I.M. Success and Luck: Attitude to Labor in American and Russian Society // Philosophy Questions. 2003. - № 5.
29. "University", the newspaper of the Belarusian State University, April 21, 2009 №8-9 (1982-1983)
30. "University", newspaper of the Belarusian State University, September 19, 2009 # 20 (1993)
31. Vesnin, V. R. Management: studies. 3rd ed., Pererab. and add. M.: TK Velbi, Prospect Publishing House, 2006. 504 p.
32. Egorshin A.P. Motivation to work: Study guide. N.Novgorod: NIMB, 2003. 320 p.
33. Ilyin E.P. Motivation and motives. SPb.: Peter, 2002 512 p.

34. Fundamentals of Management: Textbook. for universities / DD. Vachugov, T.E. Berezkina, N.A. Kislyakova et al .; Ed. DdVachugova. 2nd ed. reclaiming and add. M .: Higher. Shk., 2005. 376 p.
35. Rumyantseva Z.P. General management of the organization. Theory and practice: Textbook. M .: INFRA-M, 2007. 304 p.
36. Semenov A. K., Nabokov V. I. Basics of Management: Textbook. 5th ed., Pererab. and add. M .: Dashkov and Co. ° Publishing and Trading Corporation, 2008. 556 p.
37. Sladkevich V.P. Motivational management: Course of lectures. - K .: MAUP, 2001. - 168 p.
38. Travin, V.V., Dyatlov, V.A. Management staff of the enterprise: Textbook.- Practice manual. 5th ed. M .: Delo, 2003. 272 p.

APPENDIX 1
GENERAL INFORMATION

1. Gender - Пол

- a) Male
- b) Female

2. Age - Возраст

- a) 20 – 25
- b) 26 – 30
- c) 31 – 35
- d) 36 – 40
- e) 41 and above

3. Job position

- a) Officer
- b) Head
- c) Director

4. Educational level

- a) Primary and High School graduates
- b) Technological graduates
- c) University graduates

JOB MOTIVATION and SATISFACTION

1. Working in an organization, how comfortable do you feel, “in your place”?

- a) Highly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Highly dissatisfied

2. Are you satisfied with working conditions?

- a) Highly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Highly dissatisfied

3. Are you satisfied with organization Management?

- a) Highly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Highly dissatisfied

4. Are you satisfied with content of work?

- a) Highly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Highly dissatisfied

5. Are you satisfied with discipline requirements?

- a) Highly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Highly dissatisfied

6. Are you satisfied with Human resource management organization?

- a) Highly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Highly dissatisfied

7. Are you satisfied with the idea of staying at your position for the next years?

- a) Highly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied

e) Highly dissatisfied

8. What is your level of satisfaction in variety of work?

a) Highly satisfied

b) Satisfied

c) Neutral

d) Dissatisfied

e) Highly dissatisfied

9. Are you satisfied with work and rest schedule?

a) Highly Satisfied

b) Satisfied

c) Neutral

d) Dissatisfied

e) Highly Dissatisfied

10. How do you rate your own team?

a) Highly Satisfied

b) Satisfied

c) Neutral

d) Dissatisfied

e) Highly Dissatisfied

11. What is the level of respect by managers?

a) Highly Satisfied

b) Satisfied

c) Neutral

d) Dissatisfied

e) Highly Dissatisfied

12. How well your salary motivates you to work here?

a) Highly Motivates

b) Motivates

- c) Neutral
- d) Not Motivates
- e) Highly Not Motivates

13. How well your relationship with the supervisor, with the leadership of the organization, with colleagues motivates you to work here?

- a) Highly Motivates
- b) Motivates
- c) Neutral
- d) Not Motivates
- e) Highly Not Motivates

14. How well possibility of official promotion motivates you to work here?

- a) Highly Motivates
- b) Motivates
- c) Neutral
- d) Not Motivates
- e) Highly Not Motivates

15. How well organization and equipment of the workplace motivates you to work here?

- a) Highly Motivates
- b) Motivates
- c) Neutral
- d) Not Motivates
- e) Highly Not Motivates

16. How well amount of bonuses motivates you to work here?

- a) Highly Motivates
- b) Motivates
- c) Neutral
- d) Not Motivates
- e) Highly Not Motivates