



Examining the Relationship between Sustainable Capacity Development and Employee Performance

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Abstract: The research explores how sustainable capacity-development initiatives influence employee performance in Afghanistan's Ministry of Finance. The research aimed to identify the organizational and individual factors that contribute to capacity development and improved performance. A sample of 344 employees was selected using Cochran's formula, employing an applied research approach, and surveyed through a structured questionnaire. The study adopted a descriptive methodology. Data were analyzed using SPSS software, applying Pearson's chi-square test. Results indicate a robust positive correlation between sustainable capacity development and employee performance ($\Phi = 0.841$, Cramer's $V = 0.815$). Among the examined dimensions, organizational factors such as training, job enrichment, delegation of authority, and collaborative management exerted the greatest influence ($\Phi = 0.796$, Cramer's $V = 0.785$). Individual factors including motivation, attitude, and skills also showed a significant positive relationship ($\Phi = 0.736$, Cramer's $V = 0.710$). The study highlights that training, motivation, and individual skills are the most critical drivers of both capacity development and performance. The research offers valuable evidence on the crucial connection between sustainable capacity development and staff performance. Despite challenges in data sharing, the results provide valuable insights into the pivotal role of sustainable capacity development in enhancing employee effectiveness. The outcomes emphasize how institutional approaches can nurture professional advancement and elevate collective performance levels.

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INTRODUCTION

The competencies of human resources and their effective performance are fundamental elements that strongly shape organizational success and overall productivity (ullah et al., 2021). Studying the elements that affect sustainable capacity development and their consequent relationship with employee performance has been a major priority for companies and scholars in today's competitive and dynamic workplace (wright et al., 2019). Human

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resource capacity refers to the availability of informed, experienced, and skilled individuals in an organization who perform specific tasks and obligations; employee performance, on the other hand, includes the results and accomplishments that workers show in their positions (Asif & Rathore, 2021).

Employee performance in any firm can be significantly impacted by human resource capabilities (Arshad et al., 2023). Without exaggeration, the success of any organization in the first stage depends on proficient employees and their training, and in the second stage it depends on the performance of its members. Employee capacity-building increases employees' expertise, knowledge, and ability to carry out their assigned responsibilities, which leads to improved efficiency and effectiveness.

Human resources are the most valuable asset of any organization; their quality and competence are decisive factors for organizational survival and sustainability (Adams, 2020). Empowering employees is the most central effort of managers in innovation, decentralization, and elimination of bureaucracy in organizations. Capacity development involves empowering individuals by enhancing their skills and enabling them to overcome limitations and feelings of inadequacy (Sahni, 2021). The research study of capacity development is significant from two perspectives: first, from the human perspective that workers should be strong and competent; and second, from the behavioral perspective that employees' actions can be influenced by their abilities in a way that affects their organizational roles and responsibilities and results in both positive and negative behaviors on their part (Milka et al., 2023).

In any organization, certain challenges can, if ignored, contribute to decreased efficiency; however, focusing on them can lead to success. Employees' capacity and abilities, however, can be viewed as the top of these elements if they are prioritized. Therefore, as part of assessments that inform planning for the skilled organization, capacity development can be implemented by integrating the outcomes of previous strategies and future staff projections (Schuster & Kolleck, 2024).

Empowering leadership is a related concept that has been shown to have a major impact on employees' behavior and efficiency at work (Kim et al., 2018). It has been demonstrated that employee empowerment has a favorable effect on worker performance through indirect effects on dispositional traits such as affective connection, self-worth, trust, and affective commitment, as well as job attitudes like innovativeness and job satisfaction (Fernandez & Moldogaziev, 2013).

For the past thirty years, performance management has been a major issue in organizational administration literature, and improving the performance management system continues to be one of an organization's most significant duties (Arnaboldi & Azzone, 2018). Significantly, efficient performance management may not only reduce resource waste and boost overall organizational effectiveness but it may also produce superior results regarding the public's contentment with the government (Ma, 2017).

Capacity-building is “the process of helping individuals and groups of people acquire the knowledge, abilities, and attitudes necessary to design, develop, manage, and maintain institutional and operational infrastructures and processes that have significance on a local level” (Groot & Molen, 2000).

Employee conduct and contributions to the accomplishment of the organization's objectives and mission seem to be reflected in their performance. They continued by stating that performance review policies, pay procedures, and employee development programs all serve as markers of an employee's performance (Ahmad & Shahzad, 2011).

In addition to managing the budget, collecting taxes, organizing and regulating public spending, and overseeing customs, the Ministry of Finance plays a critical role in the formulation of economic policy. The Ministry of Finance is in charge of managing the government's financial resources and spending. The Ministry's goal is to manage Afghanistan's financial affairs using conventional economic principles so the country can become economically secure, self-sufficient, and sustainable while ensuring that public funds are spent responsibly and transparently (Finance, 2024).

Although many studies highlight the role of training, empowerment, and motivation in improving employee performance, most have focused on private or international organizations. Little evidence exists on how sustainable capacity development functions within Afghanistan's public institutions. Specifically, the Ministry of Finance has not been systematically studied, leaving a gap in understanding how organizational and individual factors affect employee performance in this unique governmental context.

Previous research often examined organizational practices or individual attributes separately, without integrating both dimensions. This limits applicability to complex government settings. Therefore, there is a clear need to explore sustainable capacity development in the Ministry of Finance by analyzing how organizational strategies and personal factors jointly shape employee performance. This study addresses that gap through empirical evidence tailored to Afghanistan's public sector.

This study's primary goal is to investigate the elements of sustainable capacity development in relation to the aforementioned hypotheses and their important impact on Ministry of Finance employees' performance. The goal of thoroughly examining the empowerment aspects is to improve proficiency, which will result in increased expertise among employees. This study also aims to offer useful recommendations for creating an ideal workplace, boosting morale, and energizing the staff. The objective of these actions is to encourage improvement in Ministry of Finance staff performance.

To lay the groundwork for future research in this uncharted area, the field of sustainable capacity development must be examined, particularly within significant organizations such as the Ministry of Finance. Intending to lay the groundwork for further research in this crucial area, this study aims to evaluate and understand the scope of sustainable capacity development within the Ministry of Finance.

To examine the Relationship between Sustainable Capacity Development and Employee performance, this study addresses the following key research questions:

1. Is there a meaningful correlation between employees' sustainable capacity development and their level of performance?
2. How much do organizational elements like training, job enrichment, authority delegation, and collaborative management relate to employee performance?
3. Is there a substantial correlation between employee performance and individual elements (motivations, attitude)?

This study's primary objective is to investigate the connection between employee performance in the Ministry of Finance and sustainable capacity development.

The specific objectives are:

1. Investigating factors affecting sustainable capacity development and their relationship to improved performance of Ministry of Finance employees.
2. Measuring employee capacity in relation to their assigned responsibilities.
3. Recognizing, identifying, and bolstering the elements that empower employees and enhance performance.
4. Determining how organizational factors (training, job enrichment, authority delegation, collaborative management) relate to Ministry of Finance personnel's performance levels.
5. Determining the connection between the performance level of Ministry of Finance staff and individual factors (motivation, attitude, inventiveness, and individual skills).

Previous studies have consistently demonstrated that sustainable capacity development plays a critical role in shaping employee performance. Training and professional development enhance employees' knowledge and skills, while empowerment and job enrichment foster motivation, creativity, and initiative (Adams, 2020) (Fernandez & Moldogaziev, 2013). It is widely recognized that organizational strategies such as delegation of authority and collaborative management strengthen institutional effectiveness by aligning individual capabilities with organizational goals (Kim et al., 2018). Similarly, individual attributes including motivation, positive attitude, and self-confidence have been shown to significantly influence employees' ability to perform their duties and contribute to organizational success (Sharma & Kumar, 2021).

Building on these theoretical foundations and empirical findings, the present study develops preliminary hypotheses to examine the relationship between sustainable capacity development and employee performance. These hypotheses are grounded in the assumption that both organizational practices and individual factors jointly determine the extent of employee effectiveness.

This study proposes three hypotheses to be investigated and tested in considering the specified inquiries and objectives.

H1: Employee performance and sustainable capacity development are significantly correlated.

H2: The degree of employee performance is significantly correlated with organizational elements (training, job enrichment, delegation of authority, collaborative management).

H3: Employee performance is significantly correlated with individual factors (motivations, attitude, creativity & initiative, and individual talents).

RESEARCH METHOD

The appropriate data description and analysis approach depends on the study's complexity. The empirical nature of the study is supported by primary data gathered via a questionnaire in a field survey. The study used a survey-based descriptive methodology with an applied research approach, collecting data through a questionnaire. Descriptive statistics like mean, median, mode, and variance have been used in this study to explain the data. To analyze the data using SPSS software, an inferential test suitable for the hypotheses, Pearson's Chi-square (χ^2) test, was used. Applied research uses the theories, rules, principles, and methods created in fundamental research to tackle real-world and practical problems. In actuality, scientifically using knowledge is the main goal of applied research. Descriptive research relies on data collection to investigate a hypothesis or provide answers regarding the state of the researched subject at the time of the study. This study employs a questionnaire to gather data, making it a survey research project to describe a situation or field of conditions piece by piece (Kumar, 2011).

To ensure the instrument was appropriate for the social and cultural context of Afghanistan, the questionnaire was first translated into local languages and then reviewed by subject-matter experts in social sciences and chronic disease research. This process guaranteed that the items were conceptually accurate and culturally relevant. The translation was further validated through back-translation and expert comparison to confirm precision and clarity.

A pilot study was conducted with a small group of Ministry of Finance employees to test the appropriateness and comprehensibility of the items. Feedback from this pilot stage was incorporated to refine wording and structure, ensuring that the questions were easily understood and contextually meaningful. Reliability was subsequently verified using Cronbach's Alpha, which yielded a coefficient of (0.852), indicating strong internal consistency across the instrument.

Because of its descriptive and correlational research technique, as well as its emphasis on the scientific application of knowledge in management, this study is applied in terms of its goal. Any investigation into phenomena conducted in their natural form, without possession

or intervention, is considered descriptive research (Marczyk et al., 2005). Additionally, because the study involves two variables, it can be classified as a correlational type of descriptive research. To test theories or provide answers to questions about the current status of the subject under study, descriptive research entails gathering data. Descriptive research establishes and documents the current state of affairs.

Justification for Using Pearson's Chi-square (χ^2) Test

The analytical choice of Pearson's Chi-square test was made because the study variables, sustainable capacity development factors and employee performance indicators, were measured using categorical data collected through a structured questionnaire. Since the responses were based on Likert-type scales and nominal categories, the Chi-square test was the most appropriate method to examine associations between these variables.

Pearson's Chi-square is widely recognized as a robust non-parametric test for determining whether a significant relationship exists between two categorical variables. In this study, the test allowed for assessing the strength and direction of associations between organizational and individual factors (e.g., training, motivation, skills) and employee performance outcomes. The reliance on Pearson's test alone is sufficient because the primary objective was to identify whether statistically significant relationships exist, rather than to predict or model continuous outcomes.

Additionally, the high sample size ($n = 344$) increased the reliability of the results by ensuring that the Chi-square test's assumptions were met. The test statistics (Phi and Cramer's V) provided additional measures of association strength, which complemented the Chi-square findings and offered deeper insights into the magnitude of relationships. Thus, Pearson's Chi-square was not only appropriate but also sufficient for the analytical needs of this study, given the categorical nature of the data and the research objectives.

Research Model

Numerous scholars have put forth various models about the connection between employee performance and sustainable capacity development. Each of these models examines different facets of sustainable capacity building. Morehead, Griffin, and Herzberg's theories on sustainable capacity development were combined in this study to improve the theoretical concept's analysis and establish a clear framework.

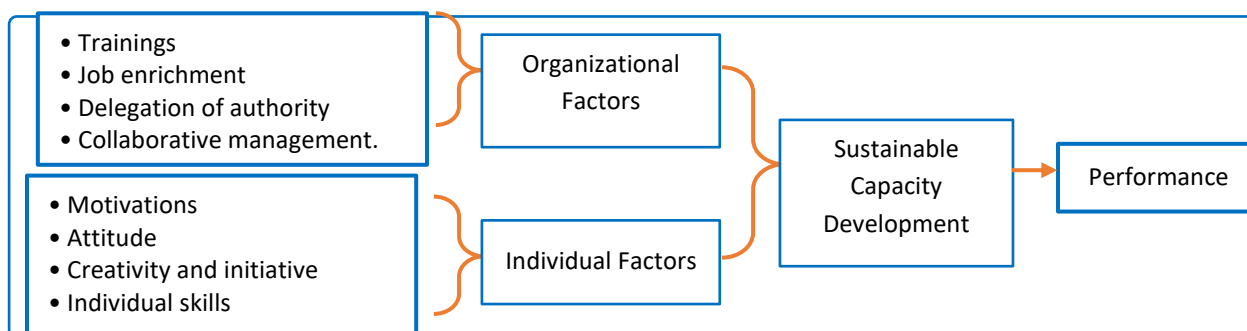


Figure 1. Conceptual Model of Research

To determine the effectiveness of these factors in sustainable capacity development, Griffin and Herzberg's model divides the factors that affect sustainable capacity development into two groups: the factors that belong to the entire organization, or the same organizational factors, which include (Trainings, Job enrichment, Delegation of authority, and Collaborative management); and the factors that belong to the individuals and employees of the organization, or the group factors, which include (Motivations, Attitude, Creativity, and Individual skill). to determine the efficacy of these elements in sustainable capacity development, and by isolating each of these elements, it is possible to analyze and determine how they affect the enhancement of worker performance (Hersey & Blanchard , 1977).

Data and Sampling

The statistical population for this study consists of (3273) administrative staff workers who work for the Ministry of Finance; Approximately (710) employees in service departments inside the Ministry of Finance's central offices are still not included in this study. The probe, which is concentrated on the Ministry of Finance, focuses on workforce analysis. This population consists of workers who perform a range of activities and responsibilities in various Ministry of Finance departments and positions. This group was selected to facilitate a thorough analysis of pertinent variables within the context of the Ministry of Finance's workforce. Participants in this study were chosen from among the entire population.

Cochrane's sample estimation formula was utilized to calculate the sample size. In accordance with the formal implementation, a sample of (344) employees from the population of (3273) should be chosen to be enough for the study's goals. A random sampling approach was employed to ensure that each member of the population had an equal chance of being selected for the study. This approach makes the sample more representative and extensively applicable to the Ministry of Finance's full staff.

Data Source

The study included both primary and secondary data collection techniques. To gather primary data, a questionnaire was given to the administrative staff of the Ministry of Finance (Togia et al., 2019). The well-known Cronbach's alpha test was used to guarantee the questionnaire's reliability (Cronbach, 1951). According to the reliability test results, all (86) of the questionnaire's questions received positive coefficients. The following table shows the results of the reliability assessment using Cronbach's alpha (Brayfield & Crockett, 1955).

Table 1. Cronbach's Alpha Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
0.852	86

Source: researcher self-findings, SPSS Alpha Cronbach test.

Normality of Data

Normality of data indicates that the majority of scores are concentrated in the center of the distribution compared to the sides. In normally distributed data, the curve takes on a bell-shaped form (Rashid, 2020).

Tests like Shapiro-Wilk and Kolmogorov-Smirnov are used to determine normality. The Shapiro-Wilk test is used when the sample size is less than or equal to 50, whereas the Kolmogorov-Smirnov test is used when the sample size is large (Razali & Wah, 2011).

As seen in the tables, the p-value is less than 0.05; therefore, based on the Kolmogorov-Smirnov test, it can be stated that the data are not normally distributed. However, according to the Central Limit Theorem, if a sufficiently large sample is collected from a population, the mean and distribution of the sample tend to resemble those of the population. In such cases, the data can be considered normally distributed (Kwak & Kim, 2017), particularly when the sample size exceeds 30 (Habibi, 2024). According to the Central Limit Theorem, the data in this study can be presumed to be normally distributed because 385 samples were gathered.

FINDINGS

For hypothesis testing and scientific analysis, descriptive statistics such as the mean, median, mode, and variance were employed in this study's data analysis, as well as SPSS software. For inferential tests aligned with the hypotheses, Pearson's Chi-square (χ^2) test was used. These analytical techniques were used to learn more about the data, investigate correlations between variables, and determine whether several elements were predictive.

Descriptive Statistics

The purpose of descriptive analysis is to investigate and identify the characteristics of the population or the adventure being studied. The statistical analysis of the study sample is presented in this section, with an emphasis on key response distributions and demographic characteristics. Understanding the dynamics of capacity development and employee performance depends heavily on demographic factors including age, marital status, education level, employment status, and work experience. Instead, this investigation initially focuses on understanding how the problem manifests itself before exploring the underlying causes.

Table 2. *Demographic Findings*

		F	%			F	%
Age	Less than 30 years	118	34.3	Marital Status	Single	78	22.7
	31 To 40 years	145	42.2		Married	266	77.3
	41 To 50 years	51	14.8		Total	344	100.0
	Above 50 years	30	8.7				
	Total	344	100.0				

Education	Post-Baccalaureate	54	15.7	Work Experience	1 To 5 years	151	43.9
	Bachelor	216	62.8		6 To 10 years	98	28.5
	Master	66	19.2		11 To 15 years	63	18.3
	Doctorate	8	2.3		16 To 20 years	32	9.3
	Total	344	100.0		Total	344	100.0
Employment status	Permanent	304	88.4				
	Contract	40	11.6				
	Total	344	100.0				

Source: researcher self-findings, SPSS analysis of participants' demographic distribution.

The data show shows that the large percentage of the staff group, roughly 42.2%, is between the ages of 31 and 40, while the lowest proportion is made up of people 50 years of age and older; also, a significant proportion of employees, approximately 266 are in a married; A significant percent of staff 62.8% have a bachelor's degree out of all other educational levels. However, about 2.3% of the workforce is made up of employees with a doctorate; the table shows that roughly 43.9% of employees have one to five years of experience. On the other hand, a relatively small proportion of employees have 16–20 years of experience. According to the table, roughly 88.4% of staff hold permanent positions. On the other hand, a very small portion of employees hold contract-based employment.

Descriptive Statistics of Dimensions

Descriptive statistics in this study provide a clear overview of the data collected, highlighting the distribution and central tendencies of the examined factors. By summarizing the characteristics of variables such as Vocational Training, Job Enrichment, Delegation of Authority, Collaborative Management, Individual Motivations, Job Attitude, Creativity & Initiative, and Individual Skills, this section illustrates general patterns within the sample and establishes the basis for further analysis. Presenting these measures is important as they reveal how employees experience developmental practices and demonstrate performance-related attributes, thereby clarifying the role of sustainable capacity development in shaping organizational outcomes.

Table 3. Vocational training Responses

Question	Answer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Question (1)	F	134	161	25	17	7	344.0
	%	39.0%	46.8%	7.3%	4.9%	2.0%	100.0%
Question (2)	F	99	168	56	19	2	344.0
	%	28.8%	48.8%	16.3%	5.5%	0.6%	100.0%
Question (3)	F	127	142	63	10	2	344.0

	%	36.9%	41.3%	18.3%	2.9%	0.6%	100.0%
Question (4)	F	121	169	39	13	2	344.0
	%	35.2%	49.1%	11.3%	3.8%	0.6%	100.0%

Source: researcher's self-findings

The frequency distribution of employees by occupational training is shown in the provided table, and a significant portion of employees agree and strongly agree with the questions regarding vocational training.

Table 4. Descriptive Statistics of Vocational Training

Variables	Scale	Frequency	Minimum	Maximum	Average / Mean	Standard Deviation
Vocational Training		344.0	1.0	5.0	4.1	0.85
Valuable Number		344.0	-	-	-	-

Source: researcher self-findings

Table 5. Job Enrichment Responses

Question	Answer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Question (1)	F	89	179	69	6	1	344.0
	%	25.9%	52.0%	20.1%	1.7%	0.3%	100.0%
Question (2)	F	99	161	73	9	2	344.0
	%	28.8%	46.8%	21.2%	2.6%	0.6%	100.0%
Question (3)	F	90	173	67	14	0	344.0
	%	26.2%	50.3%	19.5%	4.1%	0.0%	100.0%
Question (4)	F	116	167	41	15	5	344.0
	%	33.7%	48.5%	11.9%	4.4%	1.5%	100.0%

Source: researcher self-findings

The accompanying table displays the frequency distribution of employees by job enrichment, and a sizable percentage of employees agree and strongly agree with the job enrichment questions.

Table 6. Descriptive Statistics of Job Enrichment

Variables	Scale	Frequency	Minimum	Maximum	Average / Mean	Standard Deviation
Job Enrichment		344.0	1.0	5.0	4.0	0.80
Valuable Number		344.0	-	-	-	-

Source: researcher self-findings

Table 7. *Delegation of Authority Responses*

Question	Answer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Question (1)	F	112	158	51	14	9	344.0
	%	32.6%	45.9%	14.8%	4.1%	2.6%	100.0%
Question (2)	F	80	174	67	18	5	344.0
	%	23.3%	50.6%	19.5%	5.2%	1.5%	100.0%
Question (3)	F	114	152	58	15	5	344.0
	%	33.1%	44.2%	16.9%	4.4%	1.5%	100.0%
Question (4)	F	99	194	43	7	1	344.0
	%	28.8%	56.4%	12.5%	2.0%	0.3%	100.0%

Source: researcher self-findings

The provided table illustrates the frequency distribution of employees by delegation of authority; a large percentage of respondents agreed and strongly agreed with the mentioned questions.

Table 8. *Descriptive Statistics of Delegation of Authority*

Variables	Scale	Frequency	Minimum	Maximum	Average / Mean	Standard Deviation
Delegation of Authority		344.0	1.0	5.0	4.0	0.85
Valuable Number		344.0	-	-	-	-

Source: researcher self-findings

Table 9. *Collaborative Management Responses*

Question	Answer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Question (1)	F	74	143	106	11	10	344.0
	%	21.5%	41.6%	30.8%	3.2%	2.9%	100.0%
Question (2)	F	76	143	84	32	9	344.0
	%	22.1%	41.6%	24.4%	9.3%	2.6%	100.0%
Question (3)	F	107	143	71	21	2	344.0
	%	31.1%	41.6%	20.6%	6.1%	0.6%	100.0%
Question (4)	F	69	119	102	22	32	344.0
	%	20.1%	34.6%	29.7%	6.4%	9.3%	100.0%

Source: researcher self-findings

The frequency distribution of employees by collaborative management is shown in the provided table, and a significant portion of respondents strongly agree with the mentioned questions.

Table 10. *Descriptive Statistics of Collaborative Management*

Variables	Scale	Frequency	Minimum	Maximum	Average / Mean	Standard Deviation
Collaborative Management		344.0	1.0	5.0	3.73	0.99
Valuable Number		344.0	-	-	-	-

Source: researcher self-findings

Table 11. *Individual Motivations Responses*

Question	Answer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Question (1)	F	94	179	60	9	2	344.0
	%	27.3%	52.0%	17.4%	2.6%	0.6%	100.0%
Question (2)	F	85	153	86	18	2	344.0
	%	24.7%	44.5%	25.0%	5.2%	0.6%	100.0%
Question (3)	F	72	119	95	28	30	344.0
	%	20.9%	34.6%	27.6%	8.1%	8.7%	100.0%
Question (4)	F	121	157	47	12	7	344.0
	%	35.2%	45.6%	13.7%	3.5%	2.0%	100.0%

Source: researcher's self-findings

The frequency distribution of employees by individual motivations is shown in the accompanying table. A significant portion of respondents agree and strongly agree with the questions mentioned.

Table 12. *Descriptive Statistics of Individual Motivations*

Variables	Scale	Frequency	Minimum	Maximum	Average / Mean	Standard Deviation
Individual Motivations		344.0	1.0	5.0	3.87	0.92
Valuable Number		344.0	-	-	-	-

Source: researcher self-findings

Table 13. *Job Attitude Responses*

Question	Answer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Question (1)	F	113	165	54	11	1	344.0
	%	32.8%	48.0%	15.7%	3.2%	0.3%	100.0%
Question (2)	F	88	178	69	8	1	344.0
	%	25.6%	51.7%	20.1%	2.3%	0.3%	100.0%
Question (3)	F	99	141	65	33	6	344.0

	%	28.8%	41.0%	18.9%	9.6%	1.7%	100.0%
Question (4)	F	87	194	56	7	0	344.0
	%	25.3%	56.4%	16.3%	2.0%	0.0%	100.0%

Source: researcher's self-findings

The accompanying table displays the frequency distribution of employees by job attitude. A sizable percentage of responders concur and strongly concur with the posed questions.

Table 14. Descriptive Statistics of Job Attitude

Variables	Scale	Frequency	Minimum	Maximum	Average / Mean	Standard Deviation
Job Attitude		344.0	1.0	5.0	4.0	0.81
Valuable Number		344.0	-	-	-	-

Source: researcher self-findings

Table 15. Creativity & Initiative Responses

Question	Answer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Question (1)	F	109	181	39	13	2	344.0
	%	31.7%	52.6%	11.3%	3.8%	0.6%	100.0%
Question (2)	F	65	130	113	21	15	344.0
	%	18.9%	37.8%	32.8%	6.1%	4.4%	100.0%
Question (3)	F	63	131	121	13	16	344.0
	%	18.3%	38.1%	35.2%	3.8%	4.7%	100.0%
Question (4)	F	62	145	76	39	22	344.0
	%	18.0%	42.2%	22.1%	11.3%	6.4%	100.0%

Source: researcher self-findings

The accompanying table displays the frequency distribution of employees based on initiative and inventiveness. The majority of respondents both agree and strongly agree with the questions posed.

Table 16. Descriptive Statistics of Creativity & Initiative

Variables	Scale	Frequency	Minimum	Maximum	Average / Mean	Standard Deviation
Creativity & Initiative		344.0	1.0	5.0	3.72	0.96
Valuable Number		344.0	-	-	-	-

Source: researcher self-findings

Table 17. *Individual Skills Responses*

Question	Answer	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Question (1)	F	117	171	42	7	7	344.0
	%	34.0%	49.7%	12.2%	2.0%	2.0%	100.0%
Question (2)	F	104	162	55	18	5	344.0
	%	30.2%	47.1%	16.0%	5.2%	1.5%	100.0%
Question (3)	F	78	150	74	27	15	344.0
	%	22.7%	43.6%	21.5%	7.8%	4.4%	100.0%
Question (4)	F	80	125	107	24	8	344.0
	%	23.3%	36.3%	31.1%	7.0%	2.3%	100.0%

Source: researcher self-findings

The next table displays the frequency distribution of employees by individual skills. The majority of those surveyed concur and strongly concur with the questions posed.

Table 18. *Descriptive Statistics of Individual Skills*

Variables	Scale	Frequency	Minimum	Maximum	Average / Mean	Standard Deviation
Individual Skills		344.0	1.0	5.0	3.88	0.93
Valuable Number		344.0	-	-	-	-

Source: researcher self-findings

Chi-Square Analysis

Statistical analysis is the science of collecting, exploring, and presenting large amounts of data from the population or the experiment under investigation to discover underlying patterns and trends.

The Chi-Square test is a statistical tool used to evaluate observed and expected findings and to ascertain whether two categorical variables have a statistically significant association. This test's objective is to ascertain whether a discrepancy between observed and expected data is the result of chance or a relationship between the variables under investigation.

The primary hypothesis must be discussed first, followed by a separate analysis for each of the sub-hypotheses to thoroughly examine all aspects, dimensions, and issues about the topic being studied.

Examining the Relationship Between Sustainable Capacity Development and Employee Performance

The primary hypothesis of the study is “There is a significant relationship between employees' sustainable capacity development and their performance,” as the primary findings are connected to the theories proposed to further the study. I'm using SPSS's chi-square test to verify, reject, or examine this hypothesis.

Table 19. Chi-Square Test Results

Chi-Square Test			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	307.744 ^a	7	.000
Likelihood Ratio	309.360	7	.000
Linear-by-Linear Association	135.230	1	.000
N of Valid Cases	344		

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 68.8.

Source: researcher's self-findings, SPSS analysis of Chi-Square test.

The computed Chi-Square statistic, which gauges how much the observed data differ from the predicted data under the premise of no relationship, is the Pearson Chi-Square value (307.744), according to the results. For every variable, the degrees of freedom (7) are (k-1). Asymptotic significance (p-value=0.000), which suggests that the observed correlation might have happened by accident. Given that the p-value is 0.000, the two variables have a very strong statistical relationship.

The likelihood ratio is (309.360), indicates the strength of the association. p-value (0.000), confirms statistical significance. The linear-by-linear association is also (135.230), it shows the strength of the linear association. p-value (0.000) indicates a significant linear relationship exists. And finally, note on expected frequencies: "0 cells (0.0%) have expected frequencies less than 5", confirms the test is valid. Chi-Square tests require all expected cell frequencies to be ≥ 5 , and this condition is met.

Table 20. Chi-Square Test Symmetric Measures

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.841	.000
	Cramer's V	.815	.000
N of Valid Cases		344	

Source: researcher's self-findings, SPSS analysis of Chi-Square test.

The symmetric measures show the strength of the association between variables. Phi (0.841), a measure of association for two categorical variables, indicates a strong positive association between the variables. Cramer's V is used to measure association strength; the value (0.815) suggests a strong association between the variables.

Examining the Relationship Between Organizational Factors and Employee Performance

The study's second hypothesis, "There is a significant relationship between organizational factors (trainings, job enrichment, delegation of authority, and collaborative management) and employee performance," is supported by the apparent connections between the main findings and the theories put forth to advance the research. To confirm, disprove, or investigate this idea, I'm utilizing SPSS's chi-square test.

Table 21. *Chi-Square Test of Organizational Factors*

Chi-Square Test			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	231.264 ^a	3	.000
Likelihood Ratio	208.164	3	.000
Linear-by-Linear Association	91.752	1	.000
N of Valid Cases	344		

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 49.7.

Source: researcher's self-findings, SPSS analysis of the Chi-Square test.

According to the Pearson Chi-Square (231.264), the test calculates the deviation of observed and expected values, assuming there is no relationship. The asymptotic significance (p-value=0.000) indicates the possibility that the observed relationship occurred by chance. Since the p-value is (0.000), it shows the two variables have a very strong statistical relationship.

The likelihood ratio (208.164) shows the association's strength. A p-value of (0.000) indicates statistical significance. The linear-by-linear association is also (91.752), it shows the strength of the linear association. p-value (0.000) indicates a significant linear relationship exists. And finally, note on expected frequencies: "0 cells (0.0%) have expected frequencies less than 5", confirms the test is valid.

Table 22. *Chi-Square Test Symmetric Measures of Organizational Factors*

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.796	.000
	Cramer's V	.785	.000
N of Valid Cases		344	

Source: researcher's self-findings, SPSS analysis of Chi-Square test.

The purpose of the symmetric measures is to demonstrate how strongly the variables are related. Phi (0.796), a measure of association for two categorical variables, indicates a strong positive relationship between the variables. Cramer's V is (0.785), which suggests a strong association between the variables.

Examining the Relationship Between Individual Factors and Employee Performance

The study's third hypothesis, "There is a significant relationship between individual factors (motivations, attitude, creativity & initiative, and individual skills) and employee performance," is supported by the apparent connections between the main findings and the theories put forth to advance the research. I'm examining, rejecting, or verifying this hypothesis using SPSS's chi-square test.

Table 23. *Chi-Square Test of Individual Factors*

Chi-Square Test			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	209.358 ^a	3	.000
Likelihood Ratio	183.194	3	.000
Linear-by-Linear Association	89.540	1	.000
N of Valid Cases	344		

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 37.5.

Source: researcher self-findings, SPSS analysis of the Chi-Square test.

According to the Pearson Chi-Square test results (209.358), the Chi-Square statistic quantifies the degree to which the actual data differ from the data that would be predicted if there were no association. Asymptotic significance (p-value = 0.000): This suggests that the observed correlation might have happened by accident. The p-value of 0.000 suggests the two variables have a very high statistical relationship.

The probability ratio (183.194) shows the strength of the association, and the p-value (0.000) confirms its statistical significance. The linear-by-linear association is also (89.540); it shows the strength of the linear relationship, and the p-value (0.000) indicates a significant relationship exists. And finally, note on expected frequencies: "0 cells (0.0%) have expected frequencies less than 5" confirms the test is valid.

Table 24. *Chi-Square Test Symmetric Measures of Individual Factors*

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	.736	.000
	Cramer's V	.710	.000
N of Valid Cases		344	

Source: researcher's self-findings, SPSS analysis of Chi-Square test.

The symmetric measures are used to show how closely the variables are connected. Phi (0.736), a measure of association for two categorical variables, the (0.736) value indicates a strong positive relationship between the variables. Cramer's V is (0.710), which suggests a strong association between the variables.

DISCUSSION

The findings of this study confirm a strong and significant relationship between sustainable capacity development and employee performance ($\chi^2 = 307.744$, $p < 0.001$; $\Phi = 0.841$; Cramer's $V = 0.815$). This relationship reflects a practical reality in which empowered, trained, and motivated employees perform their duties with greater efficiency and effectiveness, aligning capacity inputs with measurable performance outcomes in the Ministry of Finance.

This result is consistent with Fernandez & Moldogaziev (2013), who found that empowerment and training enhance efficiency and accountability. Similarly, Chiang & Hsieh (2012) reported that employees perform better when they are confident in their ability to complete tasks. In contrast, Mahalawat & Sharma (2019) emphasized environmental conditions as the most influential factor, whereas the current study observed limited environmental effects.

Organizational factors training, job enrichment, delegation of authority, and collaborative management showed the strongest associations with performance ($\chi^2 = 231.264$, $p < 0.001$; $\Phi = 0.796$; Cramer's $V = 0.785$). These findings align with Herzberg's motivator-hygiene theory, which highlights enriched roles and competence as drivers of motivation. They also converge with Griffin's framework emphasizing organizational supports. Ahmad & Suliman (2021) similarly found that collaborative management and training foster sustainable performance. However, the relatively lower mean for collaborative management in this study suggests uneven institutional adoption, which may reflect heterogeneity across departments. This nuance adds depth to prior findings by showing that participative structures are not uniformly embedded in public institutions.

It is widely recognized that training builds job-relevant competencies and standardizes procedures, reducing errors and increasing productivity. Job enrichment expands task significance and autonomy, fostering intrinsic motivation and sustained engagement. Delegation of authority signals trust, enhances accountability, and accelerates local decision-making. Collaborative management aligns goals through participative processes; however, its relatively lower mean and higher dispersion suggest institutional heterogeneity, indicating that participative structures may not be uniformly embedded across all units. Together, these findings affirm that organizational architecture is not peripheral but core to performance, and that strengthening these levers can yield tangible gains.

Individual-level drivers' motivation, attitude, creativity, and skills also demonstrated significant associations ($\chi^2 = 209.358$, $p < 0.001$; $\Phi = 0.736$; Cramer's $V = 0.710$). These results are consistent with Sharma & Kumar (2021), who emphasized the role of positive attitudes in sustaining effort and organizational citizenship behaviors. Jufrizen (2021) also reported that motivation and individual skills are critical for performance in government agencies. Ahmad & Suliman (2021) confirmed that creativity and initiative contribute to innovation and adaptability, findings mirrored here. Yet, unlike studies that highlight psychological mediators such as perceived support or efficacy (Kim, Beehr, & Prewett, 2018), the current study did not directly measure these constructs. This omission points to a limitation but also identifies a direction for future research to refine instruments and capture psychological pathways.

Evidently, motivation and positive attitudes sustain effort, persistence, and organizational citizenship behaviors, particularly under operational constraints. Creativity and initiative enable adaptive problem-solving and process improvements, contributing to agility and innovation in dynamic fiscal and policy environments; their wider dispersion signals differential opportunity structures and cultural risk tolerance across departments. The development of individual skills ensures that training inputs are effectively converted into

reliable outputs, closing the loop between learning and performance. These results collectively show that sustainable capacity development cannot be achieved through structural reforms alone; it requires cultivating individual competencies and dispositions that empower employees to contribute meaningfully to organizational success.

The evidence aligns closely with established theory and prior research. In line with Herzberg's motivator-hygiene perspective and Griffin's emphasis on enriched roles, the dual focus on organizational supports (training, delegation, collaboration) and intrinsic motivators (responsibility, recognition, growth) reflects a layered model of performance. This convergence is consistent with studies showing that empowering leadership, training, and positive job attitudes strengthen performance, particularly in public-sector contexts where managerial commitment is decisive.

Taken together, the evidence supports a dual-track model: organizational systems provide the structural foundation, while individual competencies ensure that capacity inputs translate into performance outcomes. The convergence with empowerment and performance management literature strengthens confidence in the results, while divergences highlight the importance of context-specific analysis. The Ministry of Finance's institutional environment explains why organizational levers are more influential than external conditions, and why collaborative mechanisms show variability.

CONCLUSION

The study's most crucial and noteworthy conclusions come from the description of the research hypothesis. The findings of the first sub-hypothesis show that the performance of Ministry of Finance personnel is positively and significantly correlated with organizational characteristics (training, job enrichment, delegation of authority, and collaborative management). In other words, employees' performance levels improve when the aforementioned organizational elements are strengthened, and sustainable capacity development is increased through these characteristics.

The performance level of Ministry of Finance employees is positively and significantly correlated with individual characteristics (motivations, attitude, creativity & initiative, and individual talents), according to the findings of the second sub-hypothesis. Put another way, employees' performance tends to improve along with improvements in individual sustainable development elements or the state of the aforementioned components.

The results of the Pearson Chi-Square test show that employee performance and sustainable capacity development are significantly correlated. Additionally, there is a moderate and direct relationship between the organizational and individual factors and the employee's performance. This means that changes in the capacity of the aforementioned factors affect employees' performance levels. Consequently, we conclude that the general hypothesis or the main hypothesis of the research is confirmed.

Based on the results of the hypotheses put out, it can be said that both human and organizational factors have a significant impact on performance. To put it another way, employees should perform better the more they contribute to sustainable capacity development using these elements.

Even if the results are strong, there are a few things to be aware of. Long-term impacts cannot be evaluated, and the cross-sectional methodology limits causal inference. Reliance on self-report measures introduces potential bias, particularly for constructs such as motivation and attitude. Performance was treated as an aggregate measure rather than disaggregated into dimensions like efficiency, accuracy, compliance, and service quality, which may obscure specific impact channels. Finally, the institutional specificity of the MoF context limits generalizability to other settings without careful adaptation.

Future studies should adopt longitudinal designs to track changes over time and assess the sustained impact of capacity-building interventions. Multi-source performance data, combining surveys with administrative records and supervisor ratings, would reduce bias and strengthen validity. Advanced modeling could clarify pathways from organizational practices to psychological states and onward to performance outcomes. Comparative analyses across directorates, tenure groups, and employment statuses would allow more precise tailoring of interventions. Cost-benefit assessments should also be conducted to link intervention costs with performance gains, ensuring efficient resource allocation.

Based on these findings, several actionable recommendations can be made for the Ministry of Finance. Competency-based training should be institutionalized and explicitly tied to role profiles and performance metrics. Delegation frameworks must be clarified to empower mid-level leaders and frontline staff. Job enrichment can be enhanced by embedding problem-solving responsibilities, structured feedback, and opportunities for ownership. Collaborative mechanisms should be standardized across units to reduce variability and strengthen alignment. At the individual level, recognition systems and transparent career progression pathways can sustain motivation and positive attitudes. Innovation-friendly environments such as pilot projects and structured feedback cycles can encourage creativity and initiative. Skill consolidation should be reinforced through coaching, job rotations, and peer learning. Critically, these interventions should be aligned with measurable outcomes (timeliness, accuracy, compliance, service quality) and periodically reviewed to ensure durable improvements.

Conflict of Interest

The authors affirm that there are no conflicts of interest. The manuscript has been written with full adherence to established academic and ethical standards, ensuring that the research process, analysis, and reporting were conducted with integrity and impartiality. No financial, personal, or professional relationships have influenced the outcomes of this study, and the work reflects a genuine commitment to advancing scientific knowledge without any competing interests.

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