

Human Resource and Leadership Journal (HRLJ)

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Kenya**



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Non-Financial Motivation Strategies and Organizational Performance of Water Bottling Companies in Garissa County, Kenya

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Accepted: 23rd Dec, 2024, Received in Revised Form: 28th Dec, 2024, Published: 3rd Jan, 2025

Abstract

Purpose: The study investigated relationship between non-financial motivation strategies and organizational performance. The specific objectives pursued by the study were to establish the relationship between employee recognition, job enlargement, and employee empowerment on organizational performance of Water Bottling Companies in Garissa County.

Methodology: The study was anchored social exchange theory, job characteristics theory and self-determination theory. The study employed descriptive research design. The target population consisted of 200 respondents consisting of the staff across all levels of management. Slovin's formula was utilized for sample size calculation to give a sample size of 133 respondents. Structured questionnaire was used to collect the data from the respondents. Both descriptive mainly frequencies, means and the standard deviations were adopted while inferential statistics involved Pearson's correlation analysis, regression analysis and analysis of variance for drawing conclusions from the study findings.

Findings: In conclusion, the analysis indicates that employee recognition and job enlargement positively influence organizational performance in Water Bottling Companies in Garissa County. Employee recognition, particularly through public praise, appreciation, and involvement in decision-making, demonstrated a strong correlation ($R = 0.815$) and significant positive impact ($B = 0.437$, $p = 0.004$) on performance. Similarly, job enlargement, through task variety and role clarity, showed a highly significant positive contribution ($B = 0.586$, $p < 0.001$). However, employee empowerment revealed a complex relationship, with a negative coefficient ($B = -0.277$, $p = 0.009$), suggesting that in this context, excessive empowerment may reduce performance.

Unique Contribution to Theory, Practice and Policy: To address these findings, it is recommended that structured employee recognition programs be enhanced, job enlargement strategies be expanded to align with staff needs, and empowerment practices be reevaluated to ensure they are carefully integrated with organizational goals. Balancing empowerment with support and clear guidelines is essential to avoid unintended negative effects.

Key Words: *Employee Recognition, Job Enlargement, Employee Empowerment, and Organizational Performance*

Background of the Study

In today's competitive business landscape, motivation stands as a pivotal factor for both retaining top talent and enhancing performance. Regardless of economic conditions, the objective remains consistent to cultivate an engaging and motivational workplace where employees are compelled to remain, evolve, and contribute their wealth of knowledge, experience and skills. An organization's commitment to its obligations aligns closely with the performance of its employees, significantly influencing overall organizational accomplishments. In an environment lacking motivation, employees who are disheartened or lack courage find themselves unable to effectively exercise their skills, abilities, innovation, and wholehearted commitment qualities essential to an organization's success. The staffs are taken as the building blocks of any organization thus motivation plays the key role in ensuring that the organization will have to achieve the desired outcomes in terms of its productivity. This is by ensuring that the employees are have lower level of absenteeism, and turnover, they are less stressed, have great enjoyment of work and they are eager to uptake the additional roles assigned to them and as well they maintain the mental and physical health and are able to promote overall success (Ganhão, Fernandes & Santos, 2021). Motivation, being the internal driving force for an individual employee, profoundly impacts the direction, intensity, and perseverance of voluntary actions. Recognizing the pivotal role of motivation, institutions have come to grasp its significance in aligning human capital with effective management processes. When employees are motivated, their productivity, dedication, and loyalty to the institution notably increase. Motivated employees display a remarkable drive to achieve elevated performance levels, often exerting greater effort than their less motivated counterparts. While employees are expected to arrive at the workplace intrinsically motivated and driven to succeed, employers bear the responsibility of furnishing resources, opportunities, acknowledgment, and a cohesive work environment to facilitate employees' success (Charaisi, Simon & Ayuo, 2019).

Globally, for instance in Canada, several studies have explored the effects of non-financial motivation strategies on organizational performance. For instance, research has looked into the impact of employee recognition programs, flexible work arrangements, and opportunities for skill development on job satisfaction, engagement, and overall performance (Boudrias et al., 2017). In the United States, a significant body of research has investigated various non-financial motivation strategies and their relationship with organizational performance. Studies have examined the effectiveness of strategies such as employee empowerment, job enrichment, and work-life balance initiatives on employee satisfaction, retention, and productivity. China's rapidly growing economy has prompted research into non-financial motivation strategies in the context of its unique cultural and organizational environment. Studies have investigated how strategies like employee recognition, training and development, and participative decision- making impact employee attitudes, motivation, and overall organizational effectiveness (Li et al., 2019).

In Africa, for instance Nigeria, researchers have explored the impact of non-financial motivation strategies on organizational performance. Studies have investigated the effectiveness of strategies like employee recognition, training and development programs, flexible work arrangements, and work-life balance initiatives. These studies often examine how these strategies contribute to employee satisfaction, engagement, and overall performance, considering the unique cultural and economic factors of Nigeria's business environment (Austin-Egole, Iheriohanma & Nwokorie, 2020). Research in Ghana has also focused into the relationship between non-financial motivation strategies and organizational performance. Studies have examined the role of strategies such as job enrichment, empowerment, and career development programs in enhancing employee motivation and satisfaction. Researchers often explore how these strategies align with the cultural context of Ghana and impact organizational outcomes (Agbenyegah, 2019). In Tanzania, researchers have explored non-financial motivation strategies with a focus on their impact on organizational performance. Studies have looked at the effectiveness of strategies like participative decision-making, employee involvement in decision processes, and opportunities for skill development. Researchers in Tanzania often consider the socio-economic context and cultural factors when assessing the applicability and effectiveness of these strategies (Ndalechi, 2019).

In Kenya, empirical research highlights various factors influencing organizational performance. Elements like working schedules, career development opportunities, and recognition have shown positive associations with enhanced employee performance (Okoth & Oluoch, 2019). However, the impacts of flexible schedules, suitable career paths, and recognition on performance remain relatively understudied (Njeri & Kepha, 2021). Focusing on career development, Fahed-Sreih (2020) emphasizes that strategic investment in employees' technical skills and career prospects yields growth for both individuals and organizations. Skilled workforce serves as a competitive advantage. Effective career development, which aligns employee aspirations with organizational goals, leads to a motivated workforce committed to their responsibilities. Conversely, inadequate recognition can prompt employees to seek appreciation elsewhere. The potency of recognition as a reward tool is underscored, especially when employed effectively. Ultimately, employee recognition contributes to a harmonious workplace conducive to achieving organizational objectives (Nami Nasution et al., 2018). Garissa County consists of various water bottling companies that strive to offer bottled water to the residents and its environs. Due to the nature of the environment which they operate, there are two main water bottling companies that are well established in Garissa County mainly the Glacier and Warda Water Companies. Glacier Water Company started in 2003 in Limuru and has also joined the bandwagon of opening new branches at Garissa and Wajir. The branch of the company that operates in in Garissa County deals with water bottling and water distribution while the other company which is Warda water bottling company started in Mombasa a decade ago before expansion to the current locations (Kilong'i, et al., 2019).

Statement of the Problem

In Kenya, the performance of manufacturing entities has seen a significant decline, with outputs reducing by approximately 50% over the past decade (Nganga & Nyaga, 2022). Bottled water production, as part of the broader manufacturing sector, is not exempt from these performance challenges. Despite growing demand for safe and healthy drinking water, the performance of water bottling companies remains underwhelming (Ichoroh, Kiambati, & Mbugua, 2023). Thus, addressing performance in the sector is crucial to meeting the increasing production needs. Historically, manufacturing companies in Kenya have primarily relied on financial incentives as the main driver of employee motivation. However, the growing emphasis on non-financial motivation strategies presents a potential solution to the performance issues observed in the water bottling sector. Research shows that while financial compensation can motivate employees to an extent, non-financial factors such as recognition, job enrichment, and work-life balance can be more effective in boosting employee engagement and overall performance (Ndelachi, 2019). Water bottling companies have largely adhered to classical management practices, where monetary compensation is viewed as the primary motivator. However, this approach has not curbed the high employee turnover and associated costs in the industry (Kilong’i et al., 2019). While employees may be compensated well, the absence of non-financial motivators has led to lower productivity, underlining the need for a shift in motivation strategies. Despite extensive research on non-financial motivation, there is limited evidence examining its specific impact on performance within Kenya's water bottling industry, particularly in regions like Garissa County. The limited exploration of non-financial motivation strategies in the Kenyan water bottling industry creates a research gap that warrants further investigation. While previous studies have identified factors such as working schedules, career development, and recognition as important to performance (Okoth & Oluoch, 2019), their direct impact on key performance indicators such as productivity, job satisfaction, and business success remains underexplored in this sector. Addressing this gap is critical for understanding how non-financial strategies can enhance performance. This study aims to address the gap by investigating the relationship between non-financial motivation strategies and organizational performance in the water bottling industry. Specifically, it will explore the effectiveness of non-financial strategies in improving key performance indicators, contributing to a more comprehensive understanding of how such approaches can be leveraged to enhance organizational success in Kenya’s manufacturing sector.

Objectives of the Study

- i To establish the relationship between employee recognition on organizational performance of Water Bottling Companies in Garissa County.
- ii To examine the relationship between job enlargement on organizational performance of Water Bottling Companies in Garissa County.

- iii To assess of the relationship between employee empowerment on organizational performance of Water Bottling Companies in Garissa County.

Literature Review

Social Exchange Theory

Social exchange theory was proposed in 1961 by Homans (Davlembayeva & Alamanos, 2023). Social exchange theorists have proposed that employment entails a reciprocal exchange of effort and loyalty for both tangible and socio-emotional benefits. The fundamental premise of social exchange theory is that relationships undergo a transformation over time, developing into trusting, loyal and mutually committed connections. To achieve this, parties involved in the exchange process must adhere to established rules and norms, serving as guiding principles thus the feeling of being recognized will result to equal resultant reciprocation to ensure that there is significant maintenance of the set relationship which results to overall performance of the roles (Rasool et al., 2021). According to social exchange theory, employees who perceive a firm's commitment to them are likely to reciprocate by making voluntary contributions that benefit the organization. Expanding on the norm of reciprocity, it is suggested that employees perceiving a high level of organizational support are more inclined to feel obligated to repay the organization through affective commitment and positive work-related behavior. In other words, employees aim for a balanced exchange in their relationships with organizations and supervisors, aligning their attitudes and behaviors with the degree of commitment demonstrated by the employer. The theory can explain how employees who are recognized and rewarded for their contributions feel a sense of reciprocity towards the organization. They are likely to reciprocate by putting in more effort, exhibiting higher job satisfaction, and being more committed to their work. This improved relationship between employees and the organization leads to increased organizational performance.

Job Characteristics Theory

Job Characteristics Theory was developed by Hackman and Oldham (1975). This paradigm is premised on the assumption that the task intrinsically in the main source of motivation. Once a job is boring and monotonous, it erodes the motivation while the with job characteristics such as tasks variety, authority for decision making and the autonomy couples with job enlargement and rotation results to a motivated task handling (Kamani, 2020). Job characteristics theory posits that certain job attributes can impact employees' motivation, job satisfaction, and overall performance (Hackman & Oldham, 1980). Job enlargement involves expanding an employee's responsibilities and tasks horizontally, giving them a wider variety of tasks to perform. This theory suggests that job characteristics can enhance intrinsic motivation by providing employees with greater skill variety, task identity, task significance, autonomy, and feedback. When employees find their jobs more meaningful and engaging, they are likely to experience higher job satisfaction and perform better, ultimately contributing to improved organizational performance.

Self-Determination Theory

Self-Determination Theory (SDT) was developed by psychologists Richard M. Ryan and Edward L. Deci. The theory originated in the 1980s and has since been widely used by the researchers in various fields (Ryan & Deci, 2017). According to Gunasekare (2016), SDT is a theory of motivation that holds that human beings are naturally growth oriented and they usually seek out engagements that facilitate their growth and development motives. Thus, based on the SDT, the personnel in an organization will be actively motivated to develop their fullest potential. With reference to this theory, the initiatives made by the organization that will be able to ensure that individuals develop their own potential which is authentic to the fullest will be able to ensure that the staffs remain motivated and will be able to pursue the organizational goals effectively.

The theory identifies three fundamental components; the first component is autonomy, which reflects an individual's sense of volition and self-endorsement in their actions (Vansteenkiste, Ryan, & Soenens, 2020). When individuals experience a high level of autonomy, they perceive their behavior as self-chosen and aligned with their values and interests. Autonomy is considered a key factor in fostering intrinsic motivation, driving individuals to engage in activities for the inherent satisfaction they provide. The second component is competence, encompassing capacity to carry out actions as called by the position and the environment of operation. Competence enhances their motivation and engagement in that area. This can be actualized through the training plans for the staffs. The last component is relatedness which pertains to the fundamental human need for connection and meaningful relationships with others. SDT suggests that creating environments that nurture relatedness can positively impact motivation and contribute to a more fulfilling and satisfying life. This can be achieved through development opportunities in the organization. In the context of employee empowerment, this theory suggests that when employees are empowered with the authority and autonomy to make decisions and take ownership of their work, they experience a sense of competence and autonomy. This leads to increased job satisfaction and a higher quality of work. Additionally, empowered employees are more likely to engage in proactive behaviors, problem-solving and innovation, which can positively impact organizational performance.

Conceptual Framework

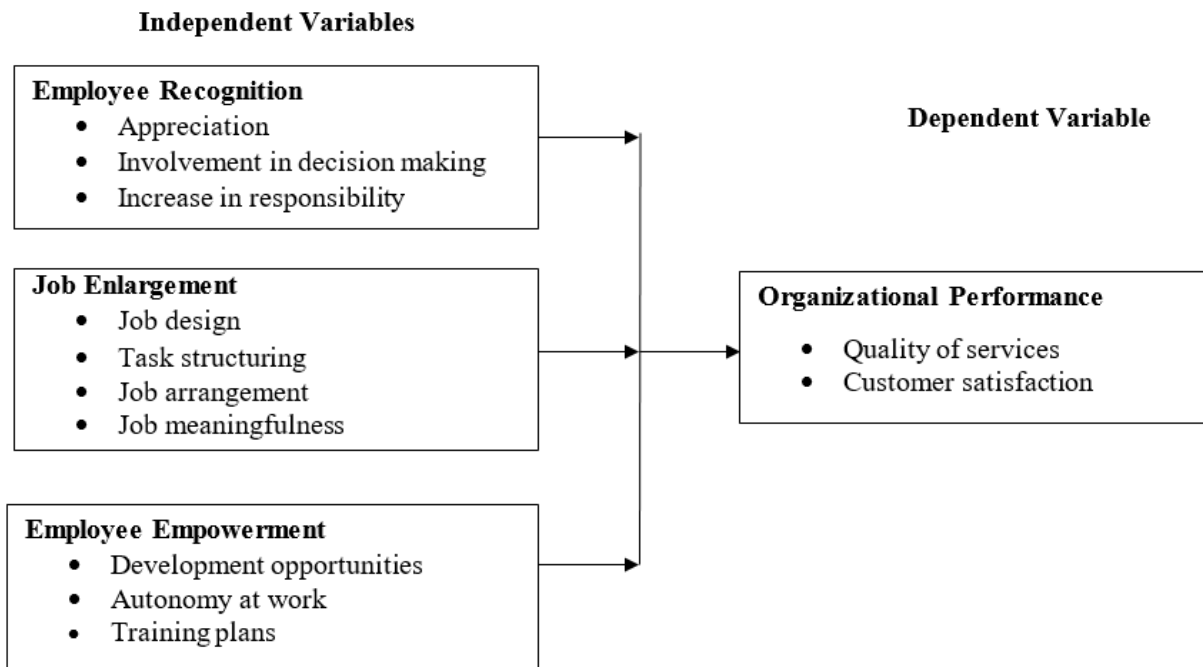


Figure 1: Conceptual Framework

Review of Literature on Variables

Non-Financial Motivation Strategies

Non-financial motivation refers to strategies or initiatives aimed at incentivizing and inspiring employees that do not involve monetary rewards. The objective behind such non-monetary approaches is to enhance the overall productivity and quality of the company while fostering employee satisfaction. These efforts are directly linked to the improvement of company performance (Armstrong, 2014). Non-financial motivation refer to rewards that do not directly involve monetary compensation but serve as physical or perceptible motivators used by organizations to encourage employees (Wiesen, 1999). These include tangible items such as gift certificates, clothing, citations, key holders, and discounted tickets to workplace facilities. While financial incentives may seem like the strongest motivator, research suggests that many employees value non-monetary rewards more highly, particularly when these rewards fulfill their deeper needs for recognition and personal development. Wiesen (1999) highlights that non- financial incentives, such as greater job responsibilities, autonomy, and opportunities for career growth, can be more effective at motivating workers intrinsically than monetary rewards.

Non-financial incentives are non-cash rewards designed to motivate employees by improving their performance in alignment with the organization's goals (Mukaram, Anam, & Syed, 2016). These incentives typically focus on opportunities such as flexible work hours, training, a pleasant work

environment, and sabbaticals. While financial incentives like wages are the most common motivators, non-financial incentives can be equally effective in encouraging positive employee behavior. Examples include flexible working arrangements, recognition, days off, team-building events, gym memberships, and awards. These intangible rewards significantly impact employee morale by fostering an environment where hard work is regularly acknowledged. Keller (1999) highlights that non-financial recognition enhances employee satisfaction and confidence, helping organizations design reward systems that drive performance. When implemented effectively, non-financial incentives boost motivation, leading to improved productivity and the achievement of organizational objectives (Rodrigo, 2015).

Employee Recognition

Employee recognition refers to the positive acknowledgment of an individual's exceptional performance or notable actions within their job role (David et al., 2015). Recognition can take various forms, such as service awards (e.g., employee of the year), verbal praise, or financial incentives, including spot bonuses, quarterly bonuses, and annual bonuses for outstanding performance. The primary objective of employee recognition is to reinforce specific positive behaviors and actions, thereby encouraging employees to continue enhancing their performance. According to Ali and Opatha (2013), employee performance can be evaluated through factors such as responsiveness, morale, quality and quantity of production, and customer satisfaction. Employee recognition refers to acknowledging and appreciating employees' efforts and contributions to the organization. It is measured through appreciation, which is gauged by how often employees receive positive feedback and rewards for their performance. Involvement in decision making measures the extent to which employees feel they have a voice in key organizational decisions that affect their work. Lastly, increase in responsibility reflects the growing trust that management places in employees, demonstrated by assigning them more complex or higher-level duties. This variable can be assessed by tracking employee satisfaction with recognition efforts and measuring their perception of involvement in organizational processes. Organizations that foster high employee performance tend to create more significant opportunities for their staff compared to those with lower performance levels.

Employee recognition is not merely about rewarding specific actions but involves a broader judgment of an individual's overall contribution to their role. It entails evaluating both the process and results of their work, considering their dedication and expertise. A culture of recognition fosters employee engagement, resulting in happier, more loyal, and productive employees. Saunderson (2004) notes that recognizing employees, whether through formal or informal means, positively influences their motivation and engagement. Simple, informal rewards can be highly effective without being costly, such as verbal praise or additional time off. Studies emphasize that recognition is often more motivating than financial incentives. For instance, Deci and Ryan (2000) argue that non-monetary recognition can be more impactful than monetary rewards. Writing

employees' names in newsletters, providing letters of commendation, or offering extra time off are examples of how organizations can show appreciation (McAdams, 1995; Serino, 2002). Valuing and recognizing employees helps maintain high self-esteem and fosters a sense of belonging within the organization. This, in turn, boosts morale and enhances overall job performance (Duorojaiye, 2002). There is a direct correlation between employee recognition and job performance, as recognition contributes to motivation and ability, which ultimately lead to better performance outcomes (La Motta, 1995). Recognized employees tend to be more motivated and passionate about their work, leading to increased productivity and helping organizations achieve their goals.

Job Enlargement

Job enlargement involves merging multiple organizationally similar tasks and adding them to an employee's existing role. It is characterized by rotating workers to different positions and assigning additional duties within their routine tasks (Dessler, 2013). Raza and Nawaz (2011) describe job enlargement as the horizontal expansion of job responsibilities, which broadens the scope and workload of employees. The primary objectives of job enlargement include enhancing job satisfaction, productivity, and work quality while mitigating employee dissatisfaction (Atkinson, 1984). Job enlargement broadens job scope, reintroducing skills and variety into tasks. It seeks to address employees' individual needs by reorganizing work so that the nature and content of tasks align with their social and personal needs. This approach involves taking a monotonous job and adding responsibilities to make it more meaningful and appealing to the worker. By expanding the range of professional duties and responsibilities, job enlargement plays a crucial role in motivating employees, increasing their exposure, and encouraging greater effort towards organizational goals (Tumi et al., 2021).

Job enlargement, often referred to as horizontal job loading, involves assigning employees additional duties within their existing roles and increasing the variety of tasks they perform (Dessler, 2005). This approach helps mitigate the monotony of repetitive work, ultimately motivating employees. Hulin and Blood (1968) suggest that job enlargement enhances employee productivity by allowing them to set personal boundaries, maintain quality control, correct errors, and plan their work autonomously. Job enlargement aims to address the diverse social and personal needs of employees by adding more tasks to their roles. This restructuring of work is grounded in motivational theories, ensuring that the newly added tasks align with employee expectations. It also takes into account both work performance and job satisfaction, balancing organizational and employee needs. While addressing the personal and social needs of employees is essential, it is equally important to consider organizational performance. Job enlargement, as a component of job design, reduces the monotony of work by increasing the number of tasks performed. Effective job enlargement requires considering two key factors: personal satisfaction and the optimal use of resources. Similarly, Gupta (2008) emphasizes that job enlargement adds interest to a role by

expanding its scope and increasing the number of tasks performed, thereby fulfilling employees' higher-order needs.

According to Wales (2000), the principles of job enlargement focus on specialization and the division of labor. By breaking tasks into smaller, repetitive components, job specialization can improve both productivity and job satisfaction. Job enlargement involves increasing the scope of an employee's job by adding more tasks or responsibilities to their role to reduce monotony and enhance job satisfaction. This variable can be measured through job design, which evaluates how well a job is structured to include varied tasks that make the job more interesting and meaningful. Task structuring assesses the organization and sequencing of tasks, determining how these contribute to a more engaging role for employees. Job arrangement measures the physical and organizational layout of work responsibilities to ensure tasks are distributed in a way that encourages employee development without overwhelming them. These factors are measured by employee feedback on job satisfaction and task diversity. However, the division of labor can sometimes lead to boredom and employee disengagement, undermining the benefits of job enlargement. Nevertheless, job enlargement is designed to enhance individual satisfaction while maximizing the use of organizational resources, overcoming barriers to effective performance.

Employee Empowerment

Employee empowerment, as defined by Fernandez and Moldogaziev (2013), involves granting employees a certain level of autonomy in their decision-making processes, specifically regarding their tasks. This allows employees at the lowest levels of an organization to make decisions when confronted with challenges while implementing organizational objectives. The concept of employee empowerment has historical roots, dating back to 1788, when it was considered a form of role delegation. Grew later reinforced this idea in 1971, asserting that employee empowerment entails the delegation of authority, legislative power, and decision-making responsibilities (Fernandez & Moldogaziev, 2013).

The concept of employee empowerment has been embraced over time for various reasons, and three theoretical approaches have emerged to study it, with different authors offering unique perspectives. From a socio-cultural viewpoint, employee empowerment involves reshaping organizational policies, delegating power through structures, and giving employees authority over their work (Wright & McMahan, 2011). The psychological approach emphasizes enhancing employees' personal effectiveness, fostering competence, and developing self-determination as core values for success. On the other hand, critical perspectives argue that empowerment efforts can reduce control over employees, thus leading to divergent views on its effectiveness. Given the varied perspectives on employee empowerment, further exploration is needed to uncover additional insights and relate them to organizational performance (Goetsch & Davis, 2014).

There are several strategies to empower employees in organizations. One key method is promoting open communication. In many organizations, communication follows a top-down structure,

leaving employees feeling uninvolved. Breaking away from rigid hierarchical communication, such as enabling a foreman to communicate directly with a senior manager, fosters flexibility and can improve overall organizational performance. Another vital strategy is employee motivation, which can be achieved through promotions and salary increases. Many employees expect motivation, and the absence of it can result in poor job performance (Ou, Davison, Zhong, & Liang, 2010). Empowerment can also be achieved by allowing employees the freedom to fail, meaning they can take on tasks without fear of jeopardizing the organization, fostering responsibility and a commitment to doing their best.

Additionally, employers can empower employees by collecting their input through structured channels, such as forums or suggestion boxes, to harvest creative ideas. Clearly defining roles also minimizes work conflicts, as employees better understand their responsibilities. Accountability is another key factor, motivating employees to maintain high standards and deliver within their assigned duties (Ou et al., 2010). Regular training through seminars and workshops is another method to enhance skills, and incentives such as educational sponsorships up to the master's or PhD level can also empower employees. Employee empowerment refers to giving employees the authority, resources, and confidence to make decisions and take initiative in their roles. It is measured by development opportunities, which include programs or pathways for employees to grow professionally through skills acquisition, promotions, or career advancements. Autonomy at work is another key measure, assessed by the degree to which employees are allowed to make independent decisions without needing approval for every action. Training plans measure how frequently and effectively employees are trained to improve their job performance and adaptability to new challenges. These aspects are quantified by evaluating employee participation in development programs, their decision-making latitude, and the availability and effectiveness of training initiatives. Finally, supporting employee independence is an effective way to foster empowerment, encouraging them to take ownership of their tasks and responsibilities (Mutoka & Were, 2017).

Organizational Performance

The concept of organizational performance is multifaceted and has evolved through various definitions that reflect differing perspectives. It refers to an organization's ability to effectively fulfill its mission through governance, excellence, and a commitment to its goals. Armstrong and Taylor (2020) emphasize that performance is measured by the extent to which an organization achieves its objectives, highlighting the alignment with stakeholder expectations. Melton (2018) expands this view by asserting that performance should encompass not only financial metrics but also customer satisfaction, employee engagement and operational efficiency. Similarly, Wang'ombe and Kagiri (2013) stress that organizational performance involves attaining defined objectives that articulate the organization's purpose. There is a significant variation in how

organizational performance is conceptualized in contemporary academic literature, with scholars discussing different perspectives and emphasizing various aspects. Some researchers advocate for the use of objective measures, such as financial indicators (e.g., profitability and revenue growth) or operational metrics (e.g., productivity and efficiency) to assess performance. Organizational performance refers to how well an organization meets its goals in terms of output, efficiency, and customer satisfaction. This is primarily measured by the quality of services offered by the organization, which involves evaluating how well services meet industry standards and customer expectations. Customer satisfaction is another critical measure, assessed through feedback mechanisms such as surveys, reviews, or direct customer interaction. These indicators reflect how effectively the organization delivers its products or services and how satisfied customers are with their experiences. Performance is also measured through quantitative metrics like service quality ratings and customer retention rates. Others highlight the importance of subjective measures, such as employee satisfaction and customer loyalty, as equally valuable indicators (Mruttu & Makokha, 2022). Furthermore, the need for multidimensional approaches in evaluating organizational performance is gaining increasing recognition (Richard, Devinney, Yip & Johnson, 2015). It can be classified into categories such as profitability, quality, productivity, growth, and customer satisfaction (Ondoro, 2015).

Research Methodology

The study employed descriptive research design. The target population in the study consisted of all 200 staffs of major bottling companies in Garissa County. Slovin's formula was utilized for sample size calculation to give a sample size of 133 respondents. Structured questionnaire was used to collect the data from the respondents. The researcher selected a pilot group of 20 individuals from the target population to test the reliability of the research instrument, which represents 10% of the study population. Both descriptive mainly frequencies, means and the standard deviations were adopted while inferential statistics involved Pearson's correlation analysis, regression analysis and analysis of variance for drawing conclusions from the study findings. The regression equation was;

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where; Y = Organizational Performance, b_0 = Constant, b_{i-n} = Coefficients, X_1 – Employee Recognition, X_2 – Job Enlargement and X_3 – Employee Empowerment

Response Rate

The response rate is a crucial metric in survey-based research as it reflects the proportion of the sample that participated in the study by returning completed research instruments. For this study, the target sample size was 133 respondents. Out of these, 112 questionnaires were returned duly filled, resulting in a response rate of approximately 84.2%. This response rate indicates a strong level of engagement and interest in the study among the target population, which enhances the

reliability and validity of the research findings. A non-response rate of 15.8% was evidenced which could be linked to factors such as the unavailability of some respondents during the data collection period, time constraints, personal reasons and or lack of interest in the subject matter. Despite these non-responses, the high response rate achieved provides a solid foundation for meaningful data analysis and interpretation.

Descriptive Analysis

Employee Recognition

To establish the relationship between employee recognition on organizational performance of Water Bottling Companies in Garissa County, the researcher sought to establish the means and the standard deviations in relation to various constructs making this variable, the findings were presented in Table 1.

Table 1: Descriptive Statistics for Employee Recognition

	N	Min	Max	Mean	Std.Dev.
I am being praised in public for good work	112	1	5	3.48	1.112
I feel appreciated for my contributions in the organization	112	1	5	3.50	1.095
The nature of appreciation influences my performance	112	2	5	3.48	.914
Decision making is integral process	112	1	5	3.52	1.009
I am involved in making decisions that affect my work	112	2	5	3.54	1.044
My supervisor keeps me informed about the Organization's future directions.	112	1	5	3.48	1.062
Good performance comes with increased responsibility	112	1	5	3.64	1.069
I am satisfied with my current level of responsibility within my role	112	1	5	3.55	1.094
Increase in responsibility positively impact my overall job satisfaction	112	2	5	3.71	1.074
Increased responsibility comes with increased benefits	112	1	5	3.43	1.173
Valid N (listwise)	112				

The analysis of employee recognition reveals several aspects of how employees perceive recognition within the organization. The findings revealed public praise for good work has a mean score of 3.48 with a standard deviation of 1.112, indicating a moderate level of recognition. Employees feel somewhat appreciated for their contributions, reflected by a mean of 3.50 and a standard deviation of 1.095. The influence of appreciation on performance also scores a mean of 3.48 with a standard deviation of 0.914, suggesting a moderate effect. Decision-making is viewed as an integral part of the role with a mean score of 3.52 and a standard deviation of 1.009, while involvement in decisions affecting their work has a mean of 3.54 with a standard deviation of 1.044. Communication regarding organizational directions is moderately rated at a mean of 3.48

and a standard deviation of 1.062. The connection between good performance and increased responsibility is acknowledged with a mean of 3.64 and a standard deviation of 1.069. Employees express a moderate satisfaction with their current level of responsibility, scoring 3.55 with a standard deviation of 1.094. The impact of increased responsibility on job satisfaction is perceived positively with a mean score of 3.71 and a standard deviation of 1.074. However, the perception that increased responsibility leads to increased benefits scores slightly lower, with a mean of 3.43 and a standard deviation of 1.173.

Job Enlargement

On the second objective to examine the relationship between job enlargement on organizational performance of Water Bottling Companies in Garissa County, the findings regarding the means and standard deviations were presented in table 2.

Table 2: Descriptive Statistics for Job Enlargement

	N	Min	Max	Mean	Std.Dev.
The job involves a great deal of task variety.	112	1	5	3.45	1.077
The job involves doing a number of different things	112	1	5	3.54	1.078
The job involves completing a piece of work that has definite start and end time.	112	1	5	3.68	1.130
The organization has a well-defined task structure to guide staff operations	112	1	5	3.70	1.159
The management frequently analyzes and restructures tasks to fit staff requirements	112	1	5	3.88	1.063
I clearly understand the processes and procedures in my work	112	2	5	3.70	.933
I enjoy work-life balance from job arrangement in the organization	112	2	5	3.77	1.009
The arrangement of tasks fosters collaboration and teamwork in organization	112	1	5	3.63	1.071
Effective arrangement of tasks contribute to efficiency at my work	112	2	5	3.71	.967
The job effectively utilizes my skills	112	2	5	3.70	.989
Division of work is based on specialization (skills and knowledge)	112	2	5	3.70	.913
The work I perform in my job has significant impact on organizational performance	112	1	5	3.46	1.111
Valid N (listwise)	112				

The findings on job enlargement reveal various aspects of task structure and variety within the organization. Employees perceive their jobs as involving a considerable range of activities, with a mean score of 3.54 and a standard deviation of 1.078. The job's clarity of task boundaries is reflected by a mean score of 3.68 and a standard deviation of 1.130, suggests that tasks are viewed

as having well-defined start and end points. The organization's task structure is considered well-defined scoring a mean of 3.70 with a standard deviation of 1.159. A notable finding is that management frequently analyzes and restructures tasks to fit staff requirements with the highest mean score of 3.88 and a standard deviation of 1.063, indicating a strong perception of ongoing adjustments. Employees report a good understanding of work processes and procedures with a mean score of 3.70 and a standard deviation of 0.933, and they appreciate the work-life balance provided by job arrangements scoring 3.77 with a standard deviation of 1.009. The arrangement of tasks is seen to foster collaboration and teamwork with a mean score of 3.63 and a standard deviation of 1.071 while effective task arrangement contributes to efficiency at work, with a mean of 3.71 and a standard deviation of 0.967.

Employee Empowerment

The third objective to assess of the relationship between employee empowerment on organizational performance of Water Bottling Companies in Garissa County, the findings from various constructs of this variable were presented in table 3.

Table 3: Descriptive Statistics for Employee Empowerment

	N	Min	Max	Mean	Std.Dev.
I regularly receive skills related to higher roles	112	1	5	2.18	1.208
Available development opportunities align with my personal career goals	112	1	4	2.29	1.039
There is fairness in distribution of development opportunities among employees	112	1	4	2.18	.936
The job allows me to make decisions about what methods I use to complete my work	112	1	4	2.34	.900
The job gives me a chance to use my personal initiative or judgment in carrying out the work	112	1	5	2.29	1.140
The job allows me to decide on the order in which job is done	112	1	5	2.39	1.073
Training needs assessment is effectively undertaken	112	1	5	2.34	.996
Training programs are assessed to establish their link with performance	112	1	5	2.45	1.060
Training is tailored on the task and organizational Objectives	112	1	4	2.23	1.027
Valid N (listwise)	112				

The findings on employee empowerment highlight various aspects of skill development, decision-making, and training opportunities within the organization. Employees report a moderate level of empowerment in receiving skills related to higher roles with a mean score of 2.18 and a standard deviation of 1.208. Development opportunities aligning with personal career goals score slightly higher, with a mean of 2.29 and a standard deviation of 1.039 though the perceived fairness in

distributing these opportunities is relatively low also scoring a mean of 2.18 but with a lower standard deviation of 0.936. Decision-making autonomy is reflected in the ability to choose methods for completing work, with a mean of 2.34 and a standard deviation of 0.900, and the use of personal initiative or judgment in work, which has a mean score of 2.29 and a standard deviation of 1.140. The flexibility to decide the order in which tasks are completed scores a mean of 2.39 with a standard deviation of 1.073. Training needs assessment is perceived as moderately effective with a mean score of 2.34 and a standard deviation of 0.996 while the assessment of training programs in relation to performance scores slightly higher with a mean of 2.45 and a standard deviation of 1.060. Training tailored to task and organizational objectives is rated with a mean of 2.23 and a standard deviation of 1.027.

Organizational Performance

The dependent variable for this study which is organizational performance was assessed through the quality of services offered and the level of customer satisfaction. The findings provide insights into how well the organization is meeting its performance objectives. The findings were presented in table 4.

Table 4: Descriptive Statistics for Organizational Performance

	N	Min	Max	Mean	Std.Dev.
There is high quality services offered by the organization	112	2	5	3.95	1.086
The level of customer satisfaction is high	112	1	5	4.13	1.010
Valid N (listwise)	112				

The results indicate that the organization is perceived to offer high-quality services with a mean score of 3.95 and a standard deviation of 1.086 suggesting that employees generally believe the quality of services is strong. Additionally, the level of customer satisfaction is rated even higher with a mean score of 4.13 and a standard deviation of 1.010 reflecting a positive perception of how well the organization meets customer needs. These findings highlight the organization's commitment to maintaining high standards in service delivery and customer satisfaction.

Inferential Statistics

Correlation Analysis

The Correlation and R-Squared analysis examines the strength and explanatory power of the relationship between the independent variables (employee empowerment, employee recognition, and job enlargement) and the dependent variable (organizational performance).

Table 5: Pearson Moment Correlation of the Variables

		Correlations			
		Employee Recognition	Job Enlargement	Employee Empowerment	Organizational Performance
Employee Recognition	Pearson		*		
	Correlation	1			
	Sig. (2-tailed)				
	N	112			
Job Enlargement	Pearson	.799**	1		
	Correlation				
	Sig. (2-tailed)	.000			
	N	112	112		
Employee Empowerment	Pearson	-.102	-.234	1	
	Correlation				
	Sig. (2-tailed)	.454	.083		
	N	112	112	112	
Organizational Performance	Pearson	.784**	.753**	-.368**	1
	Correlation				
	Sig. (2-tailed)	.000	.000	.005	
	N	112	112	112	112

** . Correlation is significant at the 0.01 level (2-tailed).

The findings in table 5 reveals that organizational performance and employee recognition have high positive correlation ($r = 0.799$, P value < 0.01). It is also evident that the findings revealed that there was weak negative correlation between organizational performance and job enlargement ($r = - 0.102$, P value < 0.01). Consequently, organizational performance and employee empowerment had high positive correlation ($r = 0.784$, P value < 0.01).

Regression Analysis

Table 6: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.663	.644	.60167

a. Predictors: (Constant), Employee Empowerment, Employee Recognition, Job Enlargement

An R value of 0.815 indicates a strong positive relationship between the predictors (Employee Empowerment, Employee Recognition and Job Enlargement) and the dependent variable (Organizational Performance). The value of R Square is 0.663 which implies that, 66.3% of the variability in Organizational Performance can be explained by Employee Empowerment,

Employee Recognition and Job Enlargement. This suggests that the model explains a substantial portion of the variance in Organizational Performance. The value of Adjusted R Square is 0.644 which indicates that; after adjusting for the number of predictors, approximately 64.4% of the variance in Organizational Performance is explained by the model.

The table presents both unstandardized and standardized coefficients along with their respective t-values and significance levels, which help in understanding the contribution and significance of each predictor.

Table 7: Regression Coefficients

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.983	.514		1.911	.062
1 Employee Recognition	.437	.147	.336	2.980	.004
Job Enlargement	.586	.145	.465	4.031	.000
Employee Empowerment	-.277	.102	-.225	-2.709	.009

a. Dependent Variable: Organizational Performance

The regression coefficients for the model assessing Organizational Performance are as follows: The constant term has an unstandardized coefficient (B) of 0.983 with a standard error of 0.514 and it is not statistically significant ($p = 0.062$). For employee recognition the unstandardized coefficient is 0.437, with a standard error of 0.147 and a standardized coefficient (Beta) of 0.336. This predictor is statistically significant ($p = 0.004$), indicating that higher levels of Employee Recognition positively impact organizational performance. Job enlargement has an unstandardized coefficient of 0.586 with a standard error of 0.145 and a standardized coefficient of 0.465. It is highly significant ($p < 0.001$) suggesting that job enlargement has a strong positive effect on organizational performance. In contrast employee empowerment has an unstandardized coefficient of -0.277 a standard error of 0.102, and a standardized coefficient of -0.225. This variable is statistically significant ($p = 0.009$) but its negative coefficient indicates that higher levels of employee empowerment are associated with a decrease in organizational performance. Organizational Performance = $0.983 + 0.437$ (Employee Recognition) + 0.586 (Job Enlargement) - 0.277 (Employee Empowerment).

Analysis of Variance

The ANOVA table confirms that the regression model, which includes employee recognition, job enlargement and employee empowerment as predictors, significantly predicts organizational performance. The findings were presented in table 8.

Table 8: ANOVA Table

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	37.104	3	12.368	34.166	.000 ^b
1	Residual	18.824	108	.362		
	Total	55.929	111			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employee Empowerment, Employee Recognition, Job Enlargement

The ANOVA table confirms that the regression model which includes employee recognition, job enlargement, and employee empowerment as predictors significantly predicts Organizational Performance. The F-statistic is 34.166 and the p-value is 0.000, which is less than 0.05, indicating that the model explains a significant amount of variance in Organizational Performance. This suggests that employee recognition, job enlargement and employee empowerment are collectively important factors in determining Organizational Performance.

Discussion of the Results

Employee Recognition on Performance of Water Bottled Companies

The findings on employee recognition in Water Bottling Companies in Garissa County reveal a moderate level of appreciation, with various constructs such as public praise, involvement in decision-making and increased responsibilities scoring mean values between 3.43 and 3.71. The strong positive correlation ($r = 0.799$, $p < 0.01$) and significant regression results (Beta = 0.336, $p = 0.004$) indicate that employee recognition significantly impacts organizational performance. Employees perceive increased responsibility as enhancing job satisfaction, while public praise and appreciation for contributions are also seen as moderately influential. These results align with previous studies, such as Hussain et al. (2019), Omo-Odiagbe et al. (2020), and Mwiraria & Kambu (2021), which all found positive relationships between employee recognition and performance. The study's evidence that increased responsibility and public recognition improve job satisfaction highlights the motivational role of recognition in employee performance. This supports the broader understanding that recognition not only fosters a sense of value among employees but also enhances their productivity and commitment to organizational goals.

Job Enlargement on Performance of Water Bottled Companies

The findings on job enlargement in Water Bottling Companies in Garissa County reveal various aspects of task structure and variety, with employees perceiving their jobs as involving a significant range of activities (mean = 3.54, SD = 1.078). Task boundaries are viewed as well-defined (mean = 3.68, SD = 1.130), and the overall task structure is considered clear (mean = 3.70, SD = 1.159). A key observation is that management frequently restructures tasks to meet staff needs (mean = 3.88, SD = 1.063), indicating a strong perception of adaptability. Employees also report a good understanding of work processes (mean = 3.70, SD = 0.933) and appreciate the work-life balance facilitated by job arrangements (mean = 3.77, SD = 1.009). Furthermore, task arrangement is seen to promote collaboration (mean = 3.63, SD = 1.071) and efficiency (mean = 3.71, SD = 0.967). Despite these positive perceptions, the correlation between job enlargement and organizational performance is weakly negative ($r = -0.102$, $p < 0.01$), suggesting limited direct impact. However, job enlargement's unstandardized coefficient (0.586) and standardized coefficient (Beta = 0.465, $p < 0.001$) suggest a significant positive effect on performance, indicating that while employees perceive job enlargement positively, its direct relationship to performance may vary based on other factors. These findings align with Tantua (2022), who also observed a positive relationship between job enlargement and employee satisfaction. However, studies such as Raza and Nawaz et al. (2017) point out the risk of job enlargement lacking motivational value if not tailored to employee needs, which could explain the weak correlation observed. Similar studies by Kariuki and Makori (2015) and Chiekezie and Onyekachukwa (2015) emphasize the importance of task variety, identity, and feedback in fostering engagement, aligning with the current study's observation that structured and adaptable task arrangements can positively impact organizational performance when well-managed.

Employee Empowerment on Performance of Water Bottled Companies

The findings on employee empowerment highlight key aspects of skill development, decision-making, and training within the organization. Employees report moderate empowerment in acquiring skills for higher roles, with a mean score of 2.18 (SD = 1.208), while development opportunities aligning with career goals are slightly higher (mean = 2.29, SD = 1.039). However, fairness in distributing opportunities remains low (mean = 2.18, SD = 0.936). Decision-making autonomy, such as choosing methods for completing work, scores a mean of 2.34 (SD = 0.900), and the flexibility to decide task order receives a mean of 2.39 (SD = 1.073). The effectiveness of training needs assessment is rated moderately (mean = 2.34, SD = 0.996), while training's alignment with organizational objectives scores lower (mean = 2.23, SD = 1.027). Despite these findings, a strong positive correlation between employee empowerment and organizational performance is observed ($r = 0.784$, $p < 0.01$), but the negative unstandardized coefficient (-0.277) suggests that excessive empowerment may lead to reduced organizational performance. Supporting studies, such as those by Sal and Raja (2016), Jehanzeb and Mohanty (2018), and

Busara (2016), affirm that training and empowerment positively impact employee performance and productivity, although poor implementation could diminish these benefits. Similar research by Iviuriri et al. (2019) and Kanyungu (2017) also underscores the importance of empowerment in enhancing employee engagement, though the extent and management of empowerment strategies are critical in determining their effectiveness.

Conclusion

The analysis indicates that employee recognition has a strong and positive impact on organizational performance in Water Bottling Companies in Garissa County. The moderate to high mean scores for various aspects of employee recognition such as public praise, appreciation and involvement in decision-making reflect a general sense of recognition among employees. Inferential statistics further reinforce this finding with a strong correlation ($R = 0.815$) and a significant positive regression coefficient ($B = 0.437$, $p = 0.004$) showing that enhanced employee recognition is associated with improved organizational performance. The ANOVA results support the overall significance of the model indicating that employee recognition is a crucial factor for driving performance improvements in the organization. This suggests that recognizing employees' contributions and involving them in decision-making processes can effectively enhance organizational outcomes. The findings reveal that job enlargement is significantly positively correlated with organizational performance. Employees report a high level of task variety and clarity in job roles with strong perceptions of task restructuring and alignment with staff needs. The regression analysis shows a highly significant positive coefficient ($B = 0.586$, $p < 0.001$) indicating that job enlargement substantially contributes to better organizational performance. This is supported by a high correlation value ($R = 0.815$) and ANOVA results that confirm the significance of the model ($F = 34.166$, $p = 0.000$). These results emphasize that broadening job roles and ensuring well-defined tasks can lead to improved performance highlighting the importance of job enlargement as a strategy for enhancing organizational effectiveness.

The analysis of employee empowerment reveals a more complex and nuanced relationship with organizational performance. Despite the high overall correlation ($R = 0.815$) the regression analysis shows a negative coefficient for employee empowerment ($B = -0.277$, $p = 0.009$), suggesting that higher levels of empowerment are associated with reduced organizational performance in this context. This counterintuitive result combined with the ANOVA findings ($F = 34.166$, $p = 0.000$), indicates that while employee empowerment is statistically significant its implementation may have unintended negative effects on performance. This highlights the need for further investigation into how empowerment practices are applied and their true impact, suggesting that the effectiveness of empowerment strategies may depend on how they are integrated and managed within the organization.

Recommendations

Given the strong positive relationship between employee recognition and organizational performance, it is recommended that Water Bottling Companies in Garissa County enhance their employee recognition programs. This can be achieved by implementing more structured and formal recognition initiatives, such as regular awards, public acknowledgment, and opportunities for employees to be involved in decision-making processes. By consistently recognizing and rewarding employees for their contributions and involving them in key decisions, organizations can further boost motivation, job satisfaction, and overall performance. The significant positive impact of job enlargement on organizational performance suggests that expanding job roles and increasing task variety can lead to improved outcomes. Organizations should focus on broadening job responsibilities, ensuring that roles are well-defined, and continuously restructuring tasks to align with staff needs. Providing employees with a diverse range of tasks and responsibilities can enhance their engagement and productivity. Additionally, promoting job enrichment through team collaboration and effective task arrangement can further drive performance improvements. The negative relationship between employee empowerment and organizational performance highlights the need for a careful reevaluation of empowerment practices. Organizations should analyze how empowerment initiatives are implemented and their effects on performance. This might involve reviewing the alignment of empowerment practices with organizational goals, providing appropriate support and resources, and ensuring that empowerment does not lead to unintended consequences. A balanced approach that combines empowerment with clear guidelines and support structures may be necessary to harness its benefits effectively without negatively impacting performance.

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