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Effects of Employees Capacity Development on Organizational Success -The case of US Embassy Addis Ababa, Ethiopia

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Advisor: - Jeilu Oumer (PhD)

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EFFECTS OF EMPLOYEES CAPACITY DEVELOPMENT ON ORGANIZATIONAL SUCCESS: THE CASE OF US EMBASSY ADDIS ABABA, ETHIOPIA.

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DECLARATION

I, **Fekade Abebe,** declare that this study entitled **"The effects of Employees Capacity Development on Organizational Success: in the case of U.S. Embassy Addis Ababa, Ethiopian."** is my original work. I have carried out the present study independently with the guidance and support of the research advisor, **Jeilu O. (PhD).** Any other contributors or sources used for the study have been duly acknowledged. Moreover, this study has not been submitted for any Degree or Diploma program in this or any other institution.

Fekade Abebe   _____   06/02/2017
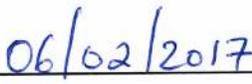
                            Signature   **Date**

LETTER OF CERTIFICATION

This is to certify that, this research work entitled "EFFECTS OF EMPLOYEES CAPACITY DEVELOPMENT ON ORGANIZATIONAL SUCCESS: THE CASE OF US EMBASSY ADDIS ABABA, ETHIOPIA", undertaken by **Fekade Abebe** for the partial fulfillment of Masters of Arts in Human Resources and Organizational Development in Education at Addis Ababa University Department of Educational Planning and Management, is an original work and not submitted for any Degree of Masters either at this university or any other universities.

Dr. Jeilu Oumer   _____   _____
     Name   **Signature**   **Date**

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LISTS OF ABBREVIATIONS

CDC	Centers for Disease Control
CSOs	Civil Society Organizations
DFID	Department for International Development
EE	Employee Empowerment
HR	Human Resources
HRM	Human Resource Management
ICT	Information and Communication Technologies
IT	Information Technology
JEPP	Just Employee Promotion Policy
NGO	Non-Government Organization
SOP	Standard Operating Procedure
SPSS	Statistical Package for Social Science (Software)
T&D	Training and Development
UNDP	United Nations Development Programme
US	United States
USAID	United States Agency for International Development

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ABSTRACT

The objectives of this study were to examine the impact of employee capacity development on US Embassy across its successfulness and more specifically employee's capacity and capability development in the US Embassy. Descriptive survey design is believed to be appropriate for this study as it consists of mainly how and why questions of the study, behavioral real events which are not possible to control and contemporary and complex social phenomenon whose boundary is not clear. The respondents were selected using Mixed method design was employed for the study and data were collected using qualitative and quantitative types of data collection methods. With respect to the quantitative data, questionnaire was administered to employees working in different sections of the US Embassy in Addis Ababa. On the other hand, the qualitative data were mainly gathered from various documents including organizational reports, employee capacity development manuals of the Embassy and relevant proclamation. The study revealed that training and development is one of the most important factors in organizations success of the Embassy. Interestingly though, the study indicated that promotion and employee retention are adversely and significantly correlated with organizations success. So organization should carefully design employee's promotion strategy. The study further showed that promotion is not the priority of employees; they prefer to be offered training and development opportunities as well as empowerment practices. Recommendations are made based on the overall findings for possible action that will help further improvement based on the researcher's view.

Chapter One

1. Introduction

1.1. Backgrounds of the Study

There is no doubt that organizations worldwide are striving for success and out-competing those in the same industry. In order to do so, organizations have to obtain and utilize their human resources effectively. Organizations need to be aware of their employees need in more realistically towards keeping their human resources up-to-date. In so doing, managers need to pay special attention to all the core functions of human resource management as this plays an important role in different organizational, social and economically related areas among others that are influential to the attainment of the organizational goals and thus organizations successful continuation in the market (Harrison, 2000).

Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik & Barsoux, 2002) and therefore prompting these organizations to develop their employee's capabilities that sustainable development as one of the ways to prepare them to adjust to the increases above and thus enhance their performance. Employee capacity development directly effects employee morale and performance. Many companies do capacity and development staffing using a "seat of the pants" approach and their productivity suffers. Unfortunately, the relationship between employee utilization and work variability is not well understood. Managers want people busy all the time because busy people are viewed as productive people.

This is actually an unproductive approach. Capacity planning for any resource must take into account variability and utilization. Many managers do not understand the basic relationship between cycle time, variability and utilization. Following is a compilation of responses when participants at an industry conference were asked to draw the relationship between cycle time and utilization: the red line indicates the correct response and a few knew it but this is a fundamental relationship that is not widely understood. For a manager not to know this intuitively would be like a homeowner not knowing the relationship between mortgage interest rates and the monthly mortgage payment.

It is well know that employees are a crucial resource; it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions (Afshan, Sobia, Kamran & Nasir 2012). In order to do so, organizations have to obtain and utilize human resources effectively; organizations need to be aware of face more realistically towards keeping their human resources up-to-date.

In so doing, managers need to pay special attention to all the core functions of human resource management as this plays an important role in different organizational, social and economically related areas among others that are influential to the attainment of the organizational goals and thus organizations successful continuation in the market (Harrison, 2000). Organizations have to obtain and utilize human resources effectively (Harvey, et.al. 2002). Organizations, therefore, need to design their human resource management in ways that fit into the organization's structure as this it will make the organizations achieve their goals and objectives.

Moreover, it is also important for organizations to assist their workforce in obtaining the necessary capacity needed and increase commitment. The management of human resources in Africa is rather challenging as most organizations have difficulties finding proper human resources. This may partly be a result of the different kinds of problems, for example, political instability, corruption, bureaucracy, poor infrastructure, low levels of education and purchasing power, diseases and famine known to prevail in the African business context (Kamoche 2002, 994 – 995).

In African non-governmental organization of the HRM, strategies are focused on employee satisfaction and retention, as HR is the only active resource in an organization, which brings competitive edge to the success. Organizations provide employees the opportunities to groom their talents and knowledge for achieving the organizational goals for mutual benefit (Musser, 2001). According to Wolcott, (2007) one non-government organization that has violated and ignored the humane aspect of their business has suffered heavy losses. In this regard fine example is most of the largest energy providing company of United States of America that was knocked out because it did not follow the business ethics and exploited its people to follow mal practices of business.

When we come to developing countries, it is has been for more than a decade that the organization dynamics haven't focused on HR practitioners hence providing the strong genesis to research on the importance of training and development, people empowerment and management. Although much has been said and done on the aforesaid study but the results computed add fresh research flavor to the previous study. Individuals keep on developing countries such as: Tanzania, Uganda and Kenya on developing employee capacities with frequent exposure to variety of situations and added experience on enhancement in the professional capabilities drives individual to secure more challenging jobs carrying higher professional and financial values. Organizations on the other hand apply all their resources and energy to acquire best of the best employee within their organization.

This creates the need for integrating individual professional needs with organizational need through training and development (T&D) strategies. According to HR gurus' (kossen, 1994) in which T&D should bring some notable positive changes, for instance professionalism seen in workers behavior or new skill learnt like computer and IT knowledge. Training and job rotation moving employee from one job to another enhances creativity and employees feel variety in their work. It improves employee performance leading to organization profitability. The whole Job Concept or Job Enlargement allows employees to give suggestion in devising challenging jobs, increase motivation and organization commitment of such a delegation aid in employee's growth and quality of work (Kossen, 1994).

Employee capacity development programs are a healthy exercise for smooth business operation. Employee empowerment is employee participation in the organization matters, more importantly in decision-making process. Managers must share the information on organization performance, compensation management practices with their subordinates on the work done by them (Bowen & Lawler, 1992). Another approach to employee empowerment is to allow the workers to take initiatives for innovative practices on their own (Zemke & Schaff, 1989).

As a general background Addis Ababa, the capital city of Ethiopia hosts 110 embassies, 3 consulates and 1 other diplomatic representative in Ethiopia (The Embassy Page for Ethiopia was last updated 14 December, 2016).

Promotion is an Employee capacity development strategy which is also considered as a reward of good performance and realization of employee's capabilities and sustainable development can only be achieved when it is demanded and locally driven - led by high performing Civil Society Organizations (CSOs), government institutions and private sector entities, as well as the beneficiaries themselves. It carries a high value in employee retention, as a clear succession plan keeps the employee motivated for good performance and long-term commitment with the organization.

This process also creates the sense of security among the existing employees. Employee capacity development is the most important aspect for the management. It is the trust and faith managers should have in the employees to build the air of harmony and peace for smooth business operations. In other words, employees who are committed and dedicated to the organization are likely to perform according to the standards and demands of the job. They are stronger in dealing with the ups and downs of the business have polished stress-handling skills (Margot, 2002).

As opposed to centralization, decentralization is often supported on the grounds that it promotes efficient and effective service delivery. Several countries in Sub Saharan African region undergo through this process. However, these decentralization programmers are designed on an ideological basis rather than on pragmatic reality on the ground (Olowu, 2001).

 Absence of decentralization is further worsened by lack of information regarding local political economy issues that may hamper the success of decentralization (Olowu, 2001). Similarly decentralized employee capacity development functions are of concern, as Olowu (2001) stresses that many professionals are reluctant to work in local government for fear of reductions in their status or job security. Furthermore, problems such as high incompetence, lack of effective personnel to perform all-round recruitment, employee capacity development and selection tests exist (Adebabay, 1998).

These have mainly prevented civil service organizations from delivering effective service. What makes the situations worse is that recruitment and selection of employees takes place not based on manpower planning but rather on the basis of solving immediate problems. Employee capacity development is not given for immediate personnel's, no accountability procedures are in place to take measure whenever decision makers commit mistakes within their authority, inter-organizational transfer of employees is based on training, personal contact, promotion is not based on performance, Inadequate screening (examination and interviews) quite apparent Screening is not based on merit principles (Federal civil service agency, 2003) cited in Paulos (2007).

In the same line, the recently introduced result oriented performance appraisal system suffers from poor human capacity, lack of transparency, weak follow-up, loose linkage between performance and reward that hamper the system (Solomon, 2005). This shows that most Ethiopian originations employee capacity development is weak. This study, therefore, seeks to examine one of the core functions of employee capacity development in the U.S. Embassy, which is believed to bring out organization success.

1.2. Backgrounds of the Organization

Long isolated, the Ethiopian emperors began to consolidate the country in the mid-nineteenth century. The Italian invasions in 1895 and 1935 forced Ethiopia into greater contact with world politics. U.S.-Ethiopian relations were established in 1903 and were good throughout the period prior to the Italian occupation in 1935.

The United States and Ethiopia, both long established as states, engaged in their first official diplomatic relations were established on December 27, 1903, when King of Ethiopia Menelik II and U.S. representative Robert P. Skinner signed a treaty of commerce in which the two states agreed to receive representatives "in order to perpetuate and strengthen the friendly relations which exist between Ethiopia and the United States of America."

The American Legation was established on July 6, 1909, when U.S. Minister Resident and Consul General Hoffman Philip presented his credentials in Addis Ababa. The Ethiopian

Legation was raised to Embassy status on September 27, 1949 when Ras H.S. Imru presented his credentials as Ambassador Extraordinary and Plenipotentiary.

After World War II, these ties strengthened and Ethiopia has played an active role in world and African affairs. Following Ethiopia's revolution, U.S.-Ethiopian relations began to cool due to the Derg's linking with international communism and U.S. revulsion at the Derg's human rights abuses. With the downfall of the Mengistu regime in 1991, U.S.-Ethiopian relations improved dramatically. Today, Ethiopia has very good relations with the United States, especially in responding to regional instability and supporting war on terrorism and, increasingly, through economic involvement.

The diplomatic relationship between Ethiopia and the United States is important, complex and focused on four broad goals: (1) protecting American citizens, (2) strengthening democratic institutions and expanding human rights, (3) spurring broad-based economic growth and promoting development, and (4) advancing regional peace and security.

The goal of the United States Mission Addis Ababa is to partner with the Ethiopia government in ways that will strengthen advance peace and security, Spur broad-based economic growth and promote development and, strengthen democratic institutions and expand human rights.

1.2. Statements of the Problem

Ensuring that the right people are in the right place at the right time is a critical factor in gaining and maintaining competitive advantage of employee capacity development to the successes of diplomatic mission recruitment and selection have always been crucial processes for consulates to have better employee performance. They are integrated activities. For Bratton and Gold (2007: 239-247) employee capacity refers to "the process of generating a pool of capable people to apply to an organization for employment. Non-profit organization also do not use the job rotation method to train staff to be well equipped with various functions in the organization, thus, most employees have remained on one schedule for years without any job rotation. Considering the competitive nature of the insurance industry, there is the need to practice effective training management system to equip staff with the needed skills to be able to function effectively and efficiently (Debrah & Ofori 2006, 440, Paulos 2007:36).

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Despite the increasing capacity development of the US Embassy employees by the Embassy, there is still increasing concerns from the Embassy customers towards low quality services, low staff motivation in terms of career growth, and in the job performed which lead to low productivity despite competitive remuneration. It is further worth noting that while much is known about the economics of employee capacity development in the developed world, studies of issues associated with employee capacity development in less-developed countries are rarely found (Debrah & Ofori 2006, 440). States can play a number of different leadership roles in one-stop capacity building. They further assert that the African experience of applying merit in the public service has also underlined the significance of balancing merit with other considerations aimed at ensuring some degree of representativeness like race, ethnicity and gender to ensure equal employment opportunity (Lee, 1993: 37).

This study refers to employee capacity development seemingly without regard to the specific meaning of the term due to the lack of clarity in above empirical studies showed between the scientific and knowledge gaps (Demmke, 2006). Terminologically the study will be used in non-profit organization. Because, as such the empathy with less privileged communities and respect from the work of non-profit organization (referred to Embassy) in Embassy sector (UN-HABITAT, 2002; p23). The study seeks to investigate the effects of employee capacity development on the organizational of the US Embassy in Ethiopian. More specifically, the study is guided by the following research questions:

1.3. Research questions

1. What are the awareness levels of US Embassy Local employees about capacity development help in employee retention?
2. Are there any Human Resource constraints to Local Employees of the US Embassy success?
3. What are the impacts of employee empowerment on the success of Local Employees of the US Embassy?
4. How can employee training and development improve Local Employees staff of the US Embassy performance?
5. How can employee promotion strategy be used to improve Local Employees and bring success to the US Embassy?

1.4. Objective of the study

1.4.1 General objectives
The overall objective of the study is examine, impact of employee capacity development on the organizational success of US Embassy in Ethiopia.

1.4.2. Specific objectives

1. To examine if employees' capacity developments help improve employee retention of Local Employees staff of the US Embassy.
2. To examine if there are any human resource constraint to Local Employees to the US Embassy success.
3. To study the impacts of employee empowerment on the success of Local Employees of the US Embassy.
4. To identify how employee training and development improve Local Employees staff of the US Embassy performance.
5. To identify how employee promotion strategy can be used to improve Local Employees and bring success to the US Embassy.

1.5. Scope of the study

The study is geographically delimited to US Embassy, Addis Ababa which is located around Shromeda area on Entoto road. The study mainly settled to and focused on the effect of employee capacity development on organizational successes in the case of the U.S. Embassy in Addis Ababa. It emphasizes on Employee capacity development directly affecting employee morale and performance. Many companies do capacity development and staffing using a "seat of the pants" approach and their productivity suffers. Many researchers assessed employee utilization and work variability, which is not a well, understood concept. The researcher of this dissertation is mainly assessing concentrating on the "soft" skills such as leadership, communication, and team building required to capacity development employees'.

From the total employees of the Embassy, 1,135 of them are working in Addis Ababa including different agencies like USAID, CDC and other Agencies. For this study the researcher took samples from the total population of 270 employees excluding other agencies and the Regional Security Office workers hence their view on this not incorporated. In addition, the research only covered main Embassy employees as the capacity development.

1.6. Significance of the study

The study would enable management employee capacity development of the US Embassy to better appreciate the employee capacity development and the challenges associated with staff performance. Again, the findings of the study would also enable the US Embassy to advice appropriate employee capacity development methodologies that would be relevant for improving organizational performance. Also, the research would establish the impact of employee capacity development organizational of the US Embassy success.

Finally, the study would further serve as a guide for the US Embassy in developing appropriate employee capacity development content and methodologies to improve staff performance. This means that the role of a leader will be delegate authority to their team members and in this process decision making is an important task of a leader, who will be delegating this authority to his/her team members to appropriately use this authority the employees will be needing to develop their employee capacity so as to carry out informed decision making.

1.7. Definitions of terms

> **Capacity Development**: is a process by which individuals obtain, strengthen, and maintain professional knowledge, skills, and abilities. In addition, it refers to learning teams' growth in setting and achieving their own teaching and learning objectives over time. (Teresa Petty, Amy Good and Michael Putman, 2016). It also recruited in the business training starts the same day, workers bring in their knowledge, skills and experience related to the jobs they perform (Womack et al. 1990)

- **Employee Retention:** is the most vital factor leading to organization growth. Management should give employees the exciting and significant tasks in order to increase commitment (Steers, 1977). "Retention is a voluntary move by an organization to create an environment which engages employees for a long term" Chaminade (2007 cited in Chibowa et al. 2010). According to Samuel and Chipunza (2009), the most important purpose of retention is to look for ways to prevent the capable workers from quitting the organization as this could have negative effect on productivity and profitability.

- **Organization Success:** is determined by a firm's skill in attracting, developing, and retaining its human capital; how a firm's people are what give it a measurable advantage over the competition; and how an organization's commitment to developing its people's abilities and skills is an obligation at all levels (Sims, 2002).

- **Locally Employed Staff (LE Staff):** provide unique services in support of foreign policy at more than 270 embassies and consulates worldwide. They are an integral part of the team dedicated to representing America's interests to other countries. Individuals interested in obtaining LE Staff appointments must be legally eligible to work in the country of hire. This may include obtaining a work permit, a residency permit, or, in most instances, both the work and residency permits before the candidacy may be considered. (Source US Embassy website)

- **Embassy:** referred to an ambassador and staff who were sent to represent and advance the interests of their country with another country's government. An embassy is usually located in the capital city of a foreign nation; there may also be consulates located in provincial or regional cities. Within the embassy, the ambassador is supported by a deputy chief of mission, Foreign Service Officers and Specialists who perform the full range of mission activities, and representatives of many other U.S. agencies, such as USAID and the Departments of Defense, Commerce, Justice and Agriculture among others. The staffs of all of these agencies report to the ambassador. (Source US Embassy website)

1.8. Organization of the study

This study consists of five chapters. The introductory chapter provides the background of the study, statement of the problem, objective, significance, and scope of the study. Presented in the second chapter is the literature review related studies and relevant theoretical notions. The third dwells on the research design and methodology of the study. In the fourth chapter, findings of the study are presented, analyzed and discussed. The fifth chapter provides summary findings, the conclusions and the recommendations forwarded.

Chapter Two

2. Literature Review

2.1 The capacity Development Paradigm

In most governmental organizations whether large or small, there are three basic elements to look out for. The first is the human element which comprises of employee working in the organization, second is the method of operation needed to enable the organization function effectively both internally and externally, while the third element is how to enhance productivity and the efficiency of employees. This is where capacity building and manpower development come into play. Capacity building, training and manpower development have over the years risen to a new found importance, so much so that numerous literatures abound on the topic both within the academic and non-academic circles.

It is much more than training and includes; human resources development, which involves the process of equipping individuals with skills, understanding, access to information, knowledge, and training which enables them to perform effectively (Barney, 2001). Capacity building has its origin in the United Nations and its quest to develop people and entities. The lead with the UN system for action and thinking in this area was given to United Nations Development Programme (UNDP) and has offered guidance to its staff and governments on what was then called institution building.

This involves building up abilities of basic national organizations, in areas such as Civil Aviation, Meteorology, Health, Education, Nutrition etc, to do their task well (Fy, 2012). UNDP recognizes that the capacity building is a long-term process in which all stakeholders participate (Ministries, Local authorities, governmental organizations and none governmental organizations, Professional Associations etc.). This creates enabling environment with appropriate policy and legal frameworks, institutional development including community participation (of women in particular), human resources development, and strengthening of managerial systems.

In every organization manpower represents a key decision area and as such occupies an ever increasing significance in modern day organizations. This is primarily due to the fact that manpower is an extremely valuable asset in any organization. This importance can be exemplified in the crucial role it plays in attainment of any organizational goal as organization activities revolve around it for their success (Akinusi, 1983).

It is noteworthy to mention that the single advantage that any organization may have over any competition sometimes consist of the number and quality of people employed to manage organizational activities. For manpower to be able to perform its duties, it needs to acquire necessary knowledge and skills, which will help in no small measure to improve the productivity of the organization. This is made possible by the provision of adequate training and capacity building programme by the organization. Training and development helps to ensure that organizational members possess the knowledge and skills they need to perform their job effectively, take on new responsibilities and adapt to changing conditions (Jones and George 2008).

It is further argued that training helps improve product / service quality customer satisfaction, productivity, morale, business development and profitability. According to Nwachukwu (1988) emphasis placed by any organization on training and development of its employees determines the productivity of the organization. Technological innovation which occurs every day renders today's skills and method ineffective for tomorrow's activities. Thus, one crucial function of management is to ensure that employees without necessary skills are helped to acquire them, while those who do are helped to update them.

Furthermore to emphasize the importance of capacity building in employees, the International Labor Office (2000) affirmed that development and training improve their trainees "prospects of finding and retaining jobs' while also improving their productivity at work, their income earning capacity and as a result their living standard. It also effectively widens their career choices and opportunities. Shields (2007) conceptualized performance 'as a manageable human resource phenomenon‖ to achieve prescribed outcomes, using insights from open systems thinking in cybernetics. Three main elements are placed in a linear arrangement: inputs, throughputs, and outputs, and understood in terms such as the application of knowledge and skills to transform the input factors 'in to tangible outcomes – managerially desired behaviors and goal attainment.

Locating the definition organizationally, Shields (2007) explained that each of the systemic factors that may be subject to performance management interventions may be extended to include collective and, in turn, organization-wide dimensions, where managers take active steps to align people with processes and forming a technical system from which to deliver, desired levels of service delivery in cost effective ways. In view of the dynamics in the modern day business environment, capacity building and manpower development is one of the key activities that any organization must engage in if it hopes to survive. A capacity building and manpower development unit (training) is created in any organization to coordinate all training activities of the organization. It has the responsibility of determining training and development need by deciding when and what kind of training, for whom, where, under what conditions, at what cost and by whom the training will be implemented. All these activities are necessary to enable the organization derive the utmost benefits from its capacity building activities. However, many organizations fall short of focusing adequate attention on building adequate capacity among their workforce thereby inhibiting the productivity, efficiency, effectiveness and growth of the organization.

The focus of this study therefore was to examine the perception of organization managers about the relevance and contribution of Employee Capacity development to employee performance and overall organization effectiveness.

2.2. Employee Capacity Development

The goal of Employee Capacity development, according to DFID (2010), is to facilitate individual and organisational learning which builds social capital and trust, develops knowledge, skills and attitudes and when successful, creates an organisational culture and a set of capabilities which enables organisations to set objectives, achieve results, solve problems, and create adaptive procedures which enable them to survive in the long run.

Employee Capacity developmenthas been identified as part of an organizational strategy to improve overall productivity, motivate staff to deliver high quality services and create an ongoing commitment to innovation and system improvement. Viewed from this perspective; employee training is an integral part of a larger human resources investment strategy designed to transform workforce service delivery system into "high performance" organizations that strive continuously to improve service quality and customer satisfaction.

In addition to contributing to the development of technical outputs, human capacity building can directly benefit both the newly trained individuals and the organisation that they work for. The benefits to _trainees' is the most direct link between capacity building and impact.

2.3. Functions of Employee Capacity development

The main benefits of Employee Capacity developmentto trainees include improvements in confidence, competence, promotion and higher income (Templeton, 2009). Also, the benefits of capacity building can flow to the trained individual, other workers in the organisation, the organisation as a whole and communities.
 The community-level impact of the Employee Capacity development to arises from the outputs generated (and adopted) when this Employee Capacity to is used. Gordon and Chadwick (2007) state that as a rule of thumb, a worker's lifetime income is higher, on average, by around 10% for each additional year spent in formal education. At the organisational level, the efficiency of the organisation can be enhanced through the trainees' capacity-induced changes in practice and behaviour.

This is reflected in increased efficiency in the provision of services or outputs; innovations in the type of services or outputs delivered and in the delivery process; in new and better R&D effectiveness and increased influence in the policy arena. As a general rule of thumb, workers tend to accrue around half of the productivity improvement from training, the other half being captured by the firm (Gordon and Chadwick, 2007). Systems and policy level capacity building activities improve the external environment in which organizations and individuals function, including structures supporting the way organizations interact, and/or policies and standards that must be adhered to.

These may be at the national level or below. Government level capacity building activities improve the performance of internal organizational systems and processes, leading to stronger organizations with the ability to adapt and continue to develop over time. Individual/workforce level Employee Capacity developmentto activities improve the performance of employeeaccording to specific, defined competencies and job requirements (Fy, 2012).

2.4. Employee Capacity Development Monitoring

Organization is the most, which invests in the employees to change and adapt their behavior; skills and knowledge concerning the business would experience positivity and employee retention (Frazis, Gittleman & Joyce, 2000). When the Human Capital is recruited in the business training starts the same day, workers bring in their knowledge, skills and experience related to the jobs they perform. Some workers rely on organizational knowledge and training to play the role, so companies must include in their SOPs and company manuals on the employee Training and Off Job Trainings.

Frazise Tal. (2000) stated that managers must acknowledge each and every employee's specific abilities and ideas to generate productivity and creativity. Managers who provide employees on job training and learn new things would have dedicated and trustworthy workforce (Benson, 2006). The training programs and its course modules should pay the company in terms of more skilled, learned, disciplined and punctual workers otherwise stop the training (Achard, 1938). Colleagues should also be acquainted with self-development training to groom their talent and improve knowledge, skills and attitude (Truckenbrodt, 2000).

Employees should feel that management is keen to develop them and rely on them then they would automatically apply extra efforts to meet organizational objectives and more likely to have lifetime relationship with the company (Belfour and Wechsler, 1996). The trainers also need to learn new ideas, knowledge in order to provide quality workers to the companies (Roush, 1986).

2.5. Determinant of Employee Capacity Development

Indicate whether skills & knowledge obtained were important to their job performance using employee capacity development determinants (Schacter, 2000; Ahmed and Bakar, 2003).

2.5.1. Human Resource Management

A definition of strategic HR management is the design and implementation of a set of internally consistent practices that ensure an organization's human capital contributes to the achievement of its business objectives (Huselid, Jackson, & Schuler, 1997). Propose the HR person is responsible for receiving their lack of creditability in gaining business respect on employee. To gain access to the full involvement with strategy development, HR needs to acknowledge what it does now, with what it needs to do to provide value to the organization's bottom line. Once the gap is recognized, HR needs to measure itself to guide itself, and prove its worth as an ongoing strategic unit. Ongoing monitoring and evaluation of HR strategic role expansion will prove itself to be worthy or not as a benefit to the bottom line. HR is viewed as the people department and/or resource. The organization's people ultimately determine the effectiveness of strategy development, implementation, and subsequent competitive success.

2.5.2. Employee Empowerment

Encourage employee empowerment and self-initiative would make employee work in accordance with department goals to sustain quality. Employees feel importance and motivated to attain organizational objectives (Loke, 2001). Employees self-efficiency be enhanced such practices should be cancelled which pave authority and power in managers to ridicule and humiliate junior workers. Increase employee self-efficacy need for the betterment of organization (Conger and Kanungo, 1988). Thomas and Velthouse (1990)

provided another concept that it is an intrinsic task motivation. It entails four conditions i.e. meaningfulness, competence, impact and choice or self- determination. Deci, Connell and Ryan (1989) explained these terms. Meaningfulness is the value of the work given with respect to employee's ideas. Competence is the ability of an individual to carry out desired job. Impact is the effect of the person's behavior in organization in relation to achieving goals.

Workers should be given confidence and practical appraisal system designed regarding the job performance (Burke, 1986). Block (1987) asserts employees should have full autonomy on their jobs and their involvement is high in decision-making. Benis and Nanus (1985) advised that jobs should be challenging and inspiring for employees to do better. Oldham (1976), Kanter (1979), Strauss (1977) and Hackman and Oldham (1975) shared that rewards should be according to the performance of the workers. Secondly, job enrichment and career development opportunities also empower employees for profitability. Mc Clelland (1975) and House (1988) added that proper recruitment and training programs imparting technical education and encouraging management also build empowerment.

2.5.3. Employee Promotion

Employers who support career development and career planning of employees have educated and skillful workforce (Ahmed and Bakar, 2003) to ensure just employee promotion policy (JEPP), employee career appraisal be based on abilities, knowledge, effective accomplishment of tasks and time management (Lin and Yang, 2002). Major problem in employee promotion and management is the attitude of employees towards the older employees.

The management from top to bottom should show respect towards senior employees, as they are the ones who can also be a source of positive change within the enterprise. Hospitality organizations should utilize this key work force of seniors. Their experience and knowledge add to refined taste to food. Seasoned employees can be trained to be coach or mentor to young employees and help in organization to sustainable success (Harris and Bonn, 2001). Researchers have revealed that not only promotion is a source of satisfaction among employees; there are other rewards also to retain and attract employees. The identified practices are decision autonomy, flexibility in the work schedules and task impact also are

driver of employee performance efficacy. Female professionals as social worker highlighted that peer support and help is a key in the job (Carpenter, 1999).

While evaluating employee performance for promotion the prerequisite is to establish an effective communication process to know where employee is lacking and what should be done to attain results. Regular feedback regarding employee performance would provide the direction for maximization of profitability in the enterprise (Buford, 2006). Organization should facilitate employees in aligning their personal goals with organization's goals in order to have "organization fit" in the company. Supervisors should promote employees on the basis of education, expertise and knowledge for justified promotions. Such measures would prevent employees in indulging in politics to exert pressure on managers for promotion and rewards (Sharabi, 2008). Similarly in education sector the emerging education dimension is Distance Learning, faculty members working on this aspect should be given proper rewards and promotion to make education common and accessible to everyone. So Distance Learning Evaluation should be a part of regular Faculty Compensation and Reward System (Wolcott, 1997).

2.5.4. Employee Retention

Employee Retention is the most vital factor leading to organization growth. Management should give employees the exciting and significant tasks in order to increase commitment (Steers, 1977). Job satisfaction is closely linked with staff turnover so employee's motivation programs developed in order to retain key employees (Sinclair, 1990).

Managers should keep in mind the cost attached to the worker so proper employee funds and budget be prepared in order to fill their professional needs and demands (Hartline and Witt, 2004). Organization should provide proper job descriptions to the workers to avoid ambiguity and confusion. Such directions and guidelines facilitate and satisfy workers. Employee satisfaction leads to organization loyalty (Self and Dewald, 2011). Mentoring is the popular training method among employees so managers should pay attention to this training method to retain good employees (Musser, 2001). Friendly and candid environment fosters employee empowerment necessary in reducing staff turnover rate (Dermody, 2002).

Career and training development opportunities must exist to increase employee's abilities and value to attract and retain them for productive results (Thite, 2010). Trust is the significant factor in building employee-employer relation. This can be achieved if employers give ear to employee's ideas and feelings to increase their commitment and loyalty (Tan and Lim, 2009). Studies in management prove that training is the most worth viewed management practice in the eyes of workers. Employees if trained well and knowledge imparted to them enhances their skills become devoted and loyal to the organization (Ahmed and Bakar, 2003). Tension and stress at work place also increase in employee's turnover rate and if environment is also not providing employees what they need make employees lose the organization (Todor, 1980).

If employees feel sense of belongingness towards company would work with efficacy resulting in high organization performance, less absenteeism and retention of best workers (Barrett and O'Connell, 2001). To gain employee commitment company's goals, and employees goals of performance and achieving tasks should be coherent and in harmony with each other (Truckenbrodt, 2000).

2.5.5. Training and Development

In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development. (Harrison 2005)

Training has traditionally been defined as the process by which individuals change their skills, knowledge, attitudes, and/or behavior (Robbins and DeCenzo, 1998). In this context, training involves designing and supporting learning activities that result in a desired level of performance. In contrast, development typically refers to long-term growth and learning, directing attention more on what an individual may need to know or do at some future time. While training focuses more on current job duties or responsibilities, development points to future job responsibilities.

However, sometimes these terms have been used interchangeably or have been denoted by the single term performance consulting, which emphasizes either the product of training and development or how individuals perform as a result of what they have learned (Robinson and Robinson, 1995).

Implementation of formal training and development programmers offers several potential advantages to quality job performance in business organizations. For example, training helps companies create pools of qualified replacements for employees who may leave or be promoted to positions of greater responsibility. It also helps ensure that companies will have the human resources needed to support business growth and expansion. Furthermore, training can enable a small business to make use of advanced technology and to adapt to a rapidly changing competitive environment.

2.6. The Effects of Employee Capacity Development on Organizational Success

Employee capacity development is one element many corporations consider when looking to advance people and offer promotions. Although many employees recognize the high value those in management place on training and development, some employees are still reluctant to be employ capacity development offers more than just increased knowledge. It offers the added advantage of networking and drawing from others' experiences therefore it is not uncommon to hear excuses regarding why someone has not received training (Choo 2007).

Employee capacity development in an organization can be mainly effects of four impacts of Internal (human resource development, empowerments and External promotion, training and retention are major cases sessions. employ capacity development occurs when affirmation is organized in-house by the Human resources department or training department using either a senior staff or any talented staff in the particular department as a resource person (Bowley 2007). On the other hand, External employee capacity development is normally arranged outside the firm and is mostly organized by training institutes or consultants. Employee capacity development, it is very essential for all organization and helps in building career positioning and preparing organization for greater change *(DeCenzo 1998)*.

2.7. Conceptual framework

Based on literature, the conceptual framework shown in the figure below is used for this study. Human resource management, employee empowerment, promotion, retention and training & development are the independent variable and organizational success is the dependent variable. Thus, the conceptual framework was formulated to show the effect of Independent variables on dependent variables. Literature review has helped in the formulation of following theoretical framework as follows below.

Figure 2.1 Conceptual framework of the Research
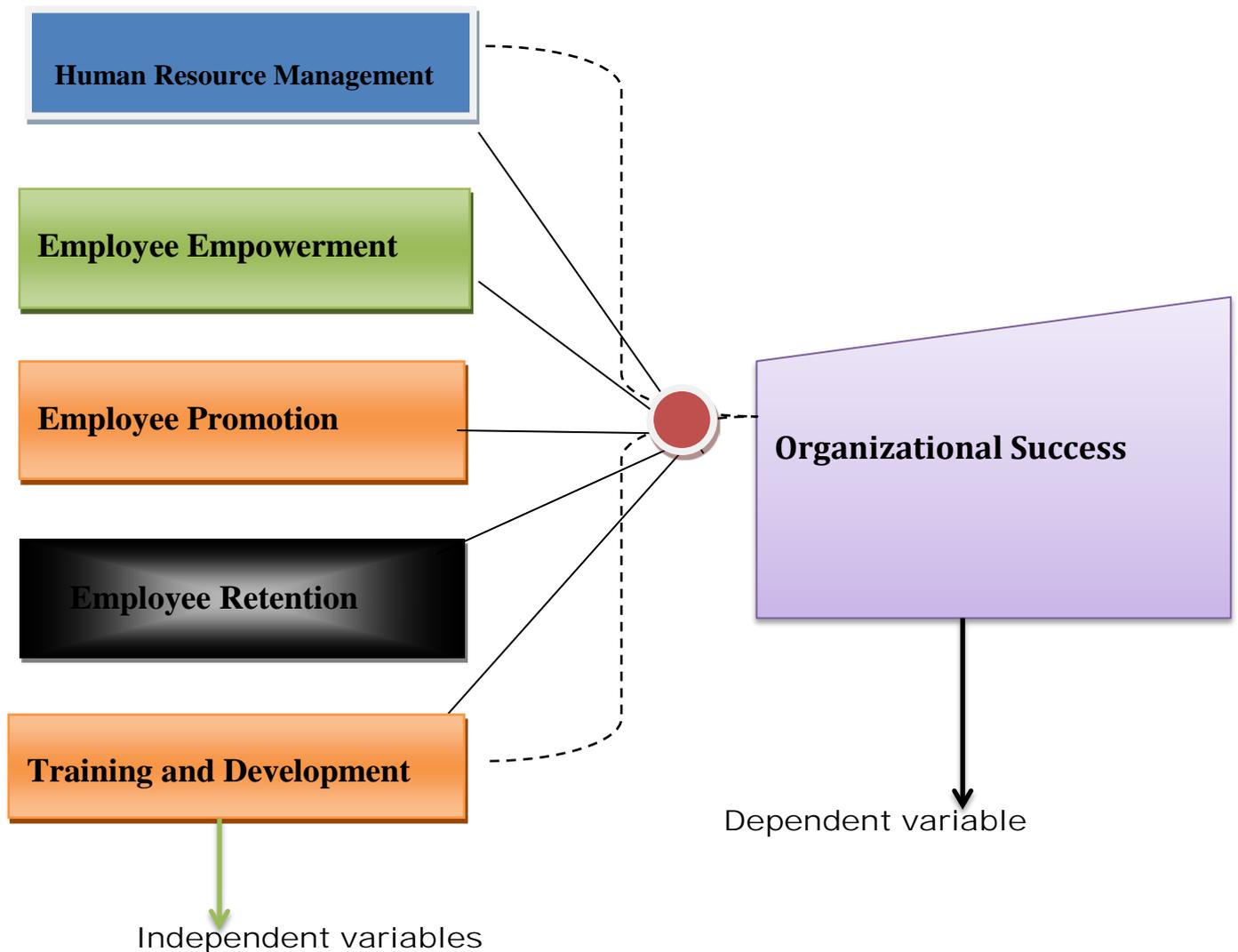
Source: Own literature review

Chapter Three

3. Research Design and Methodology

This study assessed employee capacity development of the US Embassy and its effects on organizational success. Under this topic: the research design, target population and sampling techniques, Instrument validity & reliability, method of data analysis, the data collection instrument, and ethical consideration which were used in the research are discussed as follows.

3.1. The Research Design

Different phenomena may require the use of different methodologies. By focusing on the phenomenon under examination, rather than the methodology, researchers can select appropriate methodologies for their enquiries (Falconer & Mackay, 1999). Reduced to the simplest of terms, "A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure." In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004).

In order to capture the logical structure of the study, the researcher used explanatory research design. This design clearly attested the capacity development of the organization as well shows its effects on organizational success.

In addition, searching for explanation in a scientific way requires the identification of phenomena. Moreover, discovering regularities in descriptive events is a prerequisite for deducing theories. However, the stable regularities are rare for social science studies. Therefore, descriptive survey design is believed to be appropriate for this study as it consists of mainly how and why questions of the study, behavioral real events which are not possible to control and contemporary and complex social phenomenon whose boundary is not clear (Yin, 1991:14).

3.2. Population and Sample

The study of the total population is not possible and it is also impracticable. The practical limitation: cost, time and other factors that are usually operative in the situation stand in the way of studying the total population (Singh, 2006).

There are several alternative ways of taking a sample. The major alternative sampling plans may be grouped into probability techniques and non-probability techniques. In probability sampling every element in the population has a known nonzero probability of selection. The simple random is the best-known probability sample, in which each member of the population has an equal probability of being selected. Probability sampling designs are used when the representativeness of the sample is of importance in the interest of wider generalizability. When time or other factors, rather than generalizability, become critical, non-probability sampling is generally used. As a result, probabilistic random sampling is used in this research since the target population properly defined.

As per the report from Human resource department of US Embassy, total employees are around 1,135 and these employees are working in Addis Ababa. For this study the researcher took samples from the total population due to shortage of time, resource and for proper organization of data. Considering access to participants for the related information, this research also focused on all employees of management and non-management positions except temporary employees and employee with low level of educational background for the reason that they will not be able to understand the questioner. So that, the study population is focused on seven offices or departments that are actively engaged in administrative and management function which as part of their primary role include implementing and effecting employee capacity development programs for organizational success. Out of the total 1,135 local employees, 270 employees are working in Administration and Management sector specifically Executive Office, Facilities Management, Financial Management, General Services, Human Resources Management, Information Management and Procurement Office employees in which the demography of this research has focused on.

Simple random sampling is the most widely used techniques which all-possible subsets of a population are given an equal probability of being selected. The researcher used this technique to select 159 respondents as a sample out of the total population of 270 employees excluding CDC, USAID, Regional Security Office and other different agencies workers with

in the Embassy premises. The sample size has been determined by applying the formula adopted from krejcie and Morgan's (1970), n= N/1+N (e) [2] to find 159 as representative sample size. To counter check the accuracy of the sample size number, the researcher used RAOSOFT online sample size calculator and gotten the sample size of 152 (see appendix). The required sample size determined at 95% confidence level and with 5% margin of error. By comparing the two results, the researcher chooses to use the sample size generated by Krejcie and Morgan formula i.e. 159. Out of 159 questionnaires distributed, 152 were collected which makes the response rate is 95.6%. 4 of the questionnaires were not returned and 3 of the returned questionnaires were not usable because they were not filled properly. The employees included in the sample were those willing to fill the questioner.

As per the data from human resource department of Embassy, total number of employees in the management and administration having more than one-year experiences and being permanent are 270. (US Embassy HR Office, 2017). The total numbers of respondents was taken 152 (As indicated in Table 1.)

Ser. No	Departments/Sections	Population	Sample
1	EXECUTIVE OFFICE	9	5
2	FACILITIES MANAGEMENT OFFICE	178	89
3	FINANCIAL MANAGEMENT OFFICE	23	17
4	GENERAL SERVICES OFFICE	9	6
5	HUMAN RESOURCES OFFICE	13	11
6	INFORMATION MANAGEMENT OFFICE	25	14
7	PROCUREMENT OFFICE	13	10
Total No. of employees		**270**	**152**

Table 3.1 Employee Stratifications from US Embassy

3.3. Instrument Validity and Reliability

Validity concerns the degree to which a question measures what it was intended to measure. To assure the validity of the study, the researcher discussed with the advisor and other management staffs about the questionnaires before it was distributed. It was developed on the basis of previous studies and review of related literature. In addition, the researcher provided explanations concerning on the questions to the respondents.

As per Khotari (2004) reliability refers to consistency, where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire. The student researcher used Cronbach's alpha to calculate the internal consistency of the instrument.

Cronbach's alpha coefficients range in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous and or multi-point formatted questionnaires or scales. However, there is no lower limit to the coefficient. The closer Cronbach's coefficient alpha is to 1, the greater the internal consistency of the items of the scale (Struwig & Stead, 2001).

Table 3.1 Cronbach's Alpha Reliability Coefficient

Reliability Statistics

Cronbach's Alpha	N of Items
.872	31

Accordingly, the reliability test for the overall questionnaire is 0.872, which is regarded as Very Strong (George & Mallery, 2003).

3.4. Methods of Data Analysis

It is unquestionable that after the collection of data there must be analysis, interpretation and presentation in order to give recommendation to the problem. The data organized, analyzed and expressed using regression and correlation analysis so as to examine capacity development and its effects on organizational success.

For the purpose of this study both qualitative and quantitative data analyzed accordingly. Qualitative data start during and after data collection, which helped in rearranging and analyzing these data systematically and rigorously. Data presented in the form of statement. Mainly for quantitative data, descriptive statistics used to summarize data by using Statistical Package for the Social Sciences, (SPSS) software.

Statistics including mean, frequency and standard deviation also used to analyze the data among the different groups. The mean and standard deviation was used to describe the data obtained from the independent variables (Capacity development system) and the dependent variable (Organizational Success).

3.5. Source and Instruments of Data Collection

The main sources of the data were from both primary and secondary. The primary sources of data gathered through questionnaire from US Embassy Administrative and Management Office permanent staffs. The questionnaire was adopted from different literatures and previous research papers related to the study and customized in order to suit to this research study. The reason for the selection of questionnaire is that it will help in procuring extensive data at reasonable cost and to cover wide geographical areas in a relatively short time. Besides, semi structured questionnaire was designed and distributed to address the sample employees working in different sections of the US Embassy.

Secondary data were also used which includes Human resource policy, strategic planning, capacity development system policy, annual reports, informal conversation from different personnel files, published and unpublished information about the study area, books and journals from library and internet.

3.6. Ethical Considerations

Ethical consideration in research should up hold fairness, honesty, openness, disclosure of methods and the purpose for which the research is being carried out. In this case, Primary information gathered from US Embassy respondents were kept confidentially and will be destroyed after a reasonable period of time.

Confidential files and issues regarding employees' personal data, policies and strategies of the organization and other highly classified information that need to be kept confidential are given value and kept confidential.

<div align="center">

Chapter Four

4. Data Presentation, Analysis and Interpretation

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4.1. Introduction

This chapter deals with the analysis and presentation of the quantitative data collected through questionnaire. The questionnaires composed open and close-ended questions, which are summarized and presented quantitatively in tables using SPSS software. The researcher used some secondary data from published and unpublished documents of the case organization.

Out of 159 questionnaires distributed, 152 were collected which makes the response rate is 87.2%. 4 of the questionnaires were not returned and 3 of the returned questionnaires were not usable because they were not filled properly. The researcher, as much as possible, made the questionnaire easy to read and answer without difficulties.

4.2. Socio-Demographic Characteristics of Respondents

The study analysed the demographic characteristics of respondents involved in the study. In this section the respondents profile is presented. It includes gender, age, marital status, level of educational, length of service; training received, obtains another post, and challenges to perform in the current position. Analysing these variables was meant to provide any evidence of association between these variables and the various responses.

Table 4.1 Profile of Respondents

S.N	Variables	Type	Frequency	%	Cumulative %
1	Gender	Male	91	59.9	59.9
		Female	61	40.1	100
Total			**152**	**100**	
2	Age	21-25 Years	4	2.6	2.6
		26-30 Years	79	52	48
		31-35 Years	25	16.4	79.6
		36-40 Years	31	20.4	100
		40 ≤ Years	13	8.5	100
Total			**152**	**100**	
3	Marital Status	Single	83	54.6	54.6
		Married	37	24.3	45.4
		Divorced	32	21.1	100
Total			**152**	**100**	
4	Level of Education	Diploma	47	30.9	30.9
		Degree	78	51.3	48.7
		Masters	27	17.7	100
		Others	0	0	100
Total			**152**	**100**	

Source: Own Survey, 2017

The above table (Table 4.1) shows that, from a total of 152 respondents, 91 were male while 61 were female. Out this we can see that 91 respondents are male consisting 59.9% of the workforce while 61 respondesnts are female consisting 40.1%. From the above table it can be observed that the difference in gender composition in the sector is marginally high which the environment promotes gender balance in its employment practices.

Out this we can see that 79 respondents (52%) were within the age group of 26-30 years. 31 (20.4%) of the respondents were between the age group of 36-40 years and 25 (16.4%) of the respondents were between the age group of 31-35 years. The rest 4 (2.6%) and 13 (8.5%) were between the age of 21-25 years and more than the age of 40 years respectively. Therefore, this implies that more than half of the respondents' of US Embassy workers are between the age group of 26-30 years.

Table 4.1 above marital status indicates that, out of the 152 respondents captured in the research work, 83 respondents representing 54.6% of the total population were not married in other words they were single, (37) respondents representing 24.3 % were married, on the other hand indicated they were married whilst the remaining (32) respondents representing only 21.1% of the total population were divorced. Therefore be deduced from the statistics in the table above that most of the staff at the various sections of the US Embassy employees were not married.

With regard to the level of education, 47 respondents (30.9%) are Diploma holders, 78 respondents (51.3%) have Bachelor's Degree and 27 respondents (17.7%) have Master's Degree. This shows that majority of the respondents are educated to a level of Bachelor's Degree or have first degree.

Table 4.2 Profile of Respondents

S.N	Variables	Type	Frequency	%	Cumulative %
5	**Length of Service**	< 1 Year	0	0	0
		1-5 Years	26	17.11	82.9
		6-10 Years	51	33.55	66.45
		11-15 Years	29	19.08	80.9
		16-20 Years	22	14.47	85.5
		Above 20 Years	24	15.79	100
	Total		**152**	**100.00**	
6	**Training Received**	yes, very much	13	8.6	8.6
		yes, but only somewhat	21	13.8	86.2
		No, not related	76	50.0	50
		No training received	42	27.6	100
	Total		**152**	**100.00**	
7	**Obtain another post**	yes, a post within the same office of the embassy	13	8.6	8.6
		yes, a post within the embassy	22	14.5	23
		yes, a post outside of the embassy	74	46.1	69.1
		No	43	28.3	97.4
	Total		**152**	**100.00**	
8	**Challenges to perform work effectively & efficiently**	Lack of coordination	16	10.5	89.5
		Lack of guidance	12	7.9	92.1
		Lack of reliable data	7	4.6	95.4
		Lack of Knowledge & Skill in ICT	4	2.6	97.4
		Lack of familiarity of tasks	43	28.3	71.7
		Lack of adequate resources (computer, paper, etc.	6	3.9	96.1
		Lack of support	19	12.5	87.5
		Lack of job security	5	3.3	96.7
		Lack of time (work overload)	37	24.3	75.7
		Others	3	2.0	100
	Total		**152**	**100.00**	

The Following table (Table 4.2) portrays the distribution of length of service that respondents have been working in US Embassy. Out of the total respondents, 51 (33.5%) are between 6-10 years, 29 (19.08%) are between 11-15 years, 26 (17.11%) are between 1-5 years, 24 (15.8%) are between 16-20 years and finally 22 respondents (14.5%) are above 20 years. Therefore, majority of the respondents have been working in US Embassy between six to ten years. On the other hand, a small percent of respondents (14.5%) are above 20 years' of

work experiences in US Embassy. This indicates that the Embassy has a high level of retention in its work force, which shows a high degree of stability. While none of the respondents have more than 30 years of experience with the same organization the study shows that majority of respondents (82.9%) of the surveyed employees have more than 6 years' experience with the same employer. This experience is relevantly adequate in the study area.

Table 4.2 above illustrates that a total of 13 employees representing 8.6% of respondents took training since they occupied their present position related to the tasks they are expected to perform. 21 employees consisting 13.8% of respondents took short-term training which is somewhat related to their job. 76 employees consisting 50% of the surveyed employees received non-related to their jobs training while 42 employees consisting 27.6% never received training in their present positions.

The study showed that employees who received training that is related to the tasks are significant low while majority of the respondent took training that is not related to their work. Again, a large number of the respondents were of the view that, the frequency of training received can have an impact on job performance and individual motivation. In this survey, less than half of the respondents indicated that, Training and Development was addressed as a key issue in the work conditions of the study.

Training can bring tangible benefits to both the organization and the employees. As elaborated by Chatterjee (1995), the major purpose of training is to establish a sound relationship between the worker and his/her job. It upgrades skills and prevents obsolescence. To keep pace with changing technology training and it develops healthy, constructive attitudes.

Table 4.2 shows that 13 employees consisting 8.6% seek another position within their offices, 22 employees (14.5%) seek other positions within the same organization but with other offices; 74 employees consisting 46.1% seek jobs outside the organization while 43 employees consisting of 28.3% would like to remain in their position.

The study showed that, majority of the respondents consisting 46.1% stated that they would like opportunities outside the Embassy due to the lack of progressive career growth and mobility in their respective position. Effective practices such as job rotation in a manner that trains and builds the capacity of the staff, designing of long term strategic capacity development programs that allows, prepares and promotes employee readiness to be competitive in their current and advanced skill set ensures stability within the workforce while ensuring loyalty to the organizations. As the study shows most employees have remained on one schedule for years without any flexibility to their current position duties. This aspect of their jobs created the sense of stagnation with no possibility for mobility, which in return prompted them to seek other jobs outside the Embassy in order to garner better development opportunities. Considering the working nature of the embassy, there is a significant need for effective designing, planning and implementation of proactive training and capacity development programs that provide progressive skills growth and career enhancement will minimize the possibility of losing a sustainable work force.

Table 4.2 above illustrates that a total of 43 (28.3%) and 37 (24.3%) of respondents were meet challenges to perform work effectively and efficiently on lack of familiarity of task and lack of time (work overload) respectively. On the hand 4 (2.6%) respondents were said lack of knowledge and skills in ICT.

4.3. Effects of Employees Capacity Development on Organization Success

4.3.1. Human Resource Management

Table 4.3 Item Statistics on Human Resource Management

I. Human Resource Management	Mean	Std. Deviation	N
1. Human Resources Management settle strategic advice to employee development being as superiors and it is well effective.	3.5066	1.06725	152
2. Staff supervisor shares experiences on job performance and organizations schedule.	3.9671	1.12419	152
3. HRM have well experienced expert on promoting and strategically managing employees on knowledge acquisition.	2.0066	.82588	152
4. HRM developed employees potentials by following expert advice from their supervisor.	2.5724	.92502	152

Range Description- Mean Difference: 1.00-2.50 = Low   2.51-3.50 = Medium   3.51-5.00= High

Source: Own survey, 2017

Table 4.3 above illustrates that high mean difference 3.5066 shows that employees strongly agree that human resource management settle superior strategic advice on employee development, which is effective. The highest mean difference is 3.9671 identifies that employees supervisors shares their experiences on job performance and organizations schedule. On the other hand the study shows that areas that require direct engagement of HRM in having a well experienced expert on promoting and strategically managing employees on knowledge acquiacquisition and HRM developing employees potentials by following expert advice from their supervisor are scored consecutively with the lowest mean difference of 2.0066 and 2.5724. The significance the lowest mean difference can be an indicator for the lack of planned efforts by HRM, established processes in active engagement and having the requisite trained personnel that supports and manage the coordinated effort of staff training and capacity building programs in a more centralized and focused manner.

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4.3.2. Employee Empowerment

Table 4.4 Item Statistics on Employee Empowerment

II. Employee Empowerment	Mean	Std. Deviation	N
1. I feel energized and empowered at work because of organizations incentives and empowerments	2.2303	.84156	152
2. I am inspired by my job due to organizations have employees change management	3.4211	1.13071	152
3. I am allowed to decide on how to go about doing my job	2.8224	1.32276	152
4. The job allows me to plan on how to do my work	3.5066	1.28154	152
5. There are colleagues I can turn to for support and guidance	3.7697	.98647	152
6. My work impacts positively on embassy work in my department	2.7434	1.54618	152
7. My organization really cares about my work and my social welling	2.7566	1.37623	152

Range Description- Mean Difference: 1.00-2.50 = Low   2.51-3.50 = Medium   3.51-5.00= High

Source: Own survey, 2017

The above Table 4.4 shows that most of respondents are inspired by their job due to organizations have employees change management in mean difference of 3.4211 and the job allows them to plan on how to do their work in mean difference of 3.5066. There have colleagues who can turn to for support and guidance to them in mean difference of 3.7697. The table also reveals that all seven items had an acceptable mean of less than 2.5. These responses indicate positive perception from staff of the level of employee empowerment in US Embassy.

Finkelstein and Hambrick, (1996) affirms the fact that when the employer empowerment making use of visible signs of support and guidance they result in higher productivity in an organization. Study showed on Employee Empowerment, they inspired by their job due to organizations have employees change management and they are allowed to decide on how to go about doing my job by plan on how to do their work with their colleagues in strong support and guidance.

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4.3.3. Employee Promotion

Table 4.5 Item Statistics on Employee Promotion

III. Employee Promotion	Mean	Std. Deviation	N
8. By investing time and money in employee promotions and capacity development, myorganization demonstrates that it actually invests in itsemployees upgrading	3.9342	1.11979	152
9. My organization invests heavily in employee development (for instance, by promoting by the level, programs and career development	2.3553	1.31425	152
10. My organization stands out as an organization that is very focused on continuous development of the skills and abilities of its employees	3.3947	1.12855	152
11. I definitely think my organization invests more heavily in employee promotions than comparable organizations	3.9408	.81569	152
12. By way of practices such as developmental performance appraisal, counselling systems, competence development programs, and leadership development programs, myorganization clearly demonstrates that it values promotions by the skills and abilities of its employee	3.9079	.60193	152
13. I'm confident that my organization providing for the necessary promotions and motivations to solve any new tasks I may be given the future	2.7763	1.20263	152
14. My organization is effective in meeting employees' requests for internal job transfers and promotions	2.4211	1.15390	152

Range Description- Mean Difference: 1.00-2.50 = Low   2.51-3.50 = Medium   3.51-5.00= High
Source: Own survey, 2017

From above table 4.5 Result on employee promotions, by investing time and money in employee promotions and capacity development, their organization demonstrates that it is actually invests in its employees upgrading in mean difference of 3.9342, 14. Their organization stands out as an organization that is very focused on continuous development of the skills and abilities of its employees mean difference of 3.3947, 15. They definitely thought that their organization invests more heavily in employee promotions than comparable organizations in mean difference of 3.9408, 16.

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By way of practices such as developmental performance appraisal, counseling systems, competence development programs, and leadership development programs, their organization clearly demonstrates that it values promotions by the skills and abilities of its employee in mean difference of 3.9079. The management from top to bottom should show respect towards senior employees, as they are the ones who can also be a source of positive change within the enterprise. Hospitality organizations should utilize this key work force of seniors. Their experience and knowledge add to refined taste to food. Seasoned employees can be trained to be coach or mentor to young employees and help in organization to sustainable success (Harris and Bonn, 2001). Researchers have revealed that not only promotion is a source of satisfaction among employees; there are other rewards also to retain and attract employees. The identified practices are decision autonomy, flexibility in the work schedules and task impact also are driver of employee performance efficacy.

Organization should facilitate employees in goals in order to have "organization fit" employees on the basis of education, expertise and knowledge for justified promotions. Such measures would prevent employees in indulging in politics to exert pressure on managers for promotion and rewards (Sharabi, 2008). Similarly in education sector the emerging education dimension is Distance Learning, faculty members working on this aspect should be given proper rewards and promotion to make education common and accessible to everyone. So Distance Learning Evaluation should be a part of regular Faculty Compensation and Reward System (Wolcott, 1997).

4.3.4. Training and Development

Table 4.6 Item Statistics on Training and Development

V. Training and Development	Mean	Std. Deviation	N
1. I am provided with information for training and development	2.9474	1.50843	152
2. The objectives for training and development are communicated	2.7566	1.41420	152
3. I receive the regular training needed to do my job	3.3289	1.16105	152
4. I am provided the sufficient opportunities for training and development	3.8421	1.12235	152
5. I receive the training I need to do my job	2.6711	1.42716	152

Range Description- Mean Difference: 1.00-2.50 = Low   2.51-3.50 = Medium   3.51-5.00= High

Source: Own survey, 2017

The above table illustrates, respondents receive the regular training needed to do their job in mean difference 3.3289. Majority of respondents believe that sufficient opportunities for training and development are provided which shows in highest mean difference 3.8421.

Here, the findings identify the suggestion of Coff and Kryscynks, (2011) that the extent to which employees receive training can be a criterion for improving performance.

Study on training and development showed that majority of respondent receive the regular training needed to do their job and provided the sufficient opportunities for training and development. But, it has fewer provisions with information for training and development and they believed that the objectives for training and development are not relatively communicated which is identified in the medium mean difference of 2.6711.

The finding shows that, majority of the staff in the various departments of the respondent believe that their US embassy has invested in technology for delivery of training. Again, there has been some e-learning training provided to some staff at the embassy whilst majority also indicated that receives regular based training managed by facilitators.

4.3.5. Employee Retentions

Table 4.7 Item Statistics on Employee retentions

VI. Employee Retentions	Mean	Std. Deviation	N
6. Employee Retention can Achieve goals assigned by giving better salary	4.2951	.52521	152
7. It Work with people of diverse backgrounds	3.4180	1.13429	152
8. Organizations is Respect schedules and deadlines of working time	2.6721	1.23611	152
9. It Concentrate all energy to empower and engage employees to be retain in organization instead on work	2.7377	1.03495	152
10. Learn new working methods to decline employee turn over	2.5738	.92636	152
11. It Collaborate with other colleagues to empower them up	2.2295	.84096	152
12. We have good relations with direct superiors and Human Resource Management	2.8197	1.32376	152
13. Organizations staff building is really concerned and it Work in a team to obtain better employees let the sustain on work	3.5082	1.28079	152

Range Description- Mean Difference: 1.00-2.50 = Low   2.51-3.50 = Medium   3.51-5.00= High

Source: Own survey, 2017

Table 4.7 above shows that on employee retentions, respondents believe employee retention can achieve goals assigned by giving better salary in highest mean difference 4.2951. Employees who feel they work with people of diverse backgrounds are in mean difference of 3.4180. Organizations staff building is really concerned and it Work in a team to obtain better employees let the sustain on work in mean difference of 3.5082.

Studies in management prove that training is the most worth viewed management practice in the eyes of workers. Employees if trained well and knowledge imparted to them enhances their skills become devoted and loyal to the organization (Ahmed and Bakar, 2003).

Tension and stress at work place also increase in employee's turnover rate and if environment is also not providing employees what they need make employees lose the organization (Todor, 1980). If employees feel sense of belongingness towards company would work with efficacy resulting in high organization performance, less absenteeism and retention of best workers (Barrett and O'Connell, gain employee 200 commitment company's goals, and employees goal be coherent and in harmony with each other (Truckenbrodt, 2000).

4.4 Case Processing Summary

Model	N	%
Cases valid	152	100.0
Excluded[a]	0	0
Total	152	100.0

a. List wise deletion based on all variables in the procedure.

Table 4.8 Case processing summary

Scale Statistics

Mean	Variance	Std Deviation	N of Items	Mean
75.7162	72.507	8.51513	31	75.7162

Table 4.9 Scale Statistics

The space saver method is used. That is, the covariance matrix is not calculated or used in the analysis. The test indicates that the questionnaire is 87.2% reliable and can be replicated anywhere in the world with the average value of 75.7% of all 31 items in the questionnaire.

Reliability Statistics

Cronbach's Alpha	N of Items
.872	31

Table 4.10 Reliability Statistics

4.5. Descriptive Statistics

Item	N	Minimum	Maximum	Grand Mean	Std Deviation
Employee Organizational Success	152	1.67	5.00	4.0135	.71607
HRM Development (CD)	152	1.67	5.00	4.0270	.77146
Employee Empowerment (EE)	152	1.33	5.00	3.9640	.80442
Promotion (P)	152	1.00	5.00	3.8108	1.05889
Valid N list wise	31				

This table shows the average response of the respondents on variables being asked in the questionnaire. Table represents the mean values of the variables.

Table 4.11 Item Descriptive Statistics

Table 4.12 Item on Correlations

Correlations

Item		Organizations success	Human Resource Management	Employee-Empowerment	Promotion	Training and Development	Employee Retentions
Organizations Success (OS)	Pearson Correlation	1	.731(**)	.638(**)	-0.111	-121	.731*
	Sig.(2-tailed)						
	N	152	152	152	152	152	152
Human Resource Management (HRM)	Pearson Correlation	.731(**)	1	.712(**)	0.005	0.05	0.002
	Sig.(2-tailed)		0			0	
	N	152	152	152	152	152	152
Employee Empowerment (EE)	Pearson Correlation	.638(**)	.712(**)	1	0.003	0.06	0
	Sig.(2-tailed)	0			0.982		
	N	152	152	152	152	152	152
Promotion (P)	Pearson Correlation	-0.111	0.0005	0.003	1	0.03	-111
	Sig.(2-tailed)	0.346	0.967	0.982			
	N	152	152	152	152	152	152
Training and Development (T&D)	Pearson Correlation	-0.111	0.005	0.003	1	0.03	0.011
	Sig.(2-tailed)		0				
	N	152	152	152	152	152	152
Employee Retentions (ER)	Pearson Correlation	.731(**)	1	.712(**)	-111	0.005	0.05
	Sig.(2-tailed)	0		0			
	N	152	152	152	152	152	152

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

As per Marczyk, Dematteo & Festinger (2005) general guidelines, correlations of .01 to .30 are considered small, correlations of .31 to .70 are considered moderate, correlations of .71 to .90 are considered large, and correlations of .91 to 1.00 are considered very large. Depending on this assumption, all basic constructs were included into the correlation analysis. Figures with the symbol "**" indicate that each of the variables are significantly correlated with each other at a significance level of p<0.01.

4.6. Regression

To test the proposed hypotheses regression test was carried out to predict the impact of variables.

Table 4.13 Item Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758[a]	.575	.557	.47658

    a. Predictors (Constant), Promotion (P), Employee Empowerment (EE), HRM, training and development, employee retentions.

Table 4.14 Item Anova

ANOVA [b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.532	3	7.177	31.601	.000[a]
	Residual	15.899	70	.227		
	Total	37.431	73			

a.   Predictors (Constant), Promotion (P), Employee Empowerment (EE), HRM, training and development,

employee retentions.

b.   Dependent Variable: organizational success.

Coefficients [a]
Table 4.15 Item Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.368	.370		3.696	.000
	HRM	.522	103	.562	5.069	.000
	Employee Empowerment	.212	.099	.238	2.146	.035
	Promotion	-.077	.053	-.114	-1.469	.146
	Training and Development	-.777	.0223	-.73	-1.278	.0082
	Employee Retentions	-.1345	.135	.246	-.111	.000

a.   Dependent Variable: Organizations Success

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The correlation analysis calculated that HRM is .731 correlated with organizations success. The finally HRM is positively and significantly correlated with employee retention is proved. The correlation between capacity development and employee retention exist positively and significantly. If training and development is increased, employee retention would also increase and if there is no HRM plan or procedure then the organizations success would also decrease.

The correlation of employee empowerment and organizations success gave a positive value of .638 indicating again that the relationship is positive and significant. The finding stated that employee empowerment has a positive and significant correlation with organizations success is also proved. High the employee empowerment high the organizations success, low employee empowerment and low organizations success.

The correlation of promotion and organizations success is -.111 showing that there is negative and significant correlation between the variables. The finding on promotion correlated with organizations success could not be proven. If promotion is high then the organizations success would be high. The regression analysis computed that HRM impact on organizations success is .562 meaning that 56.2% HRM affect organizations success.

Employee empowerment regression value on organizations success is .238. The affect of employee empowerment on organizations success is 23.8% and promotion has a regression value of -.114 the negative impact on organizations success.The impact of Promotion (P), Employee Empowerment (EE), HRM, training and development, employee retentions.on organizations success is R square= .557 or 55.7% changes in organizations success.

The regression run on the effect of employee retention on organizations success also indicated that mentoring with 32.8% has higher effect on organizations success than the other measures, with training and development having quite a significant effect of 21.8% followed by shadowing with 0.5 % and coaching having no effect on employee performance. Trainings are also done regularly with adequate opportunity for staff to develop themselves.

Chapter Five

5. Summary, Conclusions and Recommendations

In Chapter four, data analysis and interpretation has been presented. In this chapter, major findings are going to be summarized and the subsequent conclusions are made. Based on the conclusion to study and makes recommendations to address weakness identified.

5.1. Summary

The purpose of this study aimed at finding the effects of employee capacity development on organizational success. In this regard study results have shown on the gender distribution of the respondents involved in the research work has presented with respect to gender. It can be observed from the table that, 91 representing 59.9 % of the respondents were males while 61 respondents representing 40.1 % were females. The results show that, the likelihood of a staff at US Embassy being male is higher than the probability of a staff being a female.

Result most of respondents are inspired by their job due to organizations have employees change management in mean difference of 3.4211 and the job allows them to plan on how to do their work in mean difference of 3.5066. There have colleagues who can turn to for support and guidance to them in mean difference of 3.7697. The table also reveals that all seven items had an acceptable mean of less than 2.5. These responses indicate positive perception from staff of the level of employee empowerment in US Embassy Addis Ababa.

Result on employee promotions, by investing time and money in employee promotions and capacity development, their organization demonstrates that it is actually invests in its employees upgrading in mean difference of 3.9342, 14. Their organization stands out as an organization that is very focused on continuous development of the skills and abilities of its employees mean difference of 3.3947, 15. They definitely thought that their organization invests more heavily in employee promotions than comparable organizations in mean difference of 3.9408, 16.

On Training and Development, respondents receive the regular training needed to do my job in mean difference 3.3289. They believed that the provided to the respondent the sufficient opportunities for training and development in highest mean difference 3.8421. The finding

shows that majority of the staff in the various departments of the respondent believe that their US embassy has invested in technology for delivery of training. Again, there has been some e-learning training provided to some staff at the embassy whilst majority also indicated that receives regular based training managed by facilitators.

The test indicates that the questionnaire is 87.2% reliable and can be replicated anywhere in the world with the average value of 75.7% of all 31 items in the questionnaire.

The correlation analysis calculated that HRM is .731 correlated with organizations success. The finally HRM is positively and significantly correlated with employee retention is proved. The correlation between capacity development and employee retention exist positively and significantly. If training and development is increased, employee retention would also increase and if there is no HRM plan or procedure then the organizations success would also decrease. The correlation of employee empowerment and organizations success gave a positive value of .638 indicating again that the relationship is positive and significant.

The correlation of promotion and organizations success is -.111 showing that there is negative and significant correlation between the variables. The finding on promotion correlated with organizations success could not be proven. If promotion is high then the organizations success would be high. The regression analysis computed that HRM impact on organizations success is .562 meaning that 56.2% HRM affect organizations success.

Employee empowerment regression value on organizations success is .238. The effect of employee empowerment on organizations success is 23.8% and promotion has a regression value of -.114 the negative impact on organizations success. The impact of Promotion Employee Empowerment (EE), HRM, training, development and employee retentions on organizations success is R square = .557 or 55.7% changes in organizations success.

The regression run on the effect of employee retention on organizations success also indicated that mentoring with 32.8% has higher effect on organizations success than the other measures, with training and development having quite a significant effect of 21.8% followed by shadowing with 0.5 % and coaching having no effect on employee performance. Trainings are also done regularly with adequate opportunity for staff to develop themselves.

5.2. Conclusion

The data statistics revealed that training and development is the most important factor in organizations success. The employers should provide capacity development opportunities for employees to gain new and advance business knowledge and application for organizational success. In the changing and dynamic nature of business environment human resource management depicted the source of competitive edge for embassy organizations success. So training and development not only enhances employee's capabilities but also improve organizations success. In employee promotions on organizations success plays an effective role which management should practice. Employee empowerment is another important strategy, which if applied carefully can lead to the retention of key employees. Employees are responsible to implement management policy and programs so their suggestions and ideas could help managers to take practical and relevant Employee empowerment is another important strategy, which if applied carefully can lead to the retention of key employees.

Employees are responsible to implement management policy and programs so their suggestions and ideas could help managers to take practical and relevant decisions for profitability. Managers should empower employees to take necessary on job decisions, which are pertinent to the business. Employees should be given importance in initiating their ideas to foster the culture of sharing and justice. If employees know that their voice is heard and taken in to account in implementation of business policy or plan they would be loyal and committed to their Organization.

The results show that promotions are not much valued by; in fact the employees demand empowerment and training is also complemented with promotions or compensation.
The study has revealed that promotion and employee retention are negatively and significantly correlated with organizations success. So employers should carefully design employee's promotion strategy. In the research it is indicated that promotion is not the priority of employees the preference is awarded to training and development and empowerment practices. The study carried out on banking sector computed that promotions be supplemented with employee capacity development and employee empowerment if employee retention and loyalty is needed.

5.3. Recommendation

Based on the key findings of this study and taking the result of the study as an exemplary finding, the researcher recommends the following, which will be helpful for the organization.

I.   Employee retention and further organizational success is based on the utmost importance of a strong, well-planned and executed training and development programs. Employee capacity building exercises and programs are introduced to increase knowledge, skills and abilities of employees while preparing them for career growth and strengthen their skill level. Trained employees are major contributors to the business need of an organization. Employees who are trained and empowered are apt to make the best strategic decisions, which yield goal oriented result.

II. U.S. Embassy needs great effort to clearly link employee promotion need with operational performance with long-term objectives. This can be achieved by giving proper training need assessments, organizational training and capacity building plans and resources with strategic objectives to create synergistic value.

III. Promotions of the employees need to be carefully designed as an employee retention mechanism since promotion and employee retention have negative correlation. Capacity development and employee empowerment has gained wider employee preference hence; managers should consider training and development and employee empowerment as a mechanism to retain a reliable and skilled work force.

IV. The study result of high respondents awareness about overall employee capacity development matrices indicates that the Embassy creates less familiarization regarding its employee capacity development matrices. So it is advisable that the either Americans or Local Supervisors should employee awareness creation of all relevant capacity development matrices through conducting trainings and discussion forums to achieve the desired results regarding them.

V.   US Embassy needs great effort to clearly practice on short-term capacity development with long-term objectives. This will enable the result of employees' capacity development to predict a possible attainment of organizational success strategic objectives.

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Appendix

Addis Ababa University
College of Education & Behavioral Studies
Department of Educational Planning & Management
(Human Resource Management & Organizational Development in Education)
Questionnaires for Employees

Dear Respondents:

As part of my study, I am undertaking a study on the title: Effects of Employees Capacity Development on Organization Successes in US Embassy Addis Ababa, Ethiopia. I hereby request you to answer all questions to the best of your knowledge.

Confidentiality

I hereby assure you that all information obtained through this questionnaire will be used for only academic purposes and will be handled and stored with the highest order of confidentiality. Please do not write your name anywhere on the questionnaire.

Questionnaire

The objective of this questionnaire is of analyzing Effects of Employees Capacity Development on Organization Successes. Your response has great importance to achieve the objectives of the study, so you are kindly requested to answer the questions carefully.

Part One

Demographics of respondents

1. **Department** _____

2. **Position**_____

Please circle or underline for the below questionaries'

1. **Gender:**
   a) Male
   b) Female

2. **Age**
   a) Age: 21 – 25 years
   b) 26 – 30 years
   c) 31 – 35 years
   d) 36 – 40 years
   e) 41 – above years

3. **Marital Status**
   a) Single
   b) Married
   c) Divorced

4. **Level of Education:**
   a) Diploma
   b) Bachelor degree
   c) Master degree
   d) Others, please specify _____

5. **How many years have you spent in this US Embassy?**
   Service in years
   a) 1 – 5 years
   b) 6 – 10 years
   c) 11 – 15 years
   d) 16 – 20
   e) Above 20 years

6. Have you received the training since you occupied your present post related to the tasks you are expected to perform?

   a. Yes, very much

   b. Yes, but only somewhat

   c. No, not related

   d. No training received

7. Since you have occupied your present post, have you tried to obtain another post?

   a. Yes, a post within the same office of embassy

   b. Yes, a post within the embassy

   c. Yes, a post outside of the embassy

   d. No

8. Please indicate the most difficult challenges you face to perform your work effectively and efficiently (more than one answer is possible):

       a. Lack of coordination

       b. Lack of guidelines

       c. Lack of reliable data

       d. Lack of knowledge and skills in ICT

       e. Lack of familiarity of tasks

       f. Lack of adequate resources (computers, paper, etc.)

       g. Lack of support

       h. Lack of job security

       i. Lack of time (work overload)

       j. Others: _____

Part Two

Regarding this aspect of the study respondents were required from the statements below indicate your level of agreement or disagreement. There are no correct or wrong answers. Please use the scale indicated below indicates your level of agreement or disagreement:

1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

GROUP VARIABLE

VAR.1	Effects Of Employees Capacity Development On Organization Success	5	4	3	2	1
i.	**Human Resource Management**					
1	Human Resources Office settle strategic advice to employee development being as superiors and it is well effective					
2	Staff supervisors share experiences on job performance and organizations schedule.					
3	HR Office have well experienced expert on promoting and strategically managing employees on knowledge acquisition					
4	HR Office developed employees potentials by following expert advice from their supervisor					
ii.	**Employee Empowerment**					
1	I feel energized and empowered at work because of organizations incentives and empowerments					
2	I am inspired by my job due to organizations have employees change management					
3	I am allowed to decide on how to go about doing my job					
4	The job allows me to plan on how to do my work					
5	There are colleagues I can turn to for support and guidance					
6	My work impacts positively on embassy work in my department					
7	My organization really cares about my work and my social welling					

iii.	**Employee Promotion**					
1	The organization invests time and money in employee promotions and capacity development, my organization demonstrates that it actually invests in its employees upgrading					
2	My organization invests heavily in employee development (for instance, by promoting by the level, programs and career development)					
3	My organization stands out as an organization that is very focused on continuous development of the skills and abilities of its employees					
4	I definitely think my organization invests more heavily in employee promotions than comparable organizations					
5	By way of practices such as developmental performance appraisal, counselling systems, competence development programs, and leadership development programs, my organization clearly demonstrates that it values promotions by the skills and abilities of its employees.					
6	I'm confident that my organization providing for the necessary promotions and motivations to solve any new tasks I may be given the future					
7	My organization is effective in meeting employees' requests for internal job transfers and promotions					
iv.	**Employee Retention**					
1	Employee Retention can Achieve goals assigned by giving better salary					
2	Organizations is Respect schedules and deadlines of working time					
3	Learn new working methods to decline employee turn over					
4	It Concentrate all energy to empower and engage employees to be retain in organization instead on work					
5	It Collaborate with other colleagues to empower them up					
6	It Work with people of diverse backgrounds					

7	We have good relations with direct superiors and Human Resource Management					
8	Organizations staff building is really concerned and it Work in a team to obtain better employees let the sustain on work					
v.	**Training and Development**					
1	I am provided with information for training and development					
2	The objectives for training and development are communicated					
3	I receive the regular training needed to do my job					
4	I am provided the sufficient opportunities for training and development					
5	I receive the training I need to do my job					
vi.	**Organizational successes depending**					
1	Due to Staff building					
2	Due to Employee capacity building					
3	Due to Employee Performance					

***** Source: from logical assessments of theoretical literature review of researcher's portrayed on conceptual framework originally taken, 2017.

Part Three:
Open Ended Questioners

I. Please read the following critical employee capacity development related question and write what you are intended to write.

1. What Activities is currently Performed to Enhance Employee capacity Development?

----

2. How do you see employee perception towards the effectiveness of a training provided and/or Manpower Development practices at the American Embassy?

----

3. What have you done to improve your skills lately? ---

----

4. What has been the most difficult training situation that you have had to deal with and what did you do? ---
----

----

5. How often do you reinforce to empower employees to retain their newly acquired skills? ---
----

----

6. What are challenges hampering the effective implementation of the employee capacity-building framework at the American Embassy? -----------------------------------
----
----

7. What is the greatest other unviewed challenge facing your organization? ---------------

----