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## Effect of Capacity Building on Employees' Motivation in the NGO Sector of Nangarhar Province, Afghanistan

Dr. Hejratullah Adil, Sardar Ayub Niazi, Haseebullah

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# Effect of Capacity Building on Employees' Motivation in the NGO Sector of Nangarhar Province, Afghanistan

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**Dr. Hejratullah Adil**  
**Sardar Ayub Niazi**  
**Haseebullah**

## Abstract

*As today's market is complex, it is difficult for an organization to survive in such a competitive marketplace where the only way is to have highly motivated employees by considering capacity-building programs. Therefore, the current study is being conducted to investigate the effect of capacity building on employees' motivation in the NGO sector of Nangarhar province. The author adopted a positivist research philosophy, employing a deductive descriptive research design and survey research strategy to achieve the research objectives. Data was collected from NGO employees through a questionnaire, which was used for correlation and regression analysis. Current research findings have shown a strong positive relationship between capacity building and employee motivation. Furthermore, capacity building is one of the key factors of better employee motivation in the NGO sector of Nangarhar province, Afghanistan. Finally, the current study's findings can be helpful to the NGO sector to enhance employees' motivation and improve overall performance.*

**Keywords:** *Capacity Building, Employees' Motivation, NGOs Sector, Nangarhar*

## 1. Introduction

Capacity building enables organizations to achieve strategic, business, and operational goals (Carrell et al., 2000). While training and development are often used interchangeably in the literature, they have distinct differences. Training focuses on enhancing the skills and knowledge of lower-level staff and technical employees, such as terrain managers and terrain staff, whereas development targets administrative and professional staff (Lunenburg & Ornstein, 1991). Training systematically develops an individual's knowledge, skills, and attitudes to perform a task or job (Armstrong, 2012). The term "training" refers to the process involved in improving employees' aptitudes, skills, and abilities to perform specific jobs (Aswathappa, 2000).

There are four other objectives: Individual, Organizational, Functional, and Social. Training objectives clarify what is expected of trainees at the end of the training program (Karthik, 2012). These objectives are significant from various stakeholder perspectives, including trainers, trainees, designers, and evaluators.

Moreover, motivation is vital in influencing employees to accomplish individual and organizational goals. Motivation represents psychological processes that cause the

stimulation, direction, and persistence of goal-directed voluntary actions (Kreitner and Kinicki, 2004). It involves various psychological processes that culminate in an individual's desire and intentions to behave in a particular way. Generally, motivation is defined as a series of energizing forces that originate within and beyond an individual's self at work (Herselman, 2001). These forces determine the nature, intensity, and duration of a person's work behaviour and influence their productivity. Moreover, motivation increases performance.

Furthermore, capacity building is essential for organizations to stay competitive, especially in developing countries like Afghanistan. It is crucial to sharpen existing skills to reflect trends in technology and other socio-cultural and environmental challenges. In Afghanistan, developing employees' resources is highly needed in all business organizations for effectiveness. No organization can exist without an adequate and proper workforce; hence, capacity building is an indispensable tool for businesses and other organizations. To perform their functions effectively and motivate employees, organizations must have well-designed capacity-building programs to enhance productivity and motivation. Through human resources development or capacity building, skills are developed, attitudes are changed, ideas evolve, and the organization is reinvented.

In addition, although research has been conducted in this area, most studies have focused on the private sector. For instance, Kadian and Mutsotso (2010) investigated the relationship between capacity building and organizational performance in Kenya's banking sector. Albert (2010) examined the relationship between capacity building and organizational performance in government-aided secondary schools in Uganda. However, no studies have focused on the effect of capacity building on employees' motivation in the NGO sector in Afghanistan. Therefore, this study investigates the impact of capacity building on employees' motivation in NGOs in Nangarhar province, Afghanistan, to contribute to developing effective capacity-building strategies that enhance employee motivation and organizational performance in the NGO sector.

## **2. Literature Review**

### *2.1 Capacity Building*

According to Hughes (2006), capacity building is a factor that acts as requisites for the emergence of a learning society for employees. Fullan (2007) defines "capacity building in collective aspects in terms of strategic steps adopted to enhance the group efficiency showing great improvements in performances, expansion of resources and more motivation among working persons." The results of the studies done by these researchers explain capacity building as not merely a simple concept incorporating strategic actions taken to enhance human and technical resources in order to develop learning skills.

Gull et al. (2012) suggested that organizations should organize employee capacity development programs to increase new and improved business knowledge and enhance organizational growth. They have also suggested that capacity development programs play an essential role in retaining and enhancing employee performance in a dynamic business environment. Roubaie (2013) has also suggested that capacity building boosts human capital, physical infrastructure, and new dimensions for research and development, in addition to adding value to the local economy.

Capacity building has different connotations and interpretations, depending on who uses it and its context. It is generally accepted that capacity building, as a concept, is closely related to education, training and human resource development. Groot and Molen (2000) defined capacity building as the development of knowledge, skills and attitudes in individuals and groups of people in the design, development, management, and maintenance of institutional infrastructures and processes that are locally meaningful. According to Anyanwu (2012), human resources development is the process of building human resources to meet the needs of an organization. He stated that human resources development includes investment by society in education, investment by employers in training employees, and investment by individuals in time and money for their development.

According to the United Nations Committee of Experts on Public Administration (UNCEPA, 2016), capacity building occurs at three levels: the individual, institutional, and societal. Capacity building at an individual level means developing conditions that enable individuals to build and enhance existing knowledge and skills. Additionally, it requires conditions that will allow individuals to engage in the process of learning and adapting to the change. Institutional-level capacity building should involve modernizing existing institutions and supporting them in forming sound policies, organizational structures, and effective management and revenue control methods. Establishing an interactive, solid administration system that receives feedback from the population and makes administrators more responsive is the goal of societal-level capacity building. Training is the learning process that is an indispensable part of human resource development. According to Abbas (2014), training is an essential element for the development of companies because some employees lack knowledge, skills, and competencies and fail to accomplish tasks on time. Besides, training is a learning activity directed towards acquiring specific knowledge and skills for an occupation or task. The focus of training is the job or task.

Armstrong (2012) has differentiated training from development by putting his concept into words that development is meant to acquire new knowledge and skills that help progress into future job requirements, while training helps gain those competencies that enable the employees to perform better in their present jobs. Further researchers added that technological developments, atomization, mechanization, changing environment and organizational change have gradually led some employers to realize that success relies on their employees' skills and abilities, which means considerable and continuous investment in training and development. The exponential rate of technological advancement of information and technology reduces the time frame when knowledge and skills become outdated. This makes it impossible for the skills required by employees to remain stagnant. As a result, it is paramount for employees to align their personal development goals to that of their organization and their future growth. It is also important for the Human Resources Department to consider the organization's current and future requirements and goals when designing, planning and implementing employee training programs (Holden, 2001). Despite these different views, it is important to note that the reviews by all the scholars imply that training helps improve employee performance.

The consistent profitability of any business venture is primarily determined by the level of employees' quality and their performance improvement via training and continuous learning. Human Resources experts agree that an organization's strengths lie in the best of its employees, indicating the importance of training being in tandem with employee

training needs (Noe, 2008). In the same way, Bratton and Gold (2000) confirm that effective corporate leaders understand that their competitive edge in today's marketplace is their workforce. The human resources of a few organizations are not effectively coordinated as these organizations engage in old-style management methods that are unsuitable in today's ever-changing workplace. Recruitment of competent employees is a major requirement in the management of any organization, whether small or large. As a result of the inadequacies in the formal educational system in Nigeria, a significant number of employees lack the basic work skills and competencies needed to thrive in the workplace. This means many employees must undergo intense on-the-job training to gain the necessary skills to contribute to an organization's growth significantly. Organizations must understand their employees' training needs through a need assessment design and analysis with overall organizational goals and objectives to actualize their vision and mission.

Employees are always regarded with development in career-enhancing skills, which leads to employee motivation and retention. Undoubtedly, a well-trained and developed staff will be a valuable asset to the company, increasing the chances of their efficiency and effectiveness in discharging their duties. On the other hand, development means learning opportunities designed to help employees grow. Development is not primarily skills-oriented. Instead, it provides general knowledge and attitudes, which will be helpful to employers in higher positions. Development programs are frameworks for helping employees develop their personal and professional skills, knowledge, attitudes, and behaviour and consequently improve their abilities to perform specific organizational tasks. It provides knowledge about the business environment, management principles and techniques, human relations, specific industry analysis, and the like, and is helpful for better company management. Human resources development focuses on identifying the human resources needed for effective organizational performance (Lawal 2006).

## *2.2 Employee's Motivation*

According to Thomas (2009), the fundamental challenge of workplace motivation is identifying what motivates each employee, considering his or her differences. In other words, individual differences have been specified as the major obstruction for management in effectively involving employee motivation.

Zheng et al. (2016) believe that a highly motivated individual is well aware of his or her objectives and constantly keeps on applying his or her efforts so that he/or she can accomplish their primary objective even though they or faces strong resistance. They proposed the definition of Maslow, who defined motivation as a process that accounts for an individual intensity, direction and persistence in efforts towards attaining organizational goals.

Huang and Su (2016) explain motivation as a psychological process directing an individual's behaviour to achieve that objective. They defined motivation as a will to get something done correctly. Using the above definitions, motivation can be described as the intensity of psychological stamina or determination to accomplish a given goal. It can also be argued that all human behaviour needs motivation and that all people can be motivated.

Aguinis et al. (2013) stated that monetary rewards can be a powerful determinant of employee motivation and accomplishment, which, in turn, can advance to significant returns regarding firm-level performance. They identified the major issues of job design

research and practice to motivate employees' performance and concluded that a dynamic managerial learning framework is required to increase employees' performance to meet global challenges.

### *2.3 Impact of capacity building programs on motivation of employees*

Wassem et al. (2019) aimed to study the impact of capacity-building programs on the motivation of employees in the banking sector. There are various factors of capacity building, like training and development, where each factor contributes to overall employee motivation. This study concludes that capacity-building programs contribute greatly to employee motivation. In line with the aim, Data was collected through questionnaires from Turkey Is Bank, which has bank branches in Kayseri, Turkey. The questionnaire was applied via an email survey on the Internet. As the primary data indicates, there is a positive relationship between capacity-building programs and employee motivation. The results show that capacity-building programs positively impact the motivation of employees in the banking sector. The study results conclude that banks with good capacity-building programs for employees can enhance employee motivation.

In the literature, capacity building with appropriate educational methodology can be demarcated as the procedure for workforce environments in which improved performance can be resorted to effective learning, thus increasing brand value (Al-Kassem, 2014). It involves bringing about a desirable process or change in the organization.

Oribabor (2000) submitted that training and development aim to develop competencies such as technical, human, conceptual, and managerial skills to further individual and organizational growth. Campbell and Kuncel (2001) and Wright and Boswell (2002) suggested that the application of training has positive effects on both the individual performance of employees and organizational performance, and they have examined that the usefulness of the capacity building program is possible only when the employee can practice the theoretical aspects learned in capacity building programs in an actual work environment. They highlighted role-playing, cases, simulation, mediated exercises, and computer-based learning to provide exposure to a current and relevant body of knowledge and real-world situations.

In research on the employees of banks and institutes, Khan (2012) and Khan et al. (2011) have examined the fact that the training of employees has a positive effect on performance. Naong (2009) investigated the effect of training and development on motivation for employees with low education levels. In his research on employees in five companies in South Africa, he concluded that employees participating in capacity-building programs are more motivated than those participating.

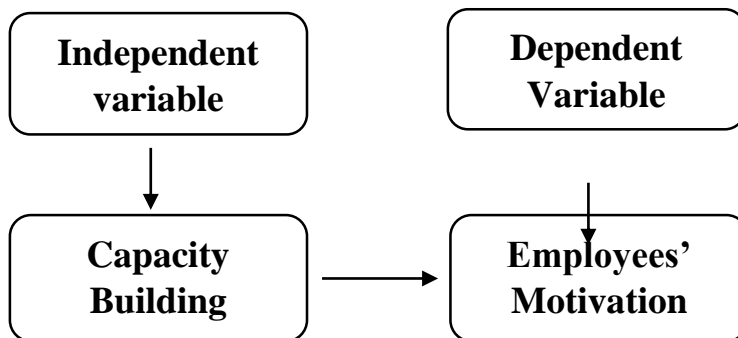
This empirical study explores the relationship between Capacity Building and organizational performance at Dr Isa Mustapha Agwai I Polytechnic, Lafia, based on descriptive research design. Two research questions, objectives and hypotheses were formulated for the study. This study measures capacity building with training and education, while organizational performance is measured with productivity. Yamane's sample size determination formula was used in the study to obtain a sample size of 155. Both primary and secondary data were used. The 155 copies of the questionnaire were administered to the teaching staff across the schools that constitute the Polytechnic, after proper validation by experts, returned and the data analyzed based on Karl Pearson Product Moment Correlation Coefficient (PPMCC) to get the two hypotheses formulated and tested. Descriptive statistics and frequencies were also used to analyze the data. The

two research questions were analyzed using simple percentages, and the hypotheses formulated were tested at a 05% confidence interval. The major Findings in the study are that there are significant positive relationships between training, education and productivity in Dr Isa Mustapha Agwai I Polytechnic, Lafia. Thus, a conclusion has been drawn that capacity building plays a significant role in improving the performance in terms of training and education of the academic staff of the Polytechnic. The study recommends, among others, paying attention to academic staff training to enhance their commitment to work and consequently achieve the overall objectives of the institution (Hassan, Aku & Mercy, 2021).

Ahmad (2014) wrote a research paper investigating the factors that enhance organizational performance. The purpose was to observe intrinsic feature capacity building and extrinsic features such as supervisory support and organizational support for career development (OSCD) role in employee productivity. A quantitative research approach was used, and middle-level banking industry employees were selected to analyze this concept. The reliability and validity of 45 items were ensured, and SPSS version 20 was used for model testing by multiple regression analysis techniques. However, the outcomes indicate that supervisory support and OSCD development do not significantly impact the performance of the banking sector. In contrast, the capacity building of an employee leads to enhancing the organization's performance.

According to the study of Yamoah and Maiyo (2013), the primary objective was to ascertain whether capacity building significantly affects employee motivation with specific reference to MTN Communication Limited. The study considered capacity building, which deals with the development of the individual or a group of people. Using questionnaires, the researchers collected facts and analyzed them. The study results revealed that appropriately arranged capacity-building programs significantly affect employee motivation. However, it also established that capacity building does not always answer job performance problems. Reward systems such as salaries, bonuses, and allowances were the major ingredients that fueled the organization's performance.

Figure 1. Conceptual Framework



Source: Created by the authors

## 2.4 Research Hypothesis

**H<sub>0</sub>:** Capacity building has an insignificant effect on employees' motivation.

**H<sub>1</sub>:** Capacity building has a significant effect on employees' motivation.

## 3. Research Methodology

This research aims to investigate the effect of capacity building on employees' motivation in the NGO sector of Nangarhar province to achieve the stated aim; the survey Study strategy is being followed. The current study opts for deductive and descriptive research design where the outlay of this study will be a critical reflection of existing studies in the mentioned area of research. The study was conducted with the philosophy of positivism to investigate the effect of capacity building on employees' motivation in the NGO sector of Nangarhar province, which can enhance the current body of literature in the relevant area.

### 3.1 Population of the Study

The current study investigates the effect of capacity building on employees' motivation in the NGO sector of Nangarhar province, where the population of the current study are employees working in the NGO sector of Nangarhar province. There are approximately 424 employees, who are known as the population of this study.

### 3.2 Sample Size & Sampling Technique

It has been preferred that data be collected from 50% of the population to represent the population better. The population of the current research study is 424 employees of the NGO sector in Nangarhar province, and the study's sample size is  $424/2 = 212$  employees.

Furthermore, the sampling units will be selected from the rest of the population using a stratified random sampling technique, where the research study population will be grouped into different classifications without geographic factors. Then, the relevant sample size would be selected using a simple random sampling technique. At the same time, in the random sampling technique, the lottery is chosen to select the sampling units practically.

## 4. Data Analysis

As 212 questionnaires were distributed among respondents, only 163 were filled and returned by respondents. After collecting primary data, the data will be processed for data analysis using SPSS software, where descriptive statistics, correlation matrix, and regression statistical tools will be used.

$$EM = a + b (CB) + e$$

Where alpha is the intercept and beta is the slope coefficient,

EC = Employees' Motivation, CB = Capacity Building



#### 4.1 Results and Discussion

**Table 1. Descriptive Statistics**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Capacity_building</b>	163	2.32	4.68	3.6558	.78649
<b>Motivation</b>	163	1.92	4.46	3.6044	.77668

Source: Created by the authors

The descriptive statistics table represents the number of observations, minimum value, maximum value, mean and standard deviation of the data from its mean. The given data in the table shows that the respondents of the conducted study were 163 employees of the mentioned organizations, the minimum value in data regarding capacity building is 2.32 and employees' motivation is 1.92, while in the collected data, the maximum value of capacity building is 4.68 and employees' motivation is 4.46. Besides, the mean of capacity building is 3.65 and employees' motivation is 3.60. Despite this, the standard deviation of the independent variable is 0.786, and the dependent variable is 0.776 from the mean of collected data.

#### 4.2 Correlation Matrix

*Table 2. Correlation Matrix*

		<b>Capacity_building</b>	<b>Motivation</b>
<b>Capacity_building</b>	Pearson correlation	1	.724
	Sig. (2-tailed)		.000
	N	163	163
<b>Motivation</b>	Pearson correlation	.724	
	Sig. (2-tailed)	.000	
	N	163	163

Source: Compiled by authors

Motivation is 72.4% correlated with capacity building with a 0.01 significant level. On the other hand, there is a strong positive relationship between capacity building and employees' motivation.

#### 4.3 Regression Analysis

*Table 3. Model Summary*

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the estimate</b>
1	.724	.525	.522	.53719

Source: Created by the authors

According to  $R^2$ , the overall explanatory power of this regression model is 0.525/1 or 52.5% out of 100%. This means that the employees' motivation is 52.5%, as explained by capacity building, while according to the collected data and the specific model of the study, the adjusted  $R^2$  is 52.2%.

**Table 4. ANOVA<sup>b</sup>**

Model	Sum of squares	Df	Mean Square	F	Sig.
Regression	51.263	1	51.263	177.643	.000 <sup>a</sup>
Residual	46.460	161	.289		
Total	97.723	162			

a. Predictors: (Constant), Capacity\_building

b. Dependent Variable: Motivation

Source: Created by the authors

In the ANOVA table, the "F" value shows that the developed model is a good fit. Because the "F" calculated value is greater than "F tabulated", and the model is significant at the 0.01 level or 99% confidence level. In this table, both values declare that the model is fit and significant.

**Table 5. Coefficients**

Model	Unstandardized coefficients		Standardized coefficients		Sig.
	B	Std. Error	Beta	t	
<b>1 Constant</b>	.990	.201		4.933	.000
<b>Capacity_building</b>	.715	.054	.72	13.328	.000

Dependent Variable: Motivation

Source: Created by the authors

The "B" value has shown that if a unit (1%) change or focus takes place in capacity building, it will bring 0.715 changes in employees' motivation. At the same time, the study's null hypothesis was rejected because it had a greater value than the T-tabulated value for the T-test.

## 5. Conclusion

As the world and demand of the market change rapidly, companies will remain in lower categories without adoption, which is the case in the NGO sector. They must also update their system according to trends and needs of time and market. One of these important factors is the adoption and follow-up for capacity building in the organization to motivate the employees. Therefore, the current research study aims to investigate the effect of capacity building on employees' motivation in the NGO sector of Nangarhar province, Afghanistan. The study used two types of data: the primary data was collected by questionnaire, and the secondary data was collected from existing research literature and other references. The author achieved the research objectives by following a positivist research philosophy with a descriptive research design and a survey research strategy, where the data was collected from 163 respondents through adopted questionnaires

selected by stratified random sampling technique. The data was collected for statistical analysis, known as descriptive statistics, correlation matrix, and regression analysis. The correlation matrix of the study revealed a strong positive (72.4%) relationship between capacity building and employees' motivation with a 0.001 significant level.

Furthermore, the beta value of regression analysis has shown that if 1% focus is being placed on capacity building, a 0.715 change will take place in employees' motivation, with a significant 0.001 level. Conclusively, a strong positive relationship exists between capacity building and employees' motivation. In contrast, according to the results of the regression analysis, the motivation of employees is highly dependent on a well-defined capacity-building system and organization programs, especially in the NGO sector of Nangarhar province, Afghanistan.

### 5.1 Recommendations

The result of the current study has shown the positive relationship and effect between capacity building and employees' motivation in the NGO sector of Nangarhar province, Afghanistan. Therefore, the findings of the current study have been recommended to the NGO sector to follow it for the motivation of employees. This means the NGO sector has to improve the motivation of employees by adopting and following up on better capacity-building programs in the organization.

- Researchers are recommended to investigate the same issue in the NGO sector of other provinces and country levels.
- Others are suggested to study the same issue in capital and national-level organizations.
- Others are recommended to study the same issue using different methodologies and data collection tools.
- Others are suggested to study the effect of capacity building on other variables to know its importance in other factors.

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## About the Authors

**Dr. Hejratullah Adil**, Lecturer, MBA Department, Faculty of Economics, Khurasan University, Jalalabad, Afghanistan <hijratadil@gmail.com>

**Mr. Sardar Ayub Niazi**, Lecturer, MBA Department, Faculty of Economics, Khurasan University, Jalalabad, Afghanistan

**Mr. Haseebullah**, Student, MBA Department, Faculty of Economics, Khurasan University, Jalalabad, Afghanistan