

# The Impact of Development and Training, Work Life Quality, Self Efficacy, Safety, and Job Satisfaction On Employee Performance

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## ABSTRACT

This research delves into five pivotal factors influencing employee performance within business contexts. This study examines the effects of development and training, work-life quality, self-efficacy, safety, and job satisfaction on employee performance. This article seeks to acquire insights into the mechanisms that determine performance results by investigating the correlations between these parameters. For this purpose, data was collected from 135 employees, a total of 360 employees of Al-Saeed Company, one of the most prominent Yemeni companies in the contracting and construction field in Yemen, through the questionnaire and analyzed the data using the PLS software. Findings confirm that development and training, work-life quality, safety, and job satisfaction do not affect employee performance, while self-efficacy positively influences employee performance.

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## 1. INTRODUCTION

There are many factors that affect the performance of employees in their companies and organizations, and here we will study three factors: training and continuous development of employees, protection and safety, as well as job satisfaction. In the dynamic fabric of modern business, training and development stand as pillars crucial to organizational success. These structured learning experiences are not mere conduits of knowledge; they intricately shape individual performance, serving as invaluable resources for acquiring and applying expertise. Within today's competitive landscape, these initiatives play an increasingly pivotal role, steering organizations through evolving technologies and global demands. The contemporary corporate arena places heightened significance on these endeavors. Businesses strategically prioritize employee training and development, recognizing their fundamental role in not only adapting to international business changes but also catering to the diverse needs of a multifaceted workforce. Extensive studies underscore the transformative impact of these initiatives, revealing their role in fortifying organizational efficiency and driving heightened productivity. performance is heavily reliant on training and development [1]. In a world characterized by perpetual change, the need for continual skill enhancement takes center stage. Training and development emerge as primary strategies, honing not just current job-related skills but also preparing employees for future roles. Effective training is considered to be a key factor for improved performance; as it can enhance the level of employee and organizational competency [2].

While training addresses specific job needs, development nurtures broader career growth, fostering employees' conceptual and human skills crucial for sustained professional evolution. Training and development have an important role in improving employee performance to improve higher quality human resources [3]. Manpower development, a cornerstone of organizational success, emphasizes not just skill acquisition but also effective task execution within organizational frameworks. Flourishing companies embed this developmental aspect into their business culture, recognizing its pivotal role in optimizing human resource utilization and fostering a climate of growth and innovation. Offering systematic trainings and career development programs for the employees is a key responsibility of all organizations since employees

are the ones who drive the organizations [3]. These investments extend far beyond growth metrics; they yield substantial returns by augmenting organizational profitability and aligning employees with overarching company goals. Effective training not only acquaints employees with new technologies but also minimizes errors, enhancing job performance an essential HR function significantly impacting satisfaction, productivity, and profitability. Training and development improve the performance of employees and make them more efficient at work. This will lead to the improvement of the organization [1].

The positive impact of work-life quality on employee employment, as demonstrated "The quality of work-life has a significant positive effect on the employment of employees. The higher the level of work-life, the increase in employee work discipline will be considerable" [5]. Quality work life means "The degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization" [6]. The concept of Quality of Work Life (QWL) has become inevitable for an organization's survival and growth in the present era of competition, complexity, and rapid advancements [7].

Employee performance is intricately tied to two influential factors: self-esteem and self-efficacy, as outlined Employee performance is influenced by two factors: self-esteem and self-efficacy [8]. Self-efficacy, which is the strength to fight out threats and weak morale [9]. Self-efficacy has a positive and significant effect on employee performance. It is important for the firms themselves to realize and build a culture that can support employees to maximize their self-efficacy, as it will eventually contribute to the firms' success [9]. Self-efficacy is the belief one has in their abilities and competencies. Self-efficacy determines how individuals think and feel about themselves. Self-efficacy in all forms has an impact on our thoughts, emotions, actions, and motivation. However, beyond skill enhancement lies a fundamental imperative ensuring workplace safety. Occupational accidents, encompassing injuries, illnesses, or fatalities arising from professional incidents, underscore the paramount importance of a safe working environment. Health and safety issues of organizations regarding human resources have become one of the most critical considerations in Human Resource Management (HRM) [11]. Global industrial incidents often stem from inadequacies or the absence of robust safety and health management systems. There's an urgent call to bolster safety training, address job demands, and shape safety attitudes to mitigate risks and foster a balanced work-life environment. Occupational safety and health are the company's image market. Customers will trust and provide good value to the company if the company can provide protection and welfare for employees [12]. The occupational health and safety of employees are essential considerations for both employers and employees, as they contribute to the overall growth and advancement of an organization. [13].

Moreover, within the sphere of employee satisfaction lies the intricate tapestry of job satisfaction. Job satisfaction is when the individual feels satisfied enough to perform the job as expected [13]. It transcends a mere emotional response, encompassing a myriad of factors that collectively influence an individual's perception of their work environment. Recognized as a vital component of life satisfaction, job satisfaction significantly impacts productivity.

## **1.1. Hypothesis Development**

### **1.1.1. Development and Training**

Recognizing that employees are central to business success, senior management places a high priority on investing in training and development initiatives to enhance performance. This study delves into the impact of training on employee performance, drawing insights from a combination of qualitative research, literature reviews, and case studies. While acknowledging challenges in directly correlating training with performance, the study proposes a universal checklist for evaluating performance issues and suggests avenues for future empirical research. Highlighting the pivotal role of training and development in optimizing performance, the study concludes by providing directions for further research. A highly trained and developed employee becomes an asset to the organization as they have the ability to improve the overall performance and assist in the success of the organization.[14]. Training programs are the stimulant that workers require to improve their performance and capabilities [15]. Training is a continuous process to improve the caliber of employees [16]. The significance of training becomes evident through its direct influence on productivity, efficacy, employee performance, and, consequently, overall organizational performance, income, and competitiveness. The study contends that employee Training and Development (T&D) represents a prominent contemporary discourse, playing an integral role in daily business operations and maintenance. Training, as defined, is a structured development of expertise, skills, and attitudes crucial for achieving optimal task performance. In contrast, development focuses on fostering long-term growth and readiness for future work demands. Training and development in an organization give an opportunity for the employees to accomplish a certain set of objectives by performing effectively and efficiently. These are programs used to enhance the skills, knowledge, attitude, and competencies of the employees [14]. Training and development is the crucial factors of enlightening the employee performance in most organizations [17]. On-the-Job Training, a critical component of the overarching T&D process, involves training employees within their work environment. This approach enables direct engagement with tasks and machinery, providing employees with practical learning experiences. Skilled staff members assume the role of instructors, imparting relevant job-related lessons. Training is a combination of practice and theory that is dominated by trying directly. development is a long-term educational process that aims to learn conceptual and theoretical knowledge [18]. T & D had a positive impact on their Job knowledge, work quality &

quantity, functional skills, and their motivation & loyalty and these are all linked to their performance either strongly or moderately but in a supporting direction [15] the training and development that there needs to be maintained existence is to keep improving the performance of the existing [19].

H1: Development and Training has a positive and significant effect on employee performance at Said Contracting Company.

### 1.1.2. Work Life Quality

The quality of work life is of growing importance in diverse sectors such as education, service, organization, tourism, manufacturing, and others. It has a direct impact on attrition rates, employee commitment, overall productivity, and other key factors that are essential for achieving the goals and objectives of an organization. [5]. Employee satisfaction with the work environment's good quality will give employees a sense of comfort in doing everything in their job duties. Quality of work life can affect employee discipline rates to the rules that apply to the organization where he works, impacting Organizational Performance [4]. Job satisfaction is strongly influenced by the quality of work life [20]. An organization is expected to be able to provide a good quality of work life, then this will have an impact on employee job satisfaction which will result in better employee performance [21]. The empirical results showed a strong correlation between the dimensions of the quality of working life (salaries and wages, occupational health and security, job satisfaction, opportunities for advancement and career progression, dominant leadership style, and work environment) and the performance [22]. QWL is of paramount importance in improving the morale and motivation of employees, and hence their performance [6]. Means to improve employee performance can be done by improving the quality of work life [23].

H2: Work-Life Quality has a positive and significant effect on employee performance at Said Contracting Company.

### 1.1.3. Self Efficacy

Self-esteem and self-efficacy have a positive and significant impact on employee performance [7]. Employee performance is influenced by self-efficacy in a positive and significant way [7]. self-efficacy can influence employee performance through the mediating role of work motivation and work engagement [9]. supervisors' social support and self-efficacy significantly and positively affect employee performance [8]. it is necessary for employees to understand the role of self-efficacy in the workplace. Self-efficacy influences how employees will approach tasks and challenges in the workplace. it is important for an employee to build a strong sense of self-efficacy in order to perform well and cope with challenges in the workplace [24] Self-Efficacy would help employees improve their performance [25].

H3: Self efficacy has a positive and significant effect on employee Performance at Said Contracting Company.

### 1.1.4. Safety

The paper examines how employees' safety culture impacts organizational performance in the originations. It defines this culture as a combination of individual and group values, attitudes, competencies, and behaviors shaping an organization's safety management system. Occupational Safety and Health (OSH) pertains to the discipline dedicated to preventing workplace injuries and illnesses, as well as fostering a work environment that prioritizes safety and well-being. [26]. By instilling this safety culture using a behavior-based approach, the study anticipates positive effects on both employee safety performance and company outcomes, including improved productivity, profitability, and reduced accident rates. Furthermore, enhanced safety practices are anticipated to positively impact overall company performance, including productivity, profitability, efficiency, and corporate image. Job Safety: Job safety indicates the integration of all the measures considered necessary to free the work environment of physical, psychological, and social ills. Job safety is ensured when it is not dangerous, hazardous, unsafe, unhealthy, scary, risky, and there is no fear and chance of death [27]. Recommendations include visible top management commitment, implementing safety incentives, regular employee training on safe procedures, increased safety audits, and prioritizing safety mindset changes in monthly safety meetings. occupational safety and health has an influence on the quality of work because with the guarantee of the safety and health of employees, it will provide a sense of security and comfort for employees at work, so that it can improve employee performance [28]. Occupational health and safety encompasses the comprehensive management of all aspects related to workplace well-being and security, with a strong emphasis on proactive measures to prevent potential hazards. [12]. occupational health and safety practices highly affect the job performance of operational level employees in the constructions industry in Sri Lanka [10]. employee performance and productivity are significantly influenced by work discipline, motivation, and occupational safety and health, but occupational safety and health are the ones that have the biggest impact [29].

H4: Safety has a positive and significant effect on employee Performance at Said Contracting Company.

### 1.1.5. Job Satisfaction

Job satisfaction is about how content and fulfilled employees feel in their work. It covers their happiness with the job, coworkers, pay, growth opportunities, and the overall work environment. It's crucial because it affects motivation, commitment, performance, and well-being. Researchers study what drives job satisfaction, its impact on individuals and organizations, and ways to boost it for better workplace efficiency. Satisfied employees were better in performance as compared to dissatisfied employees [30]. Job satisfaction, employee empowerment, and emotional intelligence positively and significantly affect employee performance [31]. Employee job satisfaction has a significant impact on employee performance [32]. Employee job satisfaction is closely related to employee performance. Someone who is satisfied in their job will be motivated, committed to the organization, and have high work participation to continue improving their performance [18]. Employee performance and job satisfaction are powerful tools that help in continuously developing and improving organizational performance to achieve strategic objectives. Job satisfaction is critical to the overall productivity of any given industry [33]. Undoubtedly, building good work relationships can have a huge impact on job satisfaction. [1] Job satisfaction has a positive and significant effect on employee performance. Satisfied employees with work and the environment will have increased motivation to improve its capabilities, which in turn will increase its job performance [34]. Job satisfaction is when the individual feels satisfied enough to perform the job as expected [13].

H5: Job satisfaction has a positive and significant effect on employee Performance at Said Contracting Company.

## 2. RESEARCH METHOD

The study followed the quantitative approach in collecting data using a questionnaire sent to the company's human resources department to gather the right data from 135 employees out of 360 employees at Al-said Company. My confidence level for my data is 95% and the margin of error is 6.64 the population is 360 employees thus the sample size should be 137. However, the sample of this study is 135 which is almost the same. The data collected was analyzed using the Partial Least Squares (PLS) software.

SmartPLS is a scientifically grounded software. Its philosophy is to implement algorithms and model statistics that have been tested and published in academic journals with peer-reviewed quality assurance [35]. On these grounds, the software aims to provide full transparency on how results are computed, thus ensuring the replicability of findings. At the same time, the software is designed to ensure high usability and user-friendliness to support both beginners and experts in developing scientifically sound and state-of-the-art PLS-SEM analyses [36]. The relationship models to be analyzed are as follows:

- a. The relationship between Development and training (X1) and employee Performance (Y1).
- b. The relationship between work-life quality (X2) and employee Performance (Y1).
- c. The relationship between self-efficacy (X3) and employee Performance (Y1).
- d. The relationship between safety (X4) and employee Performance (Y1).
- e. The relationship between job satisfaction (X5) and employee Performance (Y1).

The hypotheses suggest that at Said Contracting Company, development and training, work-life quality, self-efficacy, safety, and job satisfaction all have positive and significant effects on employee performance. It is expected that employees who receive adequate development and training, experience a higher level of work-life quality, possess higher self-efficacy, perceive a higher level of safety, and have higher job satisfaction will demonstrate better performance compared to their counterparts. Hypothesis was assumed according to this Grand theory which states that Social Exchange Theory suggests that organizations providing development, training, work-life balance, and a supportive environment can increase employee job satisfaction, commitment, and performance. Social exchange theory is a broad conceptual paradigm that spans several social scientific disciplines, such as management, social psychology, and anthropology [37]. Self-efficacy theory emphasizes individuals' belief in their capabilities, positively impacting learning, work-life management, and overall performance. The Job Demands-Resources (JD-R) Model states that resources like development, training, work-life quality, self-efficacy, safety, and job satisfaction influence employee well-being and performance. Self-determination theory highlights that meeting employees' psychological needs for autonomy, competence, and relatedness through development, training, work-life quality, and job satisfaction enhances intrinsic motivation and performance.

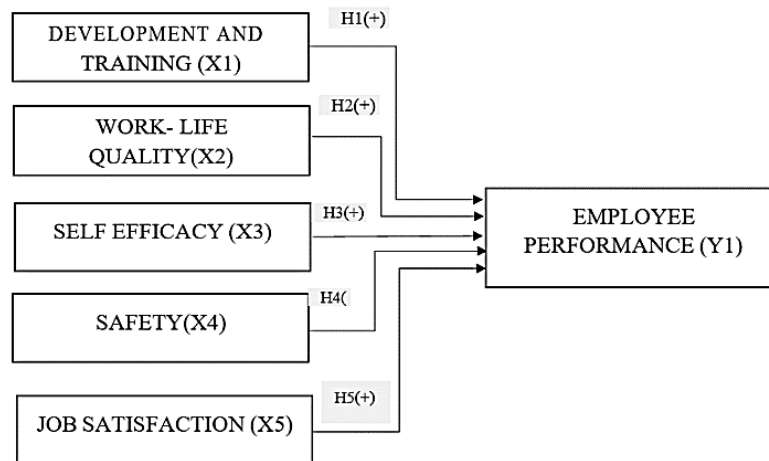


Figure 1. Framework

The data was collected through a questionnaire "Google Form" and the moderator of the development and training program in the company helped to distribute the questionnaire to the employees.

### 3. RESULTS AND ANALYSIS

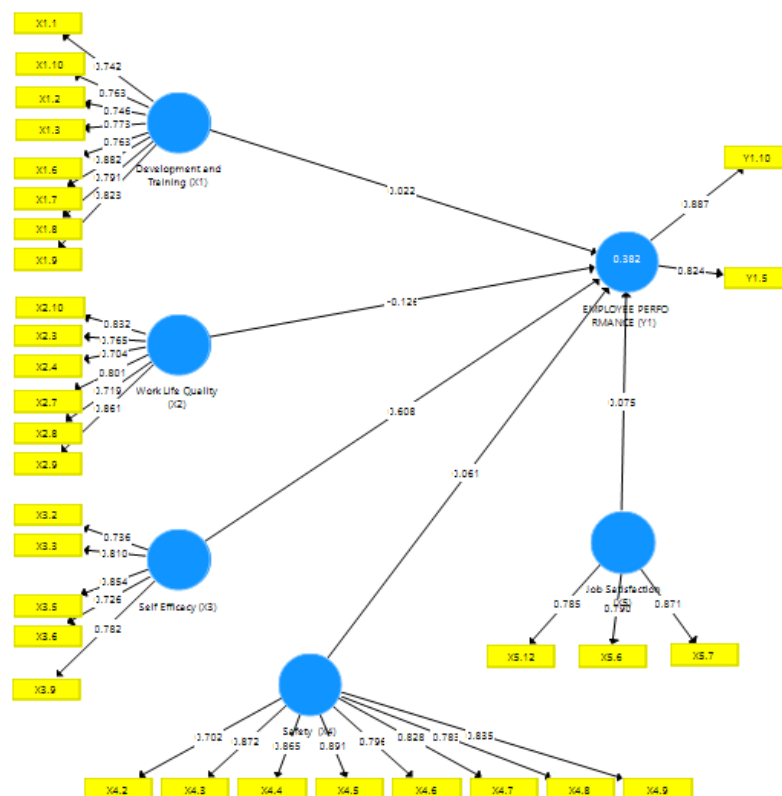


Figure 2. Diagram of the variable analysis by smart PLS

Table 1. Demographics Data

Variable	Total	Percentage
Sex		
Male	125	7.4
Female	10	92.6
Education		
Diploma	28	20.7
High School	27	20

Bachelor	59	43.7
Postgraduate	21	15.6
Age		
18 - 30 years	37	27.4
31 - 50 years	93	68.9
> 50 years	5	3.7
Job Position		
Company worker	39	28.9
Administrative	54	40
Engineer	26	19.3
Manager	16	11.9
Years of experience		
1-2 years	21	15.4
2-5 years	22	16.2
5-10 years	21	15.4
>10 years	72	52.9
Nationality		
Yemen	131	96.3
other nationalities	5	3.7

Table 2. Outer Loading

	Development and Training (X1)	Employee Performance (Y1)	Job Satisfaction (X5)	Safety (X4)	Self Efficacy (X3)	Work Life Quality (X2)
X1.1	0.742					
X1.10	0.763					
X1.2	0.746					
X1.3	0.773					
X1.6	0.763					
X1.7	0.882					
X1.8	0.791					
X1.9	0.823					
X2.10						0.832
X2.3						0.765
X2.4						0.704
X2.7						0.801
X2.8						0.719
X2.9						0.861
X3.2					0.736	
X3.3					0.810	
X3.5					0.854	
X3.6					0.726	
X3.9					0.782	
X4.2				0.702		
X4.3				0.872		
X4.4				0.865		
X4.5				0.891		
X4.6				0.796		
X4.7				0.828		
X4.8				0.783		
X4.9				0.835		
X5.12			0.785			

X5.6	0.790
X5.7	0.871
Y1.10	0.887
Y1.5	0.824

The outer loading value in the table above is the outer loading value with 3 cycles. The first and second rounds have an outer loading value below 7. Then in the third round the outer loading value can be considered valid because each construct has an outer loading value above 0.7.

Table 3. Discriminant Validity &amp; Ave

	Development and Training (X1)	Employee Performance (Y1)	Job Satisfaction (X5)	Safety (X4)	Self Efficacy (X3)	Work Life Quality (X2)	(AVE)
Development and Training (X1)	0.787						0.619
Employee Performance (Y1)	0.233	0.856					0.732
Job Satisfaction (X5)	0.626	0.248	0.816				0.666
Safety (X4)	0.533	0.190	0.668	0.824			0.678
Self Efficacy (X3)	0.351	0.612	0.336	0.263	0.783		0.613
Work Life Quality (X2)	0.652	0.203	0.682	0.736	0.359	0.782	0.612

All variable constructs demonstrate discriminant validity according to the Fornell-Larcker criteria, surpassing that of other variables. Additionally, the Average Variance Extracted (AVE) values are all above 0.5, indicating high validity for all constructs. Therefore, it can be concluded that both the AVE values and the discriminant validity values meet the criteria for validity.

Table 4. Cronbach's Alpha, Composite Reliability

	Cronbach's Alpha	rho A	Composite Reliability
Development and Training (X1)	0.912	0.925	0.928
Employee Performance (Y1)	0.638	0.655	0.845
Job Satisfaction (X5)	0.759	0.820	0.857
Safety (X4)	0.933	0.966	0.944
Self Efficacy (X3)	0.841	0.847	0.888
Work Life Quality (X2)	0.893	1.041	0.904

The analysis results indicate that each variable in this study demonstrates reliability, as evidenced by Cronbach's Alpha values exceeding 0.7. Consequently, the data is deemed reliable, passing the reliability test and allowing for progression to the next stage of analysis.

Table 5. R-Square

	R Square	R Square Adjusted
Employee Performance (Y1)	0.382	0.358

Based on the information in the table above. The R-square value is 0.382%. This value shows that Job Development and Training, Work Life Quality, Self Efficacy, Safety, Satisfaction influence employee performance by 38.2%, while the remaining 61.8% is influenced by variables outside the scope of this research.

Table 6. Hypothesis (bootstrapping)

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
DT (X1) -> EP (Y1)	0.022	0.099	0.222	0.824

WLQ (X2) -> EP (Y1)	-0.126	0.122	1.026	0.305
SE(X3) -> EP(Y1)	0.608	0.074	8.253	0.000
Safety (X4) -> EP (Y1)	0.061	0.110	0.551	0.582
JS (X5) -> EP (Y1)	0.075	0.110	0.686	0.493

The analysis of the hypothesis tests presented in the table above indicates that the first hypothesis is not supported, as there is no evidence of a significant influence of development and training on employee performance. This conclusion is based on the obtained t-statistic of 0.22, which surpasses the critical value of the t-table (1.96), along with a P-value of 0.824 ( $>0.05$ ). Hence, it can be concluded that development and training do not have a significant impact on employee performance.

Limited resources in developing countries can hinder investment in training programs, including inadequate budgets, qualified trainers, and technology. Ineffective training design, poor implementation, lack of alignment with organizational goals, and political/economic instability further hinder the impact of employee development initiatives. Unstable political and economic conditions in some developing countries can create an uncertain business environment. Companies may be more focused on survival and immediate challenges, diverting attention and resources away from employee development initiatives. As shown in the demographic characteristics table, the percentage of employees whose educational level is high school graduates and diploma constitutes a percentage 40.7 % of the total sample. They may not have sufficient understanding and awareness of the importance of development and training, while those with a higher educational level postgraduate may not benefit from training programs because of to their higher education they are high qualified and they are 15.6 % of the total sample. There is another reason that may be due to years of experience, as the percentage of employees who have years of experience from five to ten years in total is 15.4 % which is 21 employees from the total sample. and employees who have years of experience of more than 10 years are 52.9% which is 72 employees from the total sample which makes them completely dependent on their work experience and do not see that there is a need for development and training programs.

The second hypothesis test did not yield support, as the analysis of the P-value resulted in 0.305 ( $<0.05$ ), and the t-statistic value of 1.026 was smaller than the t-table (1.96). Consequently, it can be inferred that Work Life Quality does not significantly impact employee performance.

While the majority of research indicates a positive relationship between work-life quality and employee performance, it is worth noting that there are some studies that suggest a limited or non-significant effect. It is important to note that the relationship between work-life quality and employee performance can be influenced by various contextual factors, individual differences, and organizational practices. Additionally, the measurement and operationalization of work-life quality and performance may contribute to differing findings.

Limited resources in developing countries can hinder comprehensive work-life quality programs, including inadequate facilities, outdated technology, and insufficient support services. Cultural norms, lack of awareness, and high job insecurity can also impact the prioritization and perception of work-life factors. Limited access to education and training, as well as a focus on immediate needs, further contribute to challenges in enhancing work-life quality and its impact on performance. In some cases, cultural norms in developing countries may prioritize job stability and financial security over factors like work-life balance or employee well-being. This cultural perspective can influence how employees perceive and prioritize aspects of their work life.

The analysis of the third hypothesis test yielded support, as the original sample produced a value of 0.608, with a P-value of 0.000 ( $<0.5$ ). Additionally, the t-statistic of 8.253 exceeded the t-table value (1.96). Hence, it can be concluded that Self-efficacy has a significant impact on employee performance.

Self-efficacy has an impact on employee performance in the company, from my point of view, for several reasons, as 43.7% of employees hold a bachelor's degree, with a total of 59 employees from the sample taken, in addition to 15.6% of employees holding a Postgraduate degree, with 21 employees from the sample taken. Also, the majority of employees work as managers, with a percentage of 11.9% which is 16 employees, and administrators, with a percentage of 40% which is 54 employees. Being in an administrative position, it is certain that they have a degree of self-efficacy. Moreover, years of experience play a pivotal role in increasing self-efficacy. 52.9% which is 72 employees from the sample taken having years of experience exceeding 10 years.

The analysis of the fourth hypothesis test did not provide support, indicating that Safety does not have a significant influence on employee performance. This conclusion is based on the obtained t-statistic of 0.551, which surpasses the critical value of the t-table (1.96), along with a P-value of 0.582 ( $>0.05$ ). Therefore, it can be concluded that Safety does not impact employee performance significantly.

The connection between safety measures and employee performance is intricate, with various factors influencing the impact in certain companies. A weak safety culture perceived low-risk tolerance, complacency after a safety incident-free period, inadequate training, and inadequate resource allocation can



contribute to a disconnect between safety practices and improved performance. It is crucial for companies to actively promote a robust safety culture, prioritize training, communicate effectively, and integrate safety into their overall business strategy for positive outcomes in both safety and employee performance. In war-affected countries, extreme and immediate concerns such as physical safety, security, and survival take precedence over workplace safety. The economic impact of war leads to limited resources, hindering organizations from investing in safety measures. The psychological impact of living in a conflict zone may diminish employees' focus on workplace safety due to stress and trauma. War and conflict erode trust within society and organizations, making employees skeptical about the effectiveness of safety measures. The breakdown of governance structures results in limited government oversight, reducing incentives for organizations to prioritize safety. In conflict zones, employees may adopt a survival mentality, prioritizing immediate needs over long-term safety considerations, impacting their behavior toward workplace safety. It is also taken into account that 92.6% of employees are male, compared to 7.4% of females. In most cases, women are more careful and committed to safety rules than male in accordance with organizational culture, job roles of work culture in the organizations in Yemen

The fifth hypothesis testing is not supported, as there is no evidence of a significant influence between Job Satisfaction and employee performance. This conclusion is based on the analysis of the P-value, which resulted in 0.493 ( $>0.05$ ), and a t-statistic value of 0.686, which is smaller than the t-table value (1.96). Therefore, it can be concluded that Job Satisfaction does not have a significant impact on employee performance.

Job satisfaction, typically tied to improved employee performance, may not always yield a significant impact. for many reasons Poor management, insufficient recognition, low compensation, and lack of stimulation while motivation, and compensation positively affected employee performance. the Islamic work ethic, motivation, and compensation positively affected employee performance directly and indirectly through job satisfaction as an intervening variable [38]. one of the reasons that leads to low job satisfaction is the Lack of employee engagement. Employee engagement has a significant positive effect on job satisfaction [39].

Limited career growth, ineffective communication, high workload, and inflexible policies, work stress likewise impede the positive effects. work stress had a significant negative effect on employee performance [40]. Inadequate feedback and limited employee involvement exacerbate these challenges, creating a disconnect between employees and the organization. Addressing these factors is crucial to ensuring that job satisfaction translates into enhanced performance within specific company contexts. In war-affected countries, the correlation between job satisfaction and employee performance is influenced by unique challenges. The prioritization of basic survival needs, safety concerns, and limited economic opportunities can relegate job satisfaction to a secondary consideration. The psychological distress resulting from living in a conflict zone, economic hardship, and post-traumatic stress further diminishes the expected positive impact of job satisfaction on employee performance. Limited organizational resources, coupled with challenges in providing recognition and rewards, contribute to a weakened link between job satisfaction and performance. In the extreme conditions of war, where immediate and critical concerns prevail, job satisfaction struggles to exert its customary influence on employee performance.

#### 4. CONCLUSION

The results of the study revealed that development and training, work-life quality, safety, and job satisfaction did not have a significant impact on employee performance at Said Contracting Company. However, self-efficacy was found to have a positive and significant effect on employee performance. This suggests that employees' belief in their own abilities and competencies plays a crucial role in determining their performance levels. These findings have important implications for organizations and managers seeking to improve employee performance and create a conducive work environment. Building a culture that supports and empowers employees to maximize their self-efficacy can contribute to overall organizational success. It should also be noted. The importance of development and training, work-life quality, safety, and job satisfaction as these factors contribute to enhancing employees' skills, well-being, motivation, and confidence, creating a safe and positive work environment, which ultimately leads to increased productivity, employee engagement and overall organizational success. considering that the findings of this study are specific to Said Contracting Company in Yemen and may not be generalizable to other organizations or contexts. Further research is needed to explore the relationship between these factors and employee performance in different industries and regions. Overall, this study provides valuable insights into the factors influencing employee performance and emphasizes the significance of self-efficacy in driving performance outcomes. By understanding these dynamics, organizations can develop targeted strategies and interventions to optimize employee performance and create a thriving work environment.

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