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Employee Motivation and Organizational Performance

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Abstract: This study examined the effect of employee motivation on organizational performance in selected commercial banks in Mogadishu, Somalia. Specifically, the study investigated the influence of incentives, job security, and training and development on organizational performance. The study was guided by Equity Theory and Hackman and Oldham's Job Characteristics Theory and employed a quantitative correlational research design. Data were collected using structured questionnaires from 110 respondents drawn from selected commercial banks, including Salaam Somalia Bank, Dahabshiil Bank, Amal Bank, and My Bank. The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS), applying both descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential statistics (Pearson correlation analysis). The findings revealed that respondents perceived organizational performance (overall mean = 4.05), incentives (overall mean = 3.94), and training and development (overall mean = 3.86) to be at high levels, while job security was rated at a moderate level (overall mean = 3.74). Pearson correlation analysis showed that all three dimensions of employee motivation had strong, positive, and statistically significant relationships with organizational performance. Job security demonstrated the strongest relationship with organizational performance ($r = 0.982$, $p < 0.01$), followed by incentives ($r = 0.966$, $p < 0.01$) and training and development ($r = 0.954$, $p < 0.01$). The study concludes that employee motivation significantly enhances organizational performance. Organizations that implement fair incentive systems, provide greater job security, and invest in continuous employee training and development are more likely to achieve improved productivity, employee commitment, and sustainable organizational success. The study recommends that commercial banks strengthen employee motivation strategies by introducing transparent reward systems, improving employment stability, and providing relevant, job-oriented training programs to enhance overall organizational performance.

Keywords: *Employee Motivation, Organizational Performance, Incentives, Job Security, Training and Development, Commercial Banks, Mogadishu, Somalia.*

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I. INTRODUCTION

Employee motivation is widely recognized as one of the most important factors influencing organizational performance in today's competitive business environment. Organizations rely on motivated employees to improve productivity, service quality, innovation, and the achievement of strategic objectives. Employee motivation refers to the internal and external forces that encourage employees to perform their duties effectively and remain committed to organizational goals, while organizational performance reflects an organization's ability to achieve its objectives through the efficient and effective use of available resources.

➢ *Background of Study*

Employee motivation and performance are very important in managing employees within a company. This is because it directly affects the company's productivity and quality of services. The company's profits and survival are also impacted. As a result, management must always put in place a motivational plan to achieve better performance. Motivation is very important for employee performance in a business. It has led to academic studies. This area of science has posed many challenges to scholars, researchers and business owners. Employee motivation and performance are key, to a company's success. The company needs to focus on motivation to improve employee performance(Akah, 2010) . organizational performance is when an organization reaches its goals by using resources in a way. Daft (2000) also said it is about achieving goals. Richardo (2001) had an idea defining organizational performance as achieving goals and objectives. Cascio (2014) said organizational performance is how well an organization does its job. This includes work results things you can't touch customer relationships and good service. Kaplan and Norton (2001) defined performance as getting things done. They said it is, about using people and resources to reach goals in the way possible(Evangeline, 2021).

Globally, in the last twenty years, the field of human resources management has seen some really big changes. These changes, globally, are like revolutions in the way things are done. The performance evaluation of employees is a way to check how well they do their jobs and meet their responsibilities at work compared to the standards that were set before. According to Rotaru A. (1998), performance evaluation is a way to assess employees. From this point of view, it is difficult to think of a more important way to assess human resources than by evaluating their performance. The way we evaluate employees has an impact on the culture of the organization and the work environment. Performance evaluation is also called employee classification. It involves checking how well employees do their jobs. The methods we use to evaluate employees depend on factors such as the culture of the organization, what the organization wants to achieve, how employees are paid and promoted, the size of the organization, and what the organization does. Human resources management is a field that is always changing, and performance evaluation is a part of it. The way we conduct performance evaluation is very important for human resources management. It can affect the whole organization (Tampu & Cochina, 2015).

In Nigeria, growing attention was given to the role of employee rewards in improving workplace performance during the 1970s. Since then, numerous scholars have investigated the relationship between reward systems, employee motivation, and organizational performance. Employee performance has become a major concern for human resource professionals because inadequate compensation and limited motivational practices often contribute to lower productivity and reduced job commitment. This issue is significant not only for organizations but also from a broader social perspective, as ineffective motivation can negatively affect workplace efficiency and employee morale. Consequently, organizations are increasingly expected to implement appropriate motivational strategies and fair reward systems to enhance employee performance and achieve higher levels of productivity. Therefore, this study examines the effect of motivation on employee performance, with the aim of providing insights into how effective motivational practices can address performance-related challenges within organizational settings. (Emeka et al., 2015).

In Somalia, the importance of employee motivation has grown alongside the country's economic recovery and institutional development following decades of political instability and civil conflict. Since the re-establishment of government institutions and the expansion of the private sector, organizations have faced increasing pressure to improve performance, service delivery, and competitiveness. As a result, many organizations have begun to focus on human resource management practices that enhance employee motivation and productivity. employee motivation and organizational performance have become critical areas of concern for organizations worldwide, including Somalia. In today's competitive business environment, organizations increasingly recognize that motivated employees are valuable assets that contribute significantly to productivity, efficiency, innovation, and overall organizational success. Employee motivation refers to the internal and external factors that stimulate employees to perform their duties effectively and achieve organizational goals, while organizational performance refers to the extent to which an organization achieves its objectives through efficient utilization of resources (Mohamud Dahie et al., 2015).

➢ *Problem of Statement*

In a highly competitive business environment, an organization's success relies heavily on a driven and committed workforce. Ideally, an organization fosters a work environment where employees are highly engaged and both intrinsically and extrinsically motivated. In this ideal scenario, management successfully implements reward systems, recognition programs, and career development pathways that align employee goals with the company's vision. This sustained high level of motivation should translate directly into peak organizational performance, characterized by high productivity, continuous innovation, excellent customer service, low turnover rates, and the consistent achievement of strategic and financial targets. In reality, many organizations struggle with widespread employee disengagement and declining morale. Despite having human resource policies in place, employees often report feeling undervalued, uninspired, or disconnected from the organization's broader mission. This lack of motivation frequently manifests in observable organizational inefficiencies, such as noticeable drops in daily productivity, rising rates of absenteeism, high employee turnover, and a resistance to change or innovation.

The discrepancy between the required level of employee motivation for optimal operation (the ideal) and the current state of workforce disengagement (the actual) represents a critical vulnerability for the organization. This gap results in a direct loss of productivity and increased costs associated with recruiting and training new staff to replace departing employees. If the specific factors causing this lack of motivation are not identified and resolved, the organization risks sustained financial underperformance, a toxic workplace culture, and an inability to compete in the market. Therefore, the core problem is that systemic failures to effectively motivate employees are directly degrading organizational performance, preventing the business from reaching its strategic objectives.

II. REVIEW OF RELATED LITERATURE

➢ *Theoretical Framework*

Equity theory recognizes that individuals are concerned not only with the absolute number of rewards they receive for their efforts, but also with the relationship of this amount to what others receive. Based on one's inputs, such as effort, experience, education, and competence, one can compare outcomes such as salary levels, increases, recognition and other factors. When people perceive an imbalance in their outcome-input ratio relative to others, tension is created. This

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tension provides the basis for motivation, as people strive for what they perceive as equity and fairness (Robbins, 1993). One of the prominent theories with respect to equity theory was developed through the work of J.S. Adams. Adams' theory is perhaps the most rigorously developed statement of how individuals evaluate social exchange relationships (Steers, 1983).

Hackman and Oldham's (1976) model of job enrichment propose that jobs can be made more motivating by increasing the following: skill variety (the number of different skills required by the job), task identity (the degree to which the job produces something meaningful), task significance (the importance of the work), autonomy (the degree to which the individual has freedom in deciding how to perform the job), and feedback (the degree to which the individual obtains ongoing. One psychological view suggests that very high levels of intrinsic motivation are marked by such strong interest and involvement in the work, and by such a perfect match of task complexity with skill level, that people experience some kind of psychological "flow," a sense of merging with the activity they are doing (Csikszentmihalyi 1975).The major psychological view suggests that extrinsic motivation works in opposition to intrinsic motivation (Deci 1975; Deci & Ryan 1985). Extrinsic motivation takes place when individuals feel driven by something outside of the work itself such as promised rewards or incentives. In general, this theory.

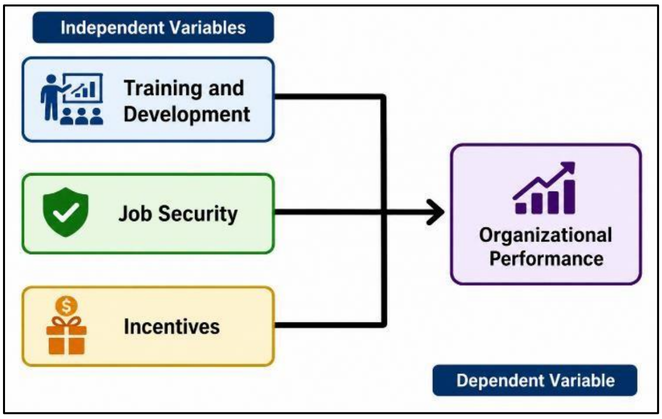

Fig 1 Theoretical Framework

➢ *Conceptual Framework*

The conceptual framework illustrates that training and development, job security, and incentives are the independent variables that influence organizational performance, the dependent variable.

It suggests that providing employees with adequate training opportunities enhances their skills and productivity, ensuring job security increases their commitment and motivation, and offering incentives encourages higher levels of effort and performance. Collectively, these human resource management practices are expected to contribute positively to organizational performance by improving employee effectiveness, engagement, and overall organizational success.

- *Employee Motivation*

Although employee motivation is essential for achieving high levels of performance, it alone cannot ensure an effective performance management system. A successful performance management process depends largely on the commitment of both managers and employees, as well as the seriousness with which the system is implemented and maintained (Pulakos, 2009). Performance management is a continuous process that aligns individual and organizational objectives, enhances employee capabilities, and creates value for customers while contributing to the long-term success of the organization and its stakeholders (Cokins, 2009). Its primary purpose is to improve employee effectiveness by ensuring that individual efforts support the organization's strategic goals.

Effective performance management also requires a thorough understanding of each employee's roles, responsibilities, and expected job outcomes. Clearly defined duties and performance standards provide a reliable basis for evaluating employee contributions, identifying performance gaps, and implementing appropriate improvement strategies. In the absence of such clarity, organizations may face difficulties in conducting fair and accurate performance evaluations. This lack of well-defined performance criteria can also limit meaningful comparisons among employees performing similar tasks, making it more challenging to recognize achievements, address weaknesses, and promote continuous performance improvement. (Ramlall S., 2004).

Ccording to Adams's Equity Theory (1965), employees evaluate the fairness of their rewards by comparing their contributions and outcomes with those of others. When individuals perceive an imbalance in this comparison, they experience psychological tension that encourages them to restore a sense of fairness. The intensity of this response depends on the degree of the perceived inequity. As a result, perceptions of unfair treatment may either enhance or reduce employee motivation and performance. Employees who believe they are receiving fewer rewards than they deserve may decrease their work effort or productivity to restore balance. In contrast, employees who perceive that they have been rewarded more generously than expected may respond by increasing their effort and improving their performance. However, Adams (1965) argued that employees are generally more sensitive to situations in which they believe they are under-rewarded than to those in which they receive greater rewards than anticipated. These principles have been widely recognized in explaining the relationship between perceived fairness, motivation, and employee performance(Ganta Vinay Chaitanya, 2014).

- *Training and Development*

Raining and development programs are the basic structural and functional foundations for the development of the employees. These foundations are important for guiding the employees through different situations. Training and Development programs are the framework for helping employees to develop their personal and professional skills, knowledge, and abilities. Training imparts knowledge to the employees regarding different issues in the organization and

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the proper execution of these programs result in number of benefits such as development of profitable, adaptable as well as efficient organization and productive & contented employees (Kulkarni, 2013).

Training and development (Paradise 2007). "Training" refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Goldstein & Ford 2002). Alternatively, development refers to activities leading to the acquisition of new knowledge or skills for purposes of personal growth. However, it is often difficult to ascertain whether a specific research study addresses training, development, or both. In the remainder of this review, we use the term "training" to refer to both training and development efforts. The importance of and scholarly interest in training in work organizations is reflected by the regular publication of training reviews in the Annual Review of Psychology since 1971 (Campbell 1971, Goldstein 1980, Wexley 1984, Latham 1988, Tannenbaum & Yukl 1992, Salas & Cannon-Bowers 2001). The present review covers the training literature since January 2000. We provide a review that is comprehensive though not exhaustive. Also, in contrast to previously published Annual Review of Psychology articles, we readily acknowledge at the outset that we take a point of view that training in work organizations produces clear benefits for individuals and teams, organizations, and society (Aguinis & Kraiger, 2009).

- *Incentives*

incentives for investment. In particular, I consider a supplier's investments in purchaser-specific capabilities. In this new setting, performance evaluation is trickier than above because the purchaser must now evaluate a supplier's potential future value-added to the purchaser's production process, rather than the supplier's realized contribution so far. Accordingly, all the difficulties of objective performance measurement described above continue to apply, but probably with more force. Relational incentive contracts based on subjective performance assessments may again be attractive, but the shift from realized performance so far to potential future value-added probably makes it more difficult to find a subjective assessment that both the purchaser and the supplier can observe. I therefore explore a third class of models, based on what a labor economist might call "the promise of promotion" rather than on formal or relational incentive contracts incentives hold-up (i.e., post-contractual renegotiation). In particular, in our upstream-downstream model of a supply transaction, suppose that ownership of the asset conveys ownership of the intermediate product (i.e., the good that the upstream party uses the asset to produce). If the upstream party owns the asset, then upstream can hold-up downstream by threatening to put the good to its alternative use. Parallel to the idea from Section II.A that an objective performance measure (p) could be well or poorly aligned with the Agent's total contribution (y), we will see in Section IV.A that hold-up can create useful or distortionary incentives. Section IV.B then reconsiders this issue in the presence of relational contracts within and between firms (R., 2002). incentives literature. Jenkins et al. (1998) provided the first meta-analysis of the financial incentive's literature. To be included in their meta-analysis, studies had to: (a) be between 1960 and 1996; (b) be empirical in nature; (c) not involve self-report measures; (d) focus on incentives geared toward the individual, not groups or organizations; (e) have a control or premeasure comparison group; (f) focus on monetary incentives; and (g) use adult populations. Out of numerous articles, 39 articles (with 47 studies) qualified. Effect sizes (corrected correlations) were .34 (a 12% increase) in performance quantity, and .08 (a 3% increase) in performance quality their analysis, setting and theoretical framework mediated the relationship, but task type did not (Condly et al., 2008).

- *Job Security*

Job insecurity, employees may increase their performance levels to continue to be employed by the organization (Koen et al., 2019; Huang et al., 2013). Research on job insecurity has also considered the proactive coping perspective. Under this framework, coping is a strategy that helps employees prepare for potentially stressful events in the future, such as the loss of a job (Stiglbauer and Batinic, 2015). Employees may carry out preemptive actions to directly handle job loss (Parker et al., 2006). These actions involve, among other things, increasing their educational level (Shoss, 2017), generating contact networks and actively looking for jobs (Klehe et al., 2012) ob security to an employee, they will respond to the organization by increasing their performance in order to balance their contribution given the exchange that took place (Cropanzano and Mitchell, 2005). When employees expect the organization to provide job security and it is not able to do so, they will decrease their contribution by decreasing their job performance (De Cuyper and DeWitte, 2006). A psychological contract (Rousseau, 1995) represents "the mutual beliefs, perceptions and informal obligations between an employer and an employee" (p. 5). These contracts are defined by the relationship between the two parties and are unwritten mutual expectations from both sides. This relationship could be seen as a social exchange relationship, since the focus is on employee contribution in terms of time, effort and work attitude, and from the part of the employer the focus is on promised benefits such as salary, appreciation and prospects for promotion (Turnley and Feldman, 2000). Related to job (in)security, employer promises are related to the continuity of their job and important features of the job (Muñoz Medina et al., 2023). Job security is an important factor in understanding organizational performance because it shapes employee attitudes, behavior, and overall effectiveness. When workers believe their jobs are stable, they usually feel more valued and less worried about losing income, which helps them focus better on their responsibilities. This sense of stability often leads to higher motivation, stronger commitment, improved job satisfaction, and greater loyalty to the organization. As a result, employees are more likely to work carefully, cooperate with others, and contribute ideas that support productivity and long-term success. In many organizations, job security also reduces turnover, absenteeism, and workplace conflict, all of which can improve performance. Employees who feel secure are more willing to invest time and energy in their work because they trust that the organization will reward their efforts fairly. This can strengthen teamwork and create a positive work environment where employees are more

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engaged and efficient. On the other hand, job insecurity often has the opposite effect. When employees fear dismissal, contract loss, or unstable working conditions, they may experience stress, anxiety, and reduced concentration. These negative feelings can lower morale and reduce both individual and organizational performance. In some cases, workers may become less creative, less cooperative, and less committed because they are focused on protecting themselves rather than helping the organization grow. Although some scholars argue that a small amount of insecurity can temporarily encourage people to work harder, this effect is usually not sustainable (Yousef, 1998).

- *Organizational* Performance

In their study on organizational performance and success, Gallagher and Brown (2007) emphasized that organizational culture plays a fundamental role in shaping the identity, operations, priorities, and relationships of a company with its customers, employees, and stakeholders. They highlighted that numerous empirical studies conducted between 1990 and 2007, involving 7,619 organizations and business units across 26 countries, demonstrated a strong association between organizational culture and business performance. This relationship has been confirmed through various performance indicators, including profitability, revenue expansion, customer loyalty, market position, innovation outcomes, and employee productivity. Building on the perspectives of Porter (1985), Gallagher and Brown (2007), and Kotter et al. (1992), evidence suggests that organizations with cultures designed to support high performance achieve superior financial outcomes compared with organizations lacking such cultural characteristics. Kotter et al. (1992) found that companies with performanceoriented cultures experienced significant growth in net income over time, whereas firms without supportive cultures showed minimal financial improvement. These findings demonstrate that corporate culture can be a critical determinant of organizational effectiveness and long-term success. Furthermore, Barlow (1999) argued that both organizational structure and culture influence how construction companies respond to innovative ideas and their ability to convert these ideas into successful products and processes. However, he noted that various cultural and structural obstacles continue to limit the adoption of new process innovations within the UK construction industry.(Kinoshita, 2014).

Organizational performance refers to the extent to which an organization is capable of achieving its established goals and objectives through the effective and efficient utilization of available resources. Daft (2000) viewed organizational performance as an organization's ability to accomplish its intended targets by making optimal use of its resources. Similarly, Richardo (2001) described it as the capacity of an organization to successfully attain its goals and objectives. According to Cascio (2014), organizational performance represents the level at which an organization fulfills its mission, which can be assessed through factors such as work outcomes, intangible resources, customer relationships, and service quality. Kaplan and Norton (2001) further explained that organizational performance reflects an organization's ability to achieve strategic objectives by effectively managing both human and physical resources. This perspective highlights the importance of using clear and measurable performance indicators when assessing employee contributions and organizational achievements. Moreover, effective measurement of organizational performance assists organizations in evaluating progress toward their strategic goals and developing future plans for improvement (Ittner & Larcker, 2012). Performance remains a critical concern for both profit-oriented and non-profit organizations because understanding the factors that influence success enables managers to make informed decisions and implement appropriate strategies. However, organizational performance continues to be widely debated among researchers due to differences in how performance is defined and measured across various contexts (Evangeline, 2021).

- *Study Area*

The study area of the Mogadishu, Somalia, especially Banking Sector such as Salaam Somalia Bank, Dahabshiil Bank, My Bank, Amal Bank in Mogadishu Somalia.

- *Research Design*

The study will adopt a correlational design which means it will design to investigate the relationship between employee motivation and organizational performance to describe respondent profile descriptive. In addition to that, the researchers aimed to define how employee motivation and organizational performance in Mogadishu Somalia. The study also used data in its design. In this type, the Researchers proposed to collect research data at specific points in time due to time constraints. The study will also be quantitative in design. The Researchers planned to regulate the problem under investigation numerically.

- *Study Population*

The target population for this study will Banking Sector so that the target populations of this study were managers include all managerial levels such us top management, middle management as Salaam Somalia Bank, Dahabshiil Bank, My Bank, Amal Bank in Mogadishu Somalia.

- *Sample Size Sampling Techniques*

The study will use Sloven's formula, to determine the actual of respondents that participate this research study. That is

$$n = \frac{150}{1 + 150(0.05)^2}$$

$$n = \frac{150}{1 + 150(0.0025)}$$

$$n = \frac{150}{1 + 0.375}$$

$$n = \frac{150}{1.375} \quad n = 109.09$$

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- *Sample Size*

Table 4.1 shows that the study included 110 respondents. The Sample size majority of the respondents were male (70.0%), while 30.0% were female. Most respondents (78.2%) were aged 18–25 years, indicating a predominantly young workforce. In terms of educational attainment, 69.1% held a Bachelor's degree, making it the highest qualification category among the respondents. Regarding work experience, 44.5% had between 1 and 3 years of experience, followed by 24.5% with less than one year, suggesting that most employees had relatively limited work experience.

Table 1 Shows That the Study Included 110 Respondents

Institutions	middle line Managers	First line	Non managerial	Total
Salaam Somalia Bank	10	20	20	50
Dahabshiil Bank	5	10	15	30
Amal Bank	4	6	10	20
My Bank	1	4	4	9
TOTAL	20	**40**	49	110

- *Data Analysis Demographic Questions*

Table 2 Data Analysis Demographic Questions

Variable	Category	Frequency	Percent
Gender	Male	77	70.0
	Female	33	30.0
Total		110	100
Age	18–25 years	86	78.2
	26–35 years	24	21.8
		110	100
Educational Level	Secondary School	16	14.5
	Diploma	6	5.5
	Bachelor's Degree	76	69.1
	Master's Degree	12	10.9
Total		110	100
Years of Experience	Less than 1 year	27	24.5
	1–3 years	49	44.5
	4–6 years	26	23.6
	7–10 years	8	7.3
Total		110	100

- *Organizational Performance*

Table 3 Organizational Performance

No.	Statement	5	4	3	2	1	Mean	Std. Dev.	Interpretation
1	The organization consistently achieves its goals and objectives.	46	40	18	4	2	4.18	0.75	High
2	Employees in this organization are highly productive.	55	39	10	4	2	4.35	0.77	High
3	The organization provides high-quality products/services to customers.	38	42	20	7	3	4.02	0.80	High
4	Employees work efficiently to achieve organizational objectives.	30	38	24	12	6	3.70	0.97	High
5	Overall, the organization performs successfully compared to its competitors.	37	41	20	8	4	4.03	0.85	High
	Overall Mean						40.5		High

The findings indicate that the overall level of organizational performance is high, with an overall mean score of 4.05. The results show that respondents generally perceive the organization as successful in achieving its goals and objectives, maintaining employee productivity, delivering quality products/services, and competing effectively in the market. Among the assessed dimensions, employee productivity recorded the highest mean score (Mean = 4.35, SD = 0.77), indicating that employees are perceived to contribute significantly to organizational success. Similarly, the organization's ability to achieve its goals and objectives received a high rating (Mean = 4.18, SD = 0.75). The provision of high-quality products/services (Mean = 4.02, SD = 0.80) and overall competitiveness

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compared to competitors (Mean = 4.03, SD = 0.85) were also rated highly. Although employees' efficiency in achieving organizational objectives had the lowest mean score (Mean = 3.70, SD = 0.97), it was still interpreted as high, suggesting that there is room for further improvement in work efficiency and operational effectiveness.

➢ *Incentives*

Table 4 Incentives

No.	Statement	5	4	3	2	1	Mean	Std. Dev.	Interpretation
1	Incentives motivate me to improve my performance	47	40	15	6	2	4.19	0.84	High
2	The incentive system encourages employees to achieve organizational goals.	50	39	14	5	2	4.25	0.86	Very High
3	The organization provides attractive financial incentives.	40	42	18	7	3	4.00	0.94	High
4	I am satisfied with the incentives provided by the organization.	28	35	24	15	8	3.56	1.27	High
5	Incentives are distributed fairly among employees.	32	37	22	12	7	3.72	1.16	High
	Overall Mean						3.944		High

The findings show that the level of incentives in the organization is high, with an overall mean score of 3.94. Employees perceive incentives as important motivators that improve performance and support the achievement of organizational goals. The incentive system received the highest rating for encouraging employees to meet organizational objectives (Mean = 4.25), while satisfaction with the incentives provided recorded the lowest rating (Mean = 3.56).

➢ *Job Security*

Table 5 Job Security

	Statement	1	2	3	4	5	Mean	Std. Dev.	Interpretation
1	I feel secure in my current job position	30	53	14	8	5	3.727	1.222	Moderate
2	The organization provides stable employment opportunities	43	42	7	8	10	3.691	1.147	Moderate
3	I am confident that I will continue working in this organization in the future.	29	42	27	7	5	3.855	1.064	High
4	Job security motivates me to perform better	40	34	25	3	8	3.536	1.221	Moderate
5	The organization treats employees fairly regarding job retention.	35	35	15	23	2	3.882	0.993	High
	Overall Mean						3.738	1.129	Moderate

The findings indicate that job security is at a moderate level, with an overall mean score of 3.74. Employees generally feel confident about their future in the organization and perceive fair treatment in job retention. However, improvements are needed in strengthening employment stability and enhancing employees' sense of security to increase motivation and commitment The findings reveal that the level of training and development in the organization is high, with an overall mean score of 3.86. The results indicate that employees have positive perceptions of the organization's efforts in providing training opportunities, enhancing skills, and supporting career development. Training programs were viewed as effective in improving job performance (Mean = 3.99) and providing opportunities for employees to gain new skills and knowledge (Mean = 3.88). The organization's support for employee career development was also rated highly (Mean = 3.90), showing that training initiatives contribute to employee growth and professional advancement. However, the relevance of training to employees' job responsibilities received a moderate rating (Mean = 3.69), suggesting the need for more practical and job-focused training programs. Overall, the findings demonstrate that effective training and development practices exist within the organization and play.

➢ *Training and Development*

Table 6 Training and Development

	Statement	1	2	3	4	5	Mean	Std. Dev.	Interpretation
1	The organization provides regular training programs for employees.	44	40	15	5	6	3.809	1.033	High
2	Training programs improve my job performance.	38	34	17	12	9	3.991	0.952	High

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3	I am given opportunities to develop new skills and knowledge.	37	33	15	18	7	3.882	0.993	High
4	Training received is relevant to my job responsibilities.	42	44	11	9	4	3.691	1.105	Moderate
5	The organization supports employee career development.	27	47	17	11	8	3.900	1.030	High
	Overall Mean						3.855	1.023	High

➢ *Correlation Test*

Table 7 Correlation Test

	Incentives	**Job Security**	**Training & Development**	**Organizational Performance**
Incentives Pearson Correlation	1	.975**	.960**	.966**
Sig. (2-tailed)		.000	.000	.000
N	110	110	110	110
Job Security Pearson Correlation	.975**	1	.977**	.982**
Sig. (2-tailed)	.000		.000	.000
N	110	110	110	110
Training & Development Pearson Correlation	.960**	.977**	1	.954**
Sig. (2-tailed)	.000	.000		.000
N	110	110	110	110
Organizational Performance Pearson Correlation	.966**	.982**	.954**	1
Sig. (2-tailed)	.000	.000	.000	
N	110	110	110	110

The correlation analysis shows that all independent variables have a strong positive and statistically significant relationship with organizational performance. Incentives have a very strong positive correlation with organizational performance ($r = 0.966$, $p < 0.01$), indicating that effective incentive systems are associated with improved organizational performance. Job security shows the strongest relationship with organizational performance ($r = 0.982$, $p < 0.01$), suggesting that employees' sense of stability and security significantly contributes to better performance. Similarly, training and development have a strong positive correlation with organizational performance ($r = 0.954$, $p < 0.01$), demonstrating that employee development initiatives enhance organizational outcomes. The relationships among the independent variables are also strong and significant, indicating that incentives, job security, and training and development are closely interconnected.

III. DISCUSSIONS

The findings of this study demonstrate that employee-related factors, including incentives, job security, and training and development, have a significant positive relationship with organizational performance. The results indicate that when organizations provide effective incentive systems, ensure employee job security, and invest in employee development, they are more likely to achieve higher levels of performance. These findings support the view that employees are a key resource in improving organizational effectiveness and achieving strategic goals.

The study found that incentives have a high level and a strong positive relationship with organizational performance. This suggests that financial and non-financial rewards play an important role in motivating employees, improving productivity, and encouraging them to contribute toward organizational objectives. The findings are consistent with motivation theories, which emphasize that appropriate rewards and recognition increase employee commitment and work performance. However, the results also suggest that organizations should ensure fairness, transparency, and employee satisfaction in incentive distribution to maximize their motivational impact.

Regarding job security, the findings revealed a moderate level of employee perception but showed the strongest positive correlation with organizational performance. This implies that employees who feel secure in their positions are more likely to be committed, motivated, and focused on achieving organizational goals. Job stability reduces uncertainty and encourages employees to invest more effort in their work. The findings highlight the importance of developing effective retention policies, fair employment practices, and supportive working environments to strengthen employee confidence and organizational commitment.

The findings also revealed that training and development have a high positive relationship with organizational performance. This indicates that organizations that provide employees with opportunities to improve their skills, knowledge, and competencies can achieve better performance outcomes. Training enhances employees' ability to perform tasks effectively, adapt to changes, and contribute to organizational improvement. However, the moderate rating regarding the relevance of training programs suggests that organizations should design more job-specific and practical training initiatives that directly address employees' responsibilities and performance needs.

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Overall, the correlation results confirmed that incentives, job security, and training and development significantly contribute to organizational performance. The strong relationships among these variables suggest that organizations should adopt an integrated human resource management approach by combining motivation, employment stability, and continuous employee development. These findings support previous studies that emphasize the critical role of employee management practices in improving productivity, commitment, and organizational success. Therefore, organizations seeking sustainable performance improvement should prioritize effective reward systems, secure employment conditions, and continuous learning opportunities for their employees

IV. CONCLUSIONS

This study concludes that employee-related factors, particularly incentives, job security, and training and development, play a significant role in enhancing organizational performance. The findings provide evidence that organizations that effectively manage employee motivation, provide a secure working environment, and invest in employee capacity development are more likely to achieve higher levels of productivity, effectiveness, and competitiveness. These results support the principles of human resource management theories, which emphasize that employees are strategic assets whose motivation, commitment, and skills directly influence organizational success.

The study confirms that incentives are an important motivational mechanism that encourages employees to improve their performance and contribute toward achieving organizational goals. The positive relationship between incentives and organizational performance indicates that appropriate rewards and recognition systems strengthen employee commitment and productivity. However, the findings also imply that incentive systems should be designed in a fair and transparent manner to ensure employee satisfaction and maximize their impact.

The study further concludes that job security is a critical factor influencing organizational performance. Although employees' perceptions of job security were at a moderate level, the strong relationship between job security and performance suggests that employees who feel stable and valued are more likely to demonstrate greater commitment, loyalty, and motivation. Therefore, organizations should focus on creating supportive employment conditions and effective retention strategies to improve employee confidence and long-term engagement.

In addition, the study concludes that training and development contribute significantly to improving organizational performance by enhancing employee knowledge, skills, and work capabilities. Continuous learning opportunities enable employees to perform their duties more effectively and adapt to organizational changes. The findings highlight the importance of aligning training programs with employees' actual job requirements to achieve greater performance outcomes.

RECOMMENDATIONS

Based on the findings and conclusions of this study, several recommendations are proposed to enhance organizational performance through effective employee management practices. Since incentives, job security, and training and development were found to have significant positive relationships with organizational performance, organizations should strengthen these areas to improve employee motivation, commitment, and productivity.

First, organizations should develop and implement effective and transparent incentive systems that recognize and reward employees based on their performance and contributions. Incentives should include both financial and non-financial rewards, such as performance bonuses, recognition programs, career advancement opportunities, and appreciation initiatives. Ensuring fairness and clear communication in incentive distribution will increase employee satisfaction and encourage higher levels of performance.

Second, organizations should enhance job security and employee retention practices by creating a stable and supportive work environment. Management should establish fair employment policies, provide clear career pathways, and promote open communication with employees regarding their future within the organization. Improving job security will increase employee confidence, loyalty, and willingness to contribute toward organizational objectives.

Third, organizations should invest more in training and development programs that are relevant to employees' roles and responsibilities. Training initiatives should be based on identified skill gaps and should include practical, job-specific learning opportunities. Regular professional development programs will improve employee competencies, adaptability, and overall work performance.

Furthermore, management should adopt an integrated human resource management strategy that combines motivation, employee security, and continuous development. Regular assessments of employee needs, satisfaction levels, and performance outcomes should be conducted to ensure that human resource practices remain effective and aligned with organizational goals.

Finally, future researchers are recommended to examine additional factors that may influence organizational performance, such as leadership style, organizational culture, employee engagement, and work environment, to provide a broader understanding of the determinants of organizational success. These efforts will help organizations develop more comprehensive strategies for improving employee performance and achieving sustainable growth.

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