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Impact of Employees' Training and Development and Competitive Reward Systems on the Organizational Performance in Virtual Legal Assistance Agency

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ABSTRACT: This study aimed to determine the impact of employees' training and development and competitive reward systems on the organizational performance in the Virtual Assistance Agency, during the calendar year 2025. It employed survey and descriptive-correlational research methods. One hundred three (103) employees were involved as respondents. The statistical tools used were, weighted mean, standard deviation, and Spearman Rank-Order Correlation Coefficient (Spearman rho) with MS Excel and JAMOVI as the statistical software. The employees perceived the organization's training and development programs as highly effective, systematic, and supportive of employee growth and organizational performance, with an overall average weighted value of 4.29 (Very High) with a standard deviation of 0.44. However, the comparatively lower rating in the mode of training delivery may indicate the need for more diversified and blended learning approaches, particularly the integration of both online and in-person training opportunities to accommodate varying employee learning preferences and maximize learning effectiveness. The employees perceived the organization's reward system as fair, comprehensive, and effectively implemented across both financial and non-financial dimensions, with an overall average weighted value of 4.50 (Very High) and a standard deviation of 0.44. The employees perceived the organization to be performing exceptionally well across internal (employee satisfaction) and external (customer satisfaction and market share) dimensions, with an overall average weighted value of 4.56 (Very High) and a standard deviation of 0.49. There existed a significant positive medium/moderate correlation ($p < 0.01$) between the levels of training and development and organizational performance. There existed a significant positive medium/moderate correlation ($p < 0.01$) between the levels of the competitive reward system and organizational performance.

Based on the findings, the author recommends that the agency owners and top management sustain and strengthen current training and development programs, particularly those related to skill gap assessment, training resources, and evaluation systems, as these directly enhance organizational performance. Improve the mode of training delivery by adopting a blended learning approach (combining virtual, synchronous, asynchronous, and occasional face-to-face or immersive training where feasible).

KEYWORDS: training and development, competitive reward systems, organizational Performance, virtual legal assistance

INTRODUCTION

The rapid growth of virtual assistance agencies has created significant opportunities for Filipino remote workers, who are widely recognized for their communication skills, adaptability, professionalism, and strong work ethic. As global demand for Filipino virtual assistants continues to rise, many virtual assistance agencies rely on them to provide efficient administrative support through digital platforms and remote communication systems. To remain competitive and maintain service quality, virtual assistance agencies must implement effective human resource practices such as employees' training and development and competitive reward systems to improve employee competence, motivation, and overall organizational performance.

Training and development refer to organized programs, activities, and learning opportunities designed to improve employees' knowledge, skills, attitudes, and work performance. In an organization, effective training helps personnel become more competent in performing their current duties, while development prepares them for future responsibilities and career growth. Kareem and Hussein (2019) emphasized that human resource development practices, including training and development, have a positive effect on employee performance and organizational effectiveness. Similarly, Al Karim (2019) found that training and development programs significantly enhance employees' capabilities, motivation, and productivity. In this way, continuous training and development contribute to strengthening professional competence, improving job performance, and helping employees respond effectively to changing organizational demands.

Competitive reward systems refer to the fair and strategic provision of salaries, incentives, benefits, recognition, and other forms of compensation that motivate employees to perform effectively and remain committed to the organization. These systems are considered important because they help attract qualified employees, retain competent personnel, and encourage higher levels of productivity. Mabaso and Dlamini (2017)

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emphasized that compensation, benefits, and reward practices significantly influence employee satisfaction and organizational commitment. Likewise, Tausif (2020) explained that competitive rewards improve motivation by making employees feel valued, recognized, and fairly compensated for their contributions. In this context, organizations that provide equitable and attractive reward systems, employees are more likely to demonstrate stronger commitment, improved performance, and greater willingness to contribute to organizational success.

Organizational performance refers to the extent to which an organization successfully achieves its goals through efficient operations, productive employees, quality services, and effective use of available resources. It reflects how well an organization performs in terms of productivity, employee commitment, service delivery, innovation, customer or stakeholder satisfaction, and overall sustainability. Anwar and Abdullah (2021) emphasized that effective organizational practices and human resource management significantly contribute to improved organizational performance because they enhance employee productivity and institutional effectiveness. Similarly, Almatrooshi et al. (2016) found that organizational performance is influenced by leadership, employee capability, and commitment, which help organizations attain their strategic objectives. In this regard, strong organizational performance can be associated with the organization's ability to create supportive systems, motivate its workforce, and align its resources and strategies toward the accomplishment of its mission and long-term goals.

The correlation among employees' training and development, competitive reward systems, and organizational performance may be explained by the way these practices jointly enhance employee competence and motivation. Hansaram et al. (2023) found a significant relationship between training and development and organizational performance, and likewise reported that compensation and benefits were significantly associated with improved organizational performance in Malaysian insurance companies. Supporting this broader human resource perspective, Hansen et al. (2025) showed through a meta-analysis of 115 studies that high-performance work practices are positively related to firm performance, growth, and innovation, while also improving employee engagement, motivation, job satisfaction, and organizational commitment. These findings imply that training and development build the knowledge and skills required for effective work, while competitive reward systems reinforce employee motivation and commitment, and together these variables contribute substantially to stronger organizational performance.

Despite the growing body of literature on remote work and employee outcomes, a clear research gap remains in the context of virtual assistance agencies, particularly in the Philippines. Recent studies on virtual assistants have focused more on ergonomics, organizational support, job satisfaction, and productivity; for example, Gumasing et al. (2025) found that macro-ergonomic factors such as reward systems, supervision, and organizational support significantly improved motivation and performance among virtual assistants in the National Capital Region, while Veto et al. (2025) reported a strong positive relationship between job satisfaction and productivity among virtual assistants in Bukidnon. In a related Philippine remote-work setting, Estebal et al. (2024) also showed that employee performance in a BPO company was positively associated with organizational commitment during work-from-home arrangements. However, these studies do not directly examine the combined influence of employees' training and development and competitive reward systems on organizational performance within a virtual assistance agency, where work is highly digital, output-driven, and remotely managed. This gap makes the present study necessary. The researcher became interested in conducting this study because virtual assistance agencies depend heavily on employee skills, adaptability, and motivation, yet limited empirical evidence explains how training opportunities and competitive rewards work together to improve organizational performance in this specific industry. By addressing this gap, the study hopes to contribute context-based evidence that may guide agency owners and managers in designing more effective human resource strategies for sustaining productivity, employee engagement, and organizational success in the virtual assistance sector.

The importance of the present study lies in its potential to provide evidence on how training and development, together with competitive reward systems, can help organizations improve employee motivation, retention, and performance outcomes. Figueiredo et al. (2025), through a systematic review of reward systems literature, emphasized that reward systems shape worker behavior, support knowledge sharing, and foster innovation, all of which are essential to organizational success. In the same vein, Ranta and Ylinen (2024) found that employee benefits are associated with stronger company performance, noting that well-designed benefit packages help organizations attract and retain high-performing employees. Taken together, these studies underscore that investing in employee capability and rewarding performance competitively are not merely administrative functions but strategic mechanisms that can strengthen organizational efficiency, sustainability, and long-term competitiveness.

LITERATURE

Training & Development

Training and development is consistently described in recent literature as a strategic human resource practice that strengthens employee capability and improves work outcomes. Hosen et al. (2024) found among 362 frontline hotel employees that training and development was significantly associated with work performance, with organizational commitment helping explain that relationship. Similarly, Giday and Elantheraiyan (2023) reported that training needs assessment and the availability of training resources had significant effects on employee performance in the Tigray Regional Education Bureau, highlighting that well-planned and adequately supported training programs are more likely to produce measurable improvements in employee output. Taken together, these studies show that training and development is not limited to skill acquisition alone; it also supports stronger commitment, better preparedness, and higher job performance across organizational settings.

Skill Gaps Assessment

Skill gaps assessment is increasingly recognized in recent literature as a critical process for aligning employee capabilities with changing job demands. Rikala et al. (2024), in their review of Industry 4.0 research, found that skill gaps are a real and growing concern worldwide and emphasized that organizations need clearer definitions and more systematic measurement approaches to identify actual competency deficiencies. In a related study, Fareri et al. (2023) developed a "worker profiler" to map employees' existing skills against required digital and green competencies, showing that skill gap assessment can be used to identify missing capabilities and generate customized retraining strategies. These studies suggest that skill gaps assessment is not merely diagnostic; it is a strategic basis for targeted workforce development and organizational adaptation.

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Training Resources

Training resources are increasingly treated in recent literature as a core condition for effective employee learning, since training programs depend not only on content but also on the availability of materials, budget, facilities, and instructional support. Giday and Elantheraiyan (2023) found that training resource availability had a significant effect on employee performance, showing that training becomes more effective when organizations provide the needed resources and manage them properly. In a broader training-transfer perspective, Blume et al. (2024) emphasized that learning support should include direct assistance, guidance, and emotional support from managers, because these resources help employees identify learning needs, stay motivated, and apply what they learned on the job. These studies suggest that training resources are both tangible and social in nature, and both forms are necessary to improve training outcomes and employee performance.

Mode of Training Delivery

Mode of training delivery has become an important theme in recent literature because the way training is provided can shape accessibility, engagement, participation, and learning outcomes. In a systematic review of online training in the workforce, Abdullah (2024) found that online delivery offers flexibility, accessibility, and strong potential for skill development, although its effectiveness depends on learner engagement, digital literacy, and technical support. In a randomized controlled trial among workers with flexible work designs, Althammer et al. (2023) found that both web-based and blended training improved psychological detachment, work-life balance, and well-being, while blended training increased social exchange and adherence to the program. These studies suggest that online and blended delivery modes can both be effective, but their success often depends on how well the chosen format supports sustained participation and interaction.

Training, Monitoring, and Evaluation

Training, monitoring, and evaluation are increasingly viewed in recent literature as interconnected processes that determine whether employee development efforts actually lead to better work outcomes. Paul et al. (2024) advanced a quantitative protocol based on Kirkpatrick's model and argued that training effectiveness should be assessed across multiple dimensions rather than through completion alone, while Faisal-E-Alam et al. (2025) emphasized that training evaluation is vital for determining whether programs improve employee performance and organizational results. These studies suggest that training becomes more meaningful when organizations not only deliver it but also monitor employee response, assess learning, and evaluate behavioral and organizational outcomes systematically.

Competitive Reward Systems

Competitive reward systems are consistently identified in recent literature as a strategic human resource practice that shapes employee behavior, motivation, and performance. In a systematic review of 61 studies, Figueiredo et al. (2025) found that reward systems influence workers' behavior, support knowledge sharing, foster innovation, and help organizations manage talent more effectively. Similarly, Alkandi et al. (2023) reported that incentives and reward systems had a significant positive effect on employee performance in Saudi industrial sectors, with job satisfaction helping explain that relationship. These studies suggest that competitive reward systems are not merely compensation tools but strategic mechanisms that can strengthen employee motivation and improve organizational performance.

Recognition Programs

Recognition programs are increasingly discussed in recent literature as an important non-monetary reward practice that strengthens employee motivation and work behavior. Yang et al. (2022) found that employee recognition was positively linked with task performance and organizational citizenship behavior, with pride helping explain why recognized employees performed better. In a more recent study, Meng et al. (2024) reported that achievement recognition promoted task performance and also supported career adaptability, especially among newer employees. These findings suggest that recognition programs do not simply acknowledge past accomplishments; they can also encourage stronger effort, positive work attitudes, and better individual performance over time.

Bonuses

Bonuses are widely discussed in recent literature as a performance-based component of competitive reward systems because they provide additional financial incentives beyond regular salaries and can reinforce desired employee behavior. Reizer (2025) found that firms paying bonuses showed 3.9% to 4.6% higher value added per worker and 3% higher total factor productivity, with stronger effects when a larger share of workers received bonuses. Similarly, Alkandi et al. (2023) reported that incentive and reward systems had a significant positive effect on employee performance in Saudi industrial sectors, with job satisfaction helping explain this relationship. These studies indicate that bonuses can function as a strategic motivational tool that encourages stronger employee effort and supports better organizational outcomes.

Competitive Salaries

Competitive salaries are widely discussed in recent literature as a key component of reward systems because they help organizations attract talent, sustain motivation, and improve performance outcomes. Yang (2026) found that higher employee compensation significantly enhanced total factor productivity, partly through improved employee morale and reduced turnover, suggesting that salary competitiveness contributes directly to firm performance. Likewise, Lee et al. (2025) reported that perceptions of pay levels were linked with turnover intention, indicating that employees' views of salary competitiveness matter for retention and organizational stability. Together, these studies suggest that competitive salaries are not only a hiring tool but also a strategic mechanism for supporting productivity and workforce continuity.

Benefit Packages

Benefit packages are widely recognized in recent literature as an important component of total rewards because they supplement salary and directly affect employee attitudes and organizational outcomes. Ranta and Ylinen (2024) found that employee benefits were associated with several company performance measures, with certain benefit bundles appearing more often among high-performing firms. Likewise, Shtembari et al. (2022) reported that compensation and benefits had great importance for job satisfaction and that many employees would leave their current job for another employer offering better benefits. These studies suggest that benefit packages are not merely add-ons to compensation, but strategic tools that can strengthen satisfaction, retention, and overall organizational performance.

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Organizational Performance

Organizational performance is commonly described in recent literature as the extent to which an organization achieves its goals through productivity, growth, innovation, and operational effectiveness. Hansen et al. (2025), in a meta-analysis of 115 studies on small and medium-sized enterprises, found that high-performance work practices were positively related to firm performance, growth, and innovation, while also reducing turnover and absenteeism. Similarly, Huynh et al. (2024) reported that organizational learning, intellectual capital, and entrepreneurial innovation significantly improved organizational performance among Vietnamese firms. These studies show that organizational performance is a multidimensional outcome shaped by both human resource systems and knowledge-based capabilities.

Market Share

Market share is frequently discussed in recent literature as a critical indicator of organizational performance because it reflects a firm's competitive position, customer reach, and ability to outperform rivals within a given market. Edeling and Himme (2018), in a meta-analysis of 89 studies, found that the market share–performance relationship exists but varies depending on research design and contextual conditions, suggesting that market share should not be interpreted as an automatic guarantee of superior financial outcomes. More recently, Sklenarz et al. (2024) reported that digital transformation can weaken the traditional market share–profitability relationship, particularly in rapidly changing environments, which means that firms must rely not only on size or market dominance but also on strategic adaptation and value creation. These studies indicate that market share remains an important performance dimension, but its impact is shaped by broader competitive and technological conditions.

Customer Satisfaction

Customer satisfaction is widely treated in recent literature as a key indicator of organizational performance because it reflects how well an organization meets client expectations and sustains loyalty. Suchánek et al. (2024) argued that consumer experience, consumer psychology, and customer satisfaction exert a measurable influence on organizational performance, indicating that satisfied customers contribute to stronger business outcomes. In a related study, Phan Thi Hang et al. (2024) found that service quality significantly influenced customer satisfaction and loyalty in Vietnamese commercial banking, showing that customer satisfaction remains closely tied to the quality of service delivered. These studies suggest that customer satisfaction is not simply a reaction to service encounters but a strategic performance outcome that can shape loyalty, repeat patronage, and the broader success of an organization.

Employee Satisfaction

Employee satisfaction is consistently identified in recent literature as a meaningful determinant of employee behavior and organizational outcomes. Gazi et al. (2024) found among 300 industrial workers in Bangladesh that employees with higher job satisfaction also reported higher job performance, indicating that satisfaction functions as a critical work behavior that shapes how employees perform their duties. In a firm-level Korean study, Bae and Kang (2025) likewise found that higher employee satisfaction was positively associated with labor productivity, employee retention, labor investment efficiency, and future profitability. These studies suggest that employee satisfaction is not only a personal attitude toward work but also a strategic organizational factor that contributes to stronger productivity and performance.

Conceptual Framework

The conceptual framework is illustrated in Figure 1. Part I highlights the independent variable, training & development which is measured through four indicators, namely: skill gaps assessment; training resources; mode of training delivery; and training, monitoring, and evaluation. Part II presents the independent variable, competitive reward systems, which is evaluated based on the four indicators, namely: recognition programs; bonuses; competitive salaries; and benefit packages. Part III. presents the dependent variable, organizational performance which is measured through three indicators, namely: market share; customer satisfaction; and employees satisfaction. Figure 3 shows the conceptual framework of the study.

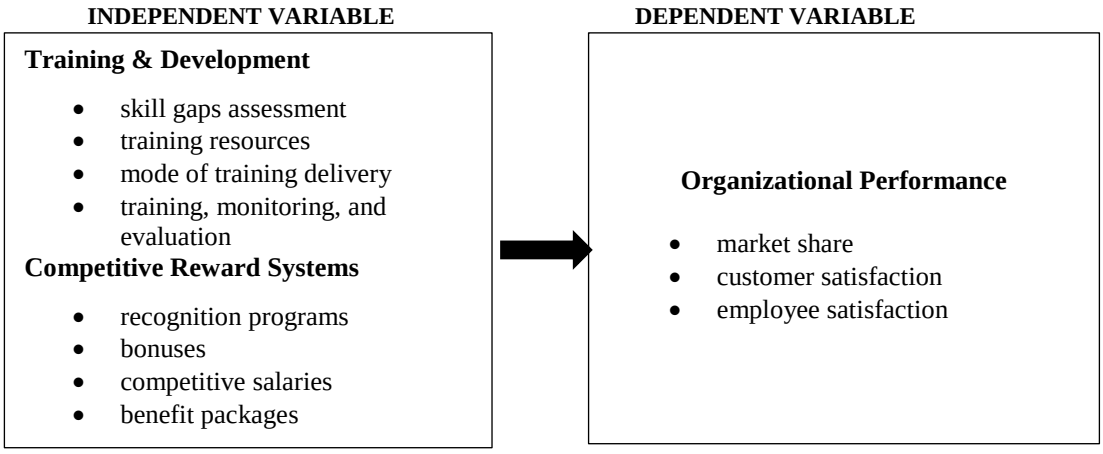


Figure 1. Conceptual Framework of the Study

Statement of the Problem

This study aimed to determine the impact of employees' training and development and competitive reward systems on the organizational performance in the Virtual Assistance Agency, during the calendar year 2025.

Specifically, it sought to answer the following questions:

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1. What is the respondents' perceived level of training & development in terms of:
   1.1 skill gaps assessment;
   1.2 training resources;
   1.3 mode of training delivery; and
   1.4 training, monitoring, and evaluation?
2. What is the respondents' perceived level of competitive reward systems in terms of:
   2.1 recognition programs;
   2.2 bonuses;
   2.3 competitive salaries; and
   2.4 benefit packages?
3. What is the respondents' level of organizational performance?
   4.1 market share;
   4.2 customer satisfaction; and
   4.3 employee satisfaction?
4. Is there a significant relationship between the respondents perceived level of training & development and level of organizational performance?
5. Is there a significant relationship between the respondents perceived level of competitive reward systems and level of organizational performance?

RESEARCH METHODOLOGY

Method Used

The study included survey and descriptive-correlational research methods. The survey method was employed since the researcher gathered data through a questionnaire checklist of training & development, competitive reward systems and organizational performance. Fowler (2014), surveys are a systematic way of gathering information from individuals by asking structured questions, allowing researchers to describe, compare, or explain knowledge, attitudes, and behaviors within a population. On the other hand, correlational research is a type of non-experimental research method in which a researcher measures variables, understands, and assesses the statistical relationship between them with no influence from any extraneous variable (Bhat, 2019). A correlational analysis was performed to determine the significant relationship between training & development, competitive reward systems and organizational performance.

Respondents of the Study

The respondents of the study comprised one hundred fourteen (114) Filipino employees employed at the Virtual Legal Assistance Agency based in Las Vegas, Nevada, during Calendar Year 2025. A complete enumeration method was utilized to ensure that the entire population was represented and that the required sample size was obtained. However, upon retrieval of the Google Form with the attached research instrument, only one hundred three (103) employees submitted their responses. Thus, the final number of respondents included in the study was 103.

Research Instrument

The research instrument utilized in this study consisted of three distinct sections designed to gather data relevant to the variables under investigation. Part I comprised the Training and Development Scale (TDS), which was adopted and adapted from Mueni, A. S. (2025). This scale measured the the Training and Development through four key indicators: skill gaps assessment; training resources; mode of training delivery; and training, monitoring, and evaluation. Part II Competitive Reward Systems (CRS) consisted of through four key indicators: recognition programs; bonuses; competitive salaries; and benefit packages. Part III Organizational Performance Scale (OPS) consisted of through three key indicators: market share; customer satisfaction; and employee satisfaction.

The scoring procedure for training & development, competitive reward systems and organizational performance is presented below.

Scale	Range of Values	Description	Interpretation
5	4.21-5.00	Strongly agree	Very High
4	3.41-4.20	Agree	High
3	2.61-3.40	Somewhat Agree	Average
2	1.81-2.60	Disagree	Low
1	1.00-1.80	Strongly Disagree	Very Low

Data presentation and analysis

The data are presented in accordance with the statement of the problems of the current study. The study aimed to answer the following questions:

1. What is the respondents' perceived level of training & development in terms of:
   1.1skill gaps assessment;
   1.2 training resources;
   1.3 mode of training delivery; and
   1.4 training, monitoring, and evaluation?

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Table 1: The Perceived Level of Training and Development

	AWV	SD	Description	Interpretation
A. Skill Gaps Assessment	4.53	0.47	Strongly Agree	Very High
B. Training Resources	4.49	0.47	Strongly Agree	Very High
C. Mode of Training Delivery	3.64	0.54	Agree	High
D. Training, Monitoring, and Evaluation	4.49	0.44	Strongly Agree	Very High
Overall	**4.29**	**0.44**	**Strongly Agree**	**Very High**

AWV=Average Weighted Value, SD= Standard Deviation

Table 1 summarizes the perceived level of training and development. The data revealed an overall average weighted value of 4.29 with a standard deviation of 0.44, described as "Strongly Agree" and interpreted as "Very High". Among the dimensions, Skill Gaps Assessment obtained the highest mean score (AWV=4.53), followed by Training Resources and Training, Monitoring, and Evaluation with identical mean scores of 4.49, all interpreted as Very High. Meanwhile, Mode of Training Delivery received the lowest mean score (AWV = 3.64), although it was still interpreted as High. The findings indicate that employees perceive the organization's training and development programs as highly effective, systematic, and supportive of employee growth and organizational performance. The results further indicate that the organization places strong emphasis on identifying employee competency needs, providing adequate learning resources, and continuously monitoring and improving training initiatives. The findings furthermore indicate that the virtual legal assistance agency recognizes training and development as a strategic human resource function that enhances employee competence, productivity, and adaptability in a digital work environment. The very high ratings in skill gaps assessment and training evaluation indicate that the organization effectively aligns employee development initiatives with job performance requirements and organizational goals. Likewise, the high ratings in training resources suggest that employees are provided with sufficient learning tools and opportunities for continuous improvement. However, the comparatively lower rating in the mode of training delivery may indicate the need for more diversified and blended learning approaches, particularly the integration of both online and in-person training opportunities to accommodate varying employee learning preferences and maximize learning effectiveness. The findings are strongly supported by recent literature emphasizing the role of training and development in organizational success. According to the World Economic Forum (2025), organizations that invest heavily in employee upskilling, reskilling, and continuous learning systems are more likely to achieve higher workforce productivity, innovation, and long-term competitiveness in technology-driven industries. Similarly, Salas et al. (2024) emphasized that comprehensive training systems that include needs assessment, effective delivery methods, adequate learning resources, and systematic evaluation significantly improve employee performance and organizational effectiveness. Moreover, recent studies highlight that organizations operating in virtual and remote work environments require adaptive and continuous learning systems to sustain employee engagement and operational efficiency. Alqudah et al. (2024) found that organizations with strong digital training infrastructures and continuous evaluation practices demonstrate higher employee adaptability, job satisfaction, and performance outcomes. Likewise, LinkedIn Learning (2024) reported that employees are more engaged and productive when organizations provide accessible training resources, flexible learning opportunities, and continuous feedback mechanisms. These studies support the present findings that effective training and development systems contribute significantly to organizational performance in virtual legal assistance agencies.

2. What is the respondents' perceived level of competitive reward systems in terms of:
   2.1 recognition programs;
   2.2 bonuses;
   2.3 competitive salaries; and
   2.4 benefit packages?

Table 2: Summary of the Perceived Level of Competitive Reward Systems

	AWV	SD	Description	Interpretation
A. Recognition Programs	4.51	0.43	Strongly Agree	Very High
B. Bonuses	4.50	0.47	Strongly Agree	Very High
C. Competitive Salaries	4.51	0.45	Strongly Agree	Very High
D. Benefit Packages	4.49	0.45	Strongly Agree	Very High
Overall	**4.50**	**0.44**	**Strongly Agree**	**Very High**

AWV=Average Weighted Value, SD= Standard Deviation

Table 2 summarizes the perceived level of competitive reward systems. The results revealed an overall average weighted value of 4.50 with a standard deviation of 0.44, described as "Strongly Agree" and interpreted as "Very High". Across all indicators, respondents consistently rated the organization's reward system highly, with Recognition Programs and Competitive Salaries obtaining the highest mean scores (both AWV=4.51), followed closely by Bonuses (AWV=4.50) and Benefit Packages (AWV=4.49). These findings indicate that employees perceive the organization's reward system as fair, comprehensive, and effectively implemented across both financial and non-financial dimensions. These further indicate that competitive reward systems play a vital role in enhancing employee motivation, retention, and overall organizational

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performance in virtual legal assistance agencies. The consistently high ratings across all reward components suggest that employees feel valued and fairly compensated through a balanced mix of recognition, monetary incentives, salaries, and benefits. In virtual work environments, where direct supervision and interpersonal interaction are limited, well-structured reward systems become even more critical in sustaining employee engagement, productivity, and organizational commitment. The results furthermore suggest that integrating both intrinsic rewards (recognition) and extrinsic rewards (salary, bonuses, and benefits) creates a more holistic and effective human resource strategy that supports organizational stability and performance. Figueiredo et al. (2025) averred that integrated reward systems that combine financial incentives and non-financial recognition significantly enhance employee motivation, job satisfaction, and organizational commitment, particularly in knowledge-based and digital work environments. Similarly, Zhao et al. (2025) found that structured compensation and recognition systems positively influence employee performance and innovative behavior in remote and technology-driven workplaces by strengthening perceived fairness and organizational support. In addition, recent human resource management research emphasizes that organizations with comprehensive and well-aligned reward systems experience higher employee retention, reduced turnover intention, and improved performance outcomes. Balanced reward structures that include recognition, salaries, bonuses, and benefits are particularly effective in sustaining employee engagement in virtual and hybrid work environments. These studies support the present findings, confirming that strong competitive reward systems significantly contribute to organizational performance in virtual legal assistance agencies

3. What is the respondents' level of organizational performance?

3.1 market share;

3.2 customer satisfaction; and

3.3 employee satisfaction?

Table 3: The Perceived Level of Organizational Performance

	AWV	SD	Description	Interpretation
A. Market Share	4.56	0.47	Strongly Agree	Very High
B Customer Satisfaction	4.50	0.51	Strongly Agree	Very High
C. Employee satisfaction	4.61	0.49	Strongly Agree	Very High
Overall	**4.56**	**0.49**	**Strongly Agree**	**Very High**

AWV=Average Weighted Value, SD= Standard Deviation

Table 3 summarizes the perceived level of organizational performance. The results revealed an overall average weighted value of 4.56 with a standard deviation of 0.49, described as "Strongly Agree" and interpreted as "Very High". Among the indicators, Employee Satisfaction obtained the highest mean score (AWV=4.61), followed by Market Share (AWV=4.56) and Customer Satisfaction (AWV=4.50), all interpreted as Very High. These findings indicate that employees perceive the organization to be performing exceptionally well across internal (employee satisfaction) and external (customer satisfaction and market share) dimensions. The consistently high ratings suggest that the agency maintains strong internal management practices and delivers high-quality services that contribute to both workforce well-being and competitive performance. The findings imply that organizational performance in virtual legal assistance agencies is strongly influenced by the integration of employee-centered practices and service quality outcomes. High employee satisfaction reflects a positive workplace environment, effective management support, and strong internal relationships, which in turn enhance productivity and service delivery. This contributes to higher customer satisfaction and improved market share, demonstrating a clear linkage between human resource practices and organizational success. In virtual work environments, where employee engagement and communication are largely technology-mediated, maintaining high satisfaction levels among employees is essential for sustaining competitiveness and client trust. According to the World Bank (2025), organizational performance in digital and knowledge-based industries is significantly driven by investments in human capital, employee well-being, and service quality improvement strategies, which collectively enhance competitiveness and market outcomes. Similarly, Figueiredo et al. (2025) emphasized that integrated human resource practices, such as training and development, recognition systems, and competitive rewards, positively influence both employee satisfaction and customer satisfaction, ultimately strengthening organizational performance. In addition, Zhao et al. (2025) found that in virtual and digitally enabled workplaces, employee engagement and satisfaction serve as key mediators between HR practices and organizational outcomes such as productivity, innovation, and market competitiveness. Furthermore, recent organizational studies highlight that high-performing organizations consistently demonstrate alignment between employee well-being, customer satisfaction, and market success. When employees are satisfied and well-supported, they are more likely to deliver high-quality services, resulting in stronger customer satisfaction and improved market position. These findings align with the present study, confirming that strong organizational performance in virtual legal assistance agencies is achieved through effective human resource management and employee-centered strategies.

4. Is there a significant relationship between the respondents perceived level of training & development and level of organizational performance?

Table 4: Test of the Relationship between the Level of Training and Development and Organizational Performance

Variables Correlated	rho-value	p-value @ 0.05	Interpretation
Training and Development and Organizational Performance	0.444	< 0.01	Positive Medium/Moderate Correlation Significant

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Table 4 illustrates the test of the relationship between the level of training and development and organizational performance. Employing Spearman Rank-Order Correlation Coefficient (Spearman rho), the results revealed a rho-value of 0.444 with a p-value of less than 0.01, interpreted as a significant positive moderate correlation. Thus, the null hypothesis is rejected. This indicates that training and development are significantly associated with organizational performance. The findings suggest that as the effectiveness of training and development programs increases, the level of organizational performance also tends to improve. This means that employee development initiatives, such as skill gaps assessment, training resources, delivery methods, and monitoring and evaluation, contribute positively to market share, customer satisfaction, and employee satisfaction within the organization. The findings imply that training and development play a critical role in enhancing organizational performance in virtual legal assistance agencies. In digitally driven and remote work environments, employees require continuous learning opportunities to improve competencies, adapt to technological changes, and maintain high-quality service delivery. Effective training programs strengthen employee skills, confidence, and productivity, which in turn contribute to better organizational outcomes. The moderate correlation further indicates that while training and development significantly influence organizational performance, other organizational factors such as leadership, work environment, and reward systems may also contribute to overall performance outcomes. Salas et al. (2024) noted that organizations that invest in systematic and continuous training programs experience significant improvements in employee performance, organizational productivity, and service quality because training enhances employee competence and work efficiency. Similarly, the World Economic Forum (2025) emphasized that workforce upskilling and reskilling are among the most important drivers of organizational competitiveness and sustainability in digital and remote work environments. The report highlighted that organizations with strong learning and development systems are more adaptable, innovative, and productive. Alqudah et al. (2024) found that organizations implementing effective training evaluation systems and continuous learning practices achieved higher employee productivity, adaptability, and organizational effectiveness in digital workplaces. Likewise, LinkedIn Learning's Workplace Learning Report (2024) revealed that organizations prioritizing employee learning and development experience higher employee engagement, improved retention, and better business performance outcomes. These studies support the present findings that effective training and development programs significantly contribute to improved organizational performance in virtual legal assistance agencies.

5. Is there a significant relationship between the respondents perceived level of competitive reward systems and level of organizational performance?

Table 5: Test of the Relationship between the Level of Competitive Reward System and Organizational Performance

Variables Correlated	rho-value	p-value @ 0.05	Interpretation
Competitive Reward System and Organizational Performance	0.429	< 0.01	Positive Medium/Moderate Correlation Significant

Table 5 illuminates the test of the relationship between the level of the competitive reward system and organizational performance. When the dataset is subjected to Spearman Rank-Order Correlation Coefficient (Spearman rho), it resulted in a rho-value of 0.429 with a p-value of less than 0.01, interpreted as a significant positive moderate correlation. Thus, the null hypothesis is rejected. This indicates that competitive reward systems are significantly associated with organizational performance. The findings suggest that as the effectiveness of the organization's reward systems increases, organizational performance also tends to improve. This means that recognition programs, bonuses, competitive salaries, and benefit packages positively contribute to market share, customer satisfaction, and employee satisfaction within the organization. The findings imply that competitive reward systems are important drivers of employee motivation, engagement, and productivity, which ultimately enhance organizational performance. In virtual legal assistance agencies, where employees work remotely and rely heavily on digital communication and self-management, fair and motivating reward systems help sustain commitment, morale, and work efficiency. Employees who perceive rewards as equitable and performance-based are more likely to demonstrate higher levels of job satisfaction, organizational loyalty, and service quality. The moderate correlation further suggests that while competitive reward systems significantly influence organizational performance, other organizational factors such as leadership, training, and organizational culture may also contribute to performance outcomes. Figueiredo et al. (2025) observed that comprehensive reward systems that integrate financial and non-financial incentives significantly improve employee motivation, organizational commitment, and overall organizational performance, particularly in knowledge-based and digital work environments. Similarly, Zhao et al. (2025) found that fair and performance-oriented compensation systems positively influence employee productivity, innovative behavior, and organizational effectiveness in remote and technology-driven workplaces. Moreover, the World Economic Forum (2025) highlighted that employee rewards and compensation strategies are critical in sustaining workforce engagement and organizational resilience in digital and remote work settings. Likewise, contemporary HR research indicates that employees who feel adequately rewarded are more likely to remain committed, collaborative, and productive, which directly contributes to improved organizational outcomes. These studies support the present findings that competitive reward systems significantly contribute to organizational performance in virtual legal assistance agencies.

DISCUSSION

The findings demonstrate that employees perceive both the training and development programs and the competitive reward systems of the virtual legal assistance agency as being implemented at a very high level, which is reflected in the organization's equally very high level of organizational performance. The results suggest that systematic identification of employees' skill gaps, adequate training resources, effective monitoring and evaluation of learning activities, together with fair recognition programs, competitive salaries, bonuses, and comprehensive benefit packages, contribute to creating a competent, motivated, and highly engaged workforce. Although the mode of training delivery received a comparatively lower rating than the other dimensions, it remained at a high level, indicating opportunities for the organization to further strengthen learning through more flexible and blended training approaches. Furthermore, the significant positive moderate relationships between training and

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development and organizational performance, as well as between competitive reward systems and organizational performance, indicate that continuous employee capability enhancement and equitable compensation practices are important drivers of organizational success. These findings imply that virtual legal assistance agencies can sustain high employee satisfaction, improve customer satisfaction, and strengthen market competitiveness by continuously investing in employee development while maintaining fair and performance-oriented reward systems that foster long-term organizational growth and operational excellence.

CONCLUSION

The study concludes that employees' training and development and competitive reward systems are essential determinants of organizational performance in a virtual legal assistance agency. The findings revealed that the organization demonstrates very high levels of training and development, competitive reward systems, and organizational performance, indicating that employees perceive these human resource practices as effective and well implemented. Furthermore, the significant positive moderate relationships between training and development and organizational performance, and between competitive reward systems and organizational performance, confirm that continuous employee capability development and equitable reward practices contribute substantially to improving employee satisfaction, customer satisfaction, and market competitiveness. Overall, the study affirms that organizations that invest in systematic learning opportunities while providing fair and competitive compensation and recognition are better positioned to enhance workforce motivation, strengthen organizational effectiveness, and sustain long-term success in the increasingly competitive and digitally driven virtual assistance industry.

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