

**The Effect of Capacity Building on Employees
Performance: A Field Study in Real Estate
Development Companies in Jordan**

أثر بناء القدرات على أداء الموظفين: دراسة ميدانية في شركات التطوير
العقاري في الأردن

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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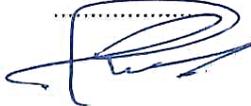
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In gratitude,”

Ahmed Abdulkudos Almarwani

Dedication

I dedicate this significant achievement to my life partner, my wife, and to my beloved family. Their unwavering support has paved the path for me to successfully complete this thesis, enriching my journey and shaping me into a better person. To my wife, parents, and sisters, you are the epitome of excellence, and I am humbled by the privilege of having you in my life. I aspire to be worthy of your love and admiration, as you continually inspire me with your remarkable qualities.

Furthermore, I express my heartfelt gratitude to my brother, who serves not only as my sibling but also as my mentor. His guidance has been a beacon of light, illuminating the darkest moments of my life and leading me towards growth and self-discovery. I am inspired by his wisdom and integrity, and I strive each day to emulate his admirable qualities.

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Abstract

This study aimed to demonstrate the effect of capacity building on employees' performance in real estate development companies in Jordan. To achieve the study's objectives, the analytical descriptive approach was chosen for its suitability. The primary instrument utilized was an electronic questionnaire, meticulously evaluated for validity and reliability. The study involved a random sample of 102 employees from 10 real estate development companies in Jordan.

To address the study questions and hypotheses, descriptive and inferential statistical methods were employed using the Statistical Package for the Social Sciences (SPSS). The study uncovered several findings. Firstly, it revealed that there is high level of capacity building effect on employees' performance in the real estate sector in Jordan. Furthermore, a statistically significant effect of capacity building effect on employees' performance was identified.

Based on these findings, the study suggests several recommendations. Most importantly, it recommends that real estate development companies in Jordan should invest more resources in capacity building to achieve and maintain high employees' performance which can results in better overall results.

Keywords: Employees Performance, Capacity Building, Real Estate Development Companies, Jordan.

أثر بناء القدرات على أداء الموظفين: دراسة ميدانية في شركات التطوير العقاري في الأردن

إعداد

أحمد عبد القدوس المروني

إشراف

الأستاذ الدكتور عزام أبو مغلي

الملخص

هدفت هذه الدراسة إلى إظهار تأثير بناء القدرات على أداء الموظفين في شركات تطوير العقارات في الأردن. لتحقيق أهداف الدراسة، تم اختيار النهج الوصفي التحليلي لملاءمته. الأداة الرئيسية المستخدمة كانت استبيان إلكتروني تم تقييمه بدقة لضمان صحته وموثوقيته. شملت الدراسة عينة عشوائية من 102 موظفاً من 10 شركات تطوير عقاري في الأردن.

للتعامل مع أسئلة الدراسة وفرضياتها، تم استخدام الأساليب الإحصائية الوصفية والاستدلالية باستخدام حزمة البرمجيات الإحصائية للعلوم الاجتماعية (SPSS). كشفت الدراسة عدة نتائج. أولاً، كشفت عن وجود مستوى عالٍ من تأثير بناء القدرات على أداء الموظفين في قطاع العقارات في الأردن. علاوة على ذلك، تم تحديد تأثير إيجابي وملحوظ إحصائياً لبناء القدرات على أداء الموظفين. استناداً إلى هذه النتائج، تقترح الدراسة عدة توصيات. ومن الأهمية بشكل خاص، أن تقوم شركات تطوير العقارات في الأردن بتخصيص مزيد من الموارد لبناء القدرات لتحقيق والحفاظ على أداء الموظفين العالي، مما يمكن أن يؤدي إلى تحقيق نتائج عامة أفضل.

الكلمات المفتاحية: أداء الموظفين، بناء القدرات، شركات التطوير العقاري، الأردن.

CHAPTER ONE

Study Background & Significance

1.1 Introduction

1.2 Problem Statement

1.3 Study Objectives

1.4 Study Significance

1.5 Study Questions & Hypotheses

1.6 Study Model

1.7 The Limits of the Study

1.8 Study Limitations

1.9 Operational Definitions

CHAPTER ONE

Study Background & Significance

1.1 Introduction

The real estate development industry in Jordan is dynamic and constantly evolving. To remain competitive and achieve success in the Jordanian markets, real estate companies must invest in their most valuable asset: their employees. A study by (Jackson and Ruderman, 1999) highlighted that employees' development programs contribute to increased job satisfaction, employees' commitment, and overall organizational performance. Capacity building initiates a pivotal role in equipping employees with the knowledge, skills, and trainings needed to perform effectively to contribute to achieving organizational goals and fostering a skilled and adaptable workforce capable of meeting industry demands. The study's main focus is analyzing and examining capacity building effect on employees' performance in the real estate development companies in Jordan.

Capacity building has a range of activities such as business development, strategic planning, technology upgrades, and management training. It demonstrates a link between these goings-on and improve the overall effectiveness of the organization Light, 2004. The main involvements of capacity building are implemented to develop, enhance, and improve the skills and abilities of the employees, organizations and society as a whole, enabling employees to identify and manage their professional challenges and tasks effectively. The overall goal of companies is to increase its value and fulfill its mission, demonstrating capacity building is key to reach that goal by empowering its employees with useful yet essential skills (UNDP, 2009).

Organizations continually reach to enhance their effectiveness through modifying and enhancing their environment. Capacity building assists these organizations to

improve their staff knowledge and productivity. Initially, this process helps support employees' ability to meet the required task and goals of the organization. The overall process concludes an improvement in the organizational performance. Capacity building, deemed a strategic imperative in today's dynamic world, extends beyond merely enhancing the skills and knowledge of human capital and organizations. It is a continuous process encompassing social capital, intellectual capital and organizational capital to maximize results from production factors (Hargreaves, 2011). Furthermore, the importance of aligning Employees development with organizational goals has been emphasized by (Noe, 2013), who argued that effective training programs lead to improved Employees performance and enhance organizational competitiveness. Ku & Yuen (2013) defined capacity building as a set of activities that assist employees within an organization to tackle professional tasks and improve the overall performance of the organization.

Workplace capacity building supports employees development through interventions such as the skills development act (Tahir et al., 2015). The real estate industry, being highly competitive and subject to rapid changes, requires a workforce that is not only well-versed in traditional real estate practices but also adaptable to emerging trends and technologies (Smith, 2017). In today's dynamic economy, adaptability of organization to the changing landscape is recognized as a critical factor for business success (World Bank, 2019).

The performance of employees has been considered as a major indicator to measure any organization overall productivity performance. (Mefi & Asoba, 2021) stated that employees help organization achieve most advantages in the business world through their inputs. Employees are considered to have the outmost effect on the organization performance. Moreover, they are an important asset within the organization that help

achieve the business goals Positive Employees performance essentially contributes to the business success and further business development for any organization, and Employees performance is treated as one of the criteria to evaluate efficiency and business outcomes. For that reason, organization should invest more on developing employees' knowledge and skills to enhance their overall performance and compete in the today's dynamic world of economy. (Almaamari & Husain, 2021).

Spanning dimensions such as knowledge and skills development, training programs, rewards scheme, and organizational support for career development (OSCD). Capacity building serves as a cornerstone for fostering a workplace culture conducive to continuous improvement and growth. The intersection between capacity building and employees performance is a critical area of inquiry, exploring how empowering employees with the right tools, skills, and support mechanisms can impact the main dimensions of employees' performance, specifically employees task, contextual, and adoptive performances. This study aims to delve into the effect of capacity building on employees' performance in the real estate development industry in Jordan. Is it a positive effect that could enhance the level of performance and productivity of the employees which leads the organization to compete in the market, or it does not have a significant effect on employees' performance in the real estate development companies in Jordan. This study aims to examine the effect of capacity building programs on Employees performance in the real estate development industry.

1.2 Problem Statement

Investing in capacity building initiatives may equip employees in the real estate development sector in Jordan to adapt to market dynamics, improve client engagement, and embrace new technologies, ultimately impacting employees' performance outcomes.

While previous literature has demonstrated mix and inclusive results regarding the relationship between capacity building and employees performance. Literature such as, Gull and Jan (2012). their study suggested the importance of investing in capacity building to achieve organizational goals. Doing so, by providing knowledge and skill training for employees to help improve the growth of the organization. Moreover, Gull and Jan also discussed the important for organizations to adjust to the market dynamic and blend in with the trend of capacity building to have a chance to compete in such market (Gull et al., 2012). Sharing the thought of Gull and Jan, Roubaie (2010), came up with the same realization of the how important capacity building in the overall organizational growth. Suggesting that impact of capacity building increase human capital and new dimensions for development as a positive value addition to the economy. Furthermore, Groot referred to capacity building as the development of skills, attitude and knowledge in a short term to achieve a long term positive outcome (Groot & van der Molen, 2000; Millar & Doherty, 2016).

The general thought is concluded that capacity building has a major positive effect on employees' performance level. Giving the fact that no study in this topic was conducted in Jordan. The problem of the study is to attempt to address the difficulties and challenges faced by real estate development companies in Jordan such as hyper-competition, competent personnel, employees' turnover, and satisfactory employees' performance. Capacity building may present a probable solution to address the performance challenges faced by those companies. Investing in capacity building initiatives that are customized to the needs of employees may equip and empower them to adapt to market dynamics, improve client engagement and embrace new technologies. Based on three exploratory interviews with employees in the real estate sector in Jordan, several key concerns emerged. Employees expressed significant worries about how to

effectively deal with increasing competition, high employee turnover rates, and challenges in maintaining satisfactory employee performance. These interviews underscored the pressing need for strategies aimed at enhancing workforce stability and productivity. Capacity building was frequently mentioned as a potential solution to address these performance challenges. Therefore, the study is opt to examine the effect capacity building has on employees performance outcomes within real estate development companies in Jordan.

1.3 Study Objectives

The primary objectives of this research are as follows:

- 1- Presenting a theoretical framework of capacity building and employees performance based on previous related literature and studies.
- 2- Determining the level of application of capacity building and employees performance in real estate development companies in Jordan.
- 3- Determining the effect of capacity building with its dimensions (development of knowledge, development of skills, training programs, organization support for career development) on employees' performance (task performance, contextual performance, and adoptive performance) in real estate development companies in Jordan.

1.4 Study Relevance

This study will contribute to the existing body of knowledge by providing insights into the effectiveness of capacity building programs in enhancing employees performance in real estate development companies in Jordan. Findings from this study can guide organizations in optimizing their training and development efforts, leading to a more skilled and motivated workforce. Additionally, the study's outcomes may present

valuable and insightful information and data that could possibly formulate a strategy to improve the overall productivity and competitiveness of the real estate sector in Jordan. The implications of these findings extend beyond individual companies to the broader industry, potentially influencing policies and practices that could enhance the real estate sector's growth and sustainability in Jordan.

1.5 Study Questions & Hypotheses

1. What is the level of capacity building in real estate development companies in Jordan?
2. What is the level of employees' performance in real estate development companies in Jordan?
3. Is there an effect on capacity building with its dimensions (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) on employees' performance (task performance, contextual performance, and adoptive performance) in real estate development companies in Jordan?

Out of the above the above main questions, the following sub questions are as follows:

3.1: Is there an effect of capacity building on task performance in real estate development companies in Jordan?

3.2: Is there an effect of capacity building on contextual performance in real estate development companies in Jordan?

3.3: Is there an effect of capacity building on adoptive performance in real estate development companies in Jordan?

Study Hypotheses

The current study seeks to test the following hypothesis:

H01: There is no statistically significant effect at ($\alpha = 0.05$) of capacity building with its dimensions (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on employees performance (task performance, contextual performance, and adoptive performance) in real estate development companies in Jordan.

The above main hypothesis is divided into the following subs:

H01.1: There is no statistically significant effect at ($\alpha = 0.05$) of capacity building with its dimensions (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on task performance in real estate development companies in Jordan.

H01.2: There is no statistically significant effect at ($\alpha = 0.05$) of capacity building with its dimensions (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on contextual performance in real estate development companies in Jordan.

H01.3: There is no statistically significant effect at ($\alpha = 0.05$) of capacity building with its dimensions (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on adoptive performance in real estate development companies in Jordan.

1.6 Study Model

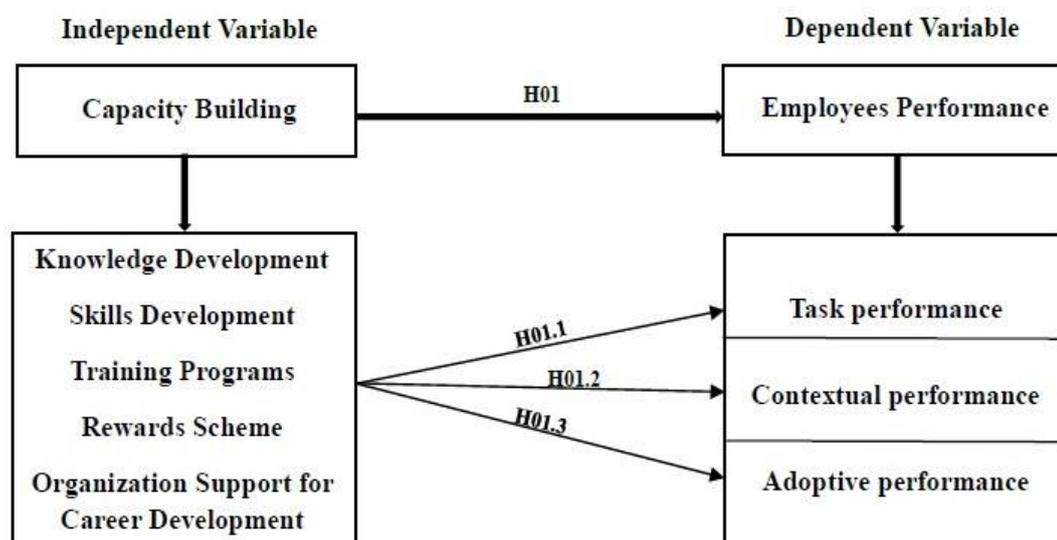


Fig. 1.1: The Study Model

The study model was developed based on the following previous studies:

Independent variables: Makau (2017) and Tahir (2015)

Dependent variables: Liu & Chen (2022)

1.7 The Limits of the Study

- Time constraints: The study was conducted during the second semester of the year 2023/2024.
- Participant limitations: The study tool was administered to employees across all organizational levels within real estate development companies in Amman.
- Geographic boundaries: The study was conducted specifically within 10 real estate development companies in Amman that agreed to participate: Alsaudi Real Estate Development Company, Abdoun Real Estate, Al-Deera Real Estate Group, Green Mile – Jo Real Estate, Mirath Real Estate, Al-Eqbal Real Estate Development, Opal

Housing Group, Al-Manar Group, Konya Real Estate Development Company, And Al-Shaaeir Real Estate Group.

- Scope limitations: The study focused on two variables, namely capacity building as an independent variable and employees' performance as a dependent variable.

1.8 Study Limitations

The study aims to comprehensively investigate the real estate development companies in Jordan, with a specific focus on the activities and practices of real estate development companies in Jordan during the first semester of the academic year 2023-2024. The study will also delve into various aspects of these companies, including their knowledge development, skills development, training programs, rewards scheme, and organization support for career developments.

Additionally, this study will explore the effect that capacity building has on employees' performance in the real estate development companies in Jordan, examining task performance, contextual performance, and adoptive performance of their employees. By gaining insights into the challenges and opportunities faced by both companies and employees, this study seeks to provide valuable recommendations for enhancing the efficiency, effectiveness, and sustainability for real estate development companies in Jordan.

1.9 Operational Definitions

- Capacity building is a structured method of evaluating the outcomes and effectiveness of development initiatives on employees and organizations. This process contains measuring changes in skills, knowledge, and capabilities through assessments and monitoring performance metrics. Its main goal is to aim at enhancing the capacity of employees, group of employees, organizations, or overall

systems to achieve professional goals and better performance. Capacity building is an evolving long-term focused process. Its main objective is enhancing the overall performance across all levels of the organization and contribute to long-term sustainability. Capacity building involves altering aspects of an organization's environment, which should subsequently enhance employee knowledge and productivity. In this study, capacity building comprises five dimensions: knowledge development, skills enhancement, training programs, rewards systems, and organizational support for career advancement. It is measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (1.1-1.25).

- Knowledge development is the process of integrating, analyzing and collecting isolated data into useful knowledge that can be shared among employees within the organization to improve efficiency and the of overall growth of the business. It is measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (1.1-1.5).
- Skills development are the process of enhancing employees technical and behavioral skills through investing resources on programs, opportunities, and initiatives, that ultimately boosts employees' productivity. It is measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (1.6-1.10).
- Training programs are programs that help employees gain useful information, new skills, and opportunities for professional development. Training programs help employees better their effectiveness which translates to better organizational performance. It is measured by the degree of response of the study sample to the

paragraphs prepared for this purpose in the scale specified for through the questions numbers (1.11-1.15).

- Rewards Scheme are structured programs that are implemented by organizations to recognize and reward employees for their accomplishments, contributions and achievements. Doing so, helps organizations sustain a competitive advantage within the market by motivating employees to always excel in their duties. It is measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (1.16-1.20).
- Organization Support for Career Development (OSCD) is the provision of resources, opportunities, and guidance by an organization to facilitate the career growth and advancement of its employees. It is measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (1.21- 1.25).
- Employees performance defined as the result or level of success of an Employees within a company as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, speed, efficiency, and quality of work. It consists of three dimensions in this study such as task performance, contextual performance, and adoptive performance. Assessing the overall performance of employees that work in the Jordanian real estate's development companies. It is measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for through the questions numbers (2.26-2.40).
- Task performance explores the efficiency, quality, and speed of employees undertaking tasks within the organization, providing insights into the effectiveness of tasks towards organizational productivity. It is measured by the degree of

response of the study sample to the paragraphs prepared for this purpose in the scale specified for question numbers (2.26- 2.30).

- Contextual performance is known as a set of behaviors that assist, support, and develop the organization's efficiency and its employees through cooperative, supportive, and facilitative efforts that go beyond expectations. It is measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for question numbers (2.31- 2.35).
- Adoptive performance refers to employees' ability for adaptation to changing and dynamic work situations. Moreover, their capability to modify behavior according to the requirements of new environments, situations, or events. Adoptive performance focuses on the ability to accept and deal with problems, emphasizing resilience, problem-solving skills, and the capacity to adjust to changing circumstances to maintain productivity and effectiveness in the face of challenges. It is measured by the degree of response of the study sample to the paragraphs prepared for this purpose in the scale specified for question numbers (2.36-2.40).

CHAPTER TWO

Theoretical Framework and Previous Studies

2.1 Theoretical Framework

2.1.1 Capacity Building

2.1.1.1 Knowledge Development

2.1.1.2 Skills Development

2.1.1.3 Training Programs

2.1.1.4 Rewards Scheme

2.1.1.5 Organization Support for Career Development

2.1.2 Employees Performance

2.1.2.1 Task Performance

2.1.2.2 Contextual Performance

2.1.2.3 Adoptive Performance

2.2 Previous Studies

2.3 What differentiates the Current Study from Previous Studies

CHAPTER TWO

Theoretical Framework and Previous Studies

2.1 Theoretical Framework

2.1.1 Capacity Building

The main competences of capacity building are organizational motivations and resources. Employees that represent a certain level of above average in capacity, tend to perform much better than those who don't. The reason behind that is because they possess a high level of knowledge and skills. Moreover, they keep on developing those skills making them an important asset to the organization (Fullan, 2010). Essentially, capacity building often encompassing the development of skills and knowledge, plays a crucial role in shaping the competencies of employees within organizations. In the context of the real estate sector, which is characterized by its intricate and evolving nature, the need for a highly skilled and adaptable workforce is paramount. Within the unique landscape of Jordan's real estate development sector, studies have started to shed light on the specific challenges and opportunities.

(Hargreaves, 2011) discusses the importance of system redesign for capacity building, highlighting the need for organizations to evolve their structures to support continuous learning and skill development. The role of organizational support for career development (OSCD) becomes particularly relevant in this context, as it aligns with the broader goals of capacity building. (Tahir et al., 2015) argue that organizational support mechanisms significantly contribute to the professional growth of employees. As organizations in Jordan strive to navigate the complexities of the real estate development industry, understanding the nuanced interplay between capacity building initiatives and employees performance becomes crucial.

Capacity building has three main aspects. First, individual level. Individual capacity comes from the conditions an employee is surrounded by within the organization such as competition, knowledge, skills, etc... Second, an institutional level. Institutional level concerns organizations development. And lastly, the societal level. Social capacity building concerns the government. The common aspect between the three elements of capacity building is the development of knowledge and skills to achieve overall efficiency (UNCEPA, 2006).

Capacity building can be imposed with project development in order to have a stronger organization and to be adoptive to changes. Therefore, capacity building is a human resource development and organizational development (UNESCO, 2010). Capacity building support include organizational and institutional support in different aspects. These support include developing knowledge, enhancing skills, influencing efficiency, and encourage productivity. (WRI, 2008). Measuring and evaluating capacity building is through scheme of competences. That analyzes the improvement rate resulted from the long-term development (IPMA, 2009).

2.1.1.1 Knowledge Development

(Mirzaee and Ghaffari, 2018) contend that knowledge is a vital strategic resource for acquiring assets and developing intangible companies' capabilities, which can drive corporate growth, value creation, and competitiveness. Their study explores the impact of information systems on knowledge sharing. The findings indicate that aspects of information systems, including service quality, system quality, and technology, are crucial for facilitating knowledge exchange among company's staff. This swift information exchange, in turn, enhances the effectiveness of companies' activities and improves interactions with both internal and external stakeholders. Knowledge development within

companies constitutes of improving and managing employees' knowledge. Doing so, organization tend to gain control over employees' performance, making it better and more effective. Investing resources to develop knowledge within an organization is key factor in enhancing the overall performance of the organization's initiatives (Morris, 2001). According to (CCOE, 2024), organizations tend to define the development of knowledge as a process of managing, analyzing, and collecting data that were isolated and turning it into useful bodies of knowledge that can be used as an asset for organizations. The assessment role of knowledge development practices is critical antecedent of knowledge management effectiveness. They examine how information technology infrastructure drives knowledge development productivity, organizational effectiveness, and innovation (Roldan, 2018). In recent decades, understanding the factors driving economic growth has significantly evolved in the context of fostering a knowledge-based economy. Consequently, modern research on knowledge development is increasingly focused on exploring opportunities to expand and apply this knowledge (Bilan et al., 2023). (Masa'deh et al., 2019) examines how the technological infrastructure of knowledge management enhances job satisfaction. The findings demonstrate that a robust technical infrastructure for knowledge management has a significant positive impact on job satisfaction. Technology facilitates the creation of new knowledge through information and communication systems, which integrate disparate information flows and technologies. Consequently, communication barriers between different structural units within the organization are eliminated.

2.1.1.2 Skills Development

According to Sousa, 2014. Stated that developing skills is essential for comprehending the mechanisms behind the development and implementation of technological, organizational, and market innovations. This encompasses personal growth

competencies such as cognitive, social, and relational skills, alongside technical, management, and business proficiencies. Business strategies and management systems within organizations is critical to succeed. Moreover, competing in a dynamic market locally and internationally require a certain level of initiating programs that help employees improve their skills and performances. Identifying the important aspects that need to be improve and tackle them by skills development is a key business move that helps organization sat competitive in today's dynamic market. In today's rapidly evolving business landscape, the imperative of skills development has emerged as a cornerstone of organizational success. Smith and Jones (2023) emphasized on the ability to adapt, innovate, and thrive in dynamic environments hinges upon the continuous enhancement of employee skills. They argue that in an era characterized by technological disruption, globalization, and shifting consumer preferences, businesses must prioritize skills development to remain competitive and future-proof their operations. The article highlights the multifaceted benefits of skills development for both individuals and organizations. Through upskilling and reskilling initiatives, employees are equipped with the knowledge, competencies, and confidence to excel in their roles and contribute meaningfully to organizational objectives. By investing in the professional growth and development of their workforce, businesses foster a culture of innovation, agility, and high performance. In the context of digital transformation, there is an increasing necessity for lifelong learning, which strengthens the connection between education, training, and the workplace. To meet the demands of a competitive workforce, employees must continually develop skills and competencies to innovate, design, program, create, and build digital technology (Iivari et al., 2020). This ongoing development is crucial for businesses to remain competitive and adapt to market changes.

2.1.1.3 Training Programs

Training programs are acknowledged as a key driver of company's effectiveness expansion. It fosters the development of skills and imparts the necessary knowledge for employees to achieve self-reliance through knowledge and education. A primary goal of training programs is to equip employees, managers, and aspiring entrepreneurs with the skills and inspiration to foster business in various business industries of their preference (Okoli, 2022). Effective training programs prove to be beneficial for long term effectiveness for companies in the market in numerous ways. It plays a crucial role in building and sustaining strength at both the individual and organizational levels, thereby contributing to company's process change (Ezigbo, 2011). Training programs are a structured programs designed to equip employees with the skills and mindset necessary for discovering and launching new ideas (Cope, 2005; Katz, 2007). According to the (Kauffman Foundation, 2009), training provides employees with the knowledge and skills to identify opportunities that others might overlook, enhancing their self-esteem and ability to act where others may falter. This includes companies that capitalize on opportunities to manage resources despite risks and initiate start-ups. (Mel Kleiman, 2000). Addressed that management skills, operational skills, and orientation are considering an essential part of training programs. skills of employees. These essential categories are considered an important aspect of training programs. The reason why organizations should invest more resources in training programs is to enhance their overall organizational performance. To do so, organizations should focus on their most important asset, their employees to be well trained (Kleiman, 2000). These studies address the importance of having training programs within companies to enhance the overall performance and gain competitive advantage.

2.1.1.4 Rewards Scheme

Rewards schemes play a crucial role in employees' motivation and the impact of reward systems on motivation, satisfaction, and performance. These elements are critical for companies' efficiency and profitability. Motivation drives individuals to work hard, enhancing productivity and performance (Korlen et al., 2017). Rewards recognize employees for exceptional work, fostering continuous performance improvement, career growth, and morale boosting (Ngwa et al., 2019). The focus motivating the unmotivated staff and job dissatisfaction, which lead to further progressions. Addressing the root causes is essential to implementing effective measures. Motivational theorists have long recognized that employee motivation influences performance, making it crucial to allocate adequate resources to make employees feel valued (Rai et al., 2018). Rewarding employees for their achievements have been a strategic way for many companies to motivate their employees. Also known as recognition programs, recognizing employees' effort and performance by rewarding them with different kinds of rewards. This method has helped many companies to stay competitive in the markets and encourage their employees to perform at their best within the company (McAdams, 1995). These rewards come in different forms. There are financial rewards, recognition rewards, travel rewards, and promotional rewards. These rewards create an environment where employees tend to better their performance which translates towards a better performance (Brun, 2008).

2.1.1.5 Organization Support for Career Development

OSCD is referred to as organizational support for career development. OSCD is a program that promises career development within the organization. OSCD comes in many ways, career planning, mentorship, coaching, teaching, and promotion programs. All these aspects of organizational support for career development encourage employees to

perform well at the organization. management or organizational sponsorship. It refers to the programs, processes and assistance provided by an organization to support and enhance employees career success (Orpen, quoted in Barnett & Bradley, 2007). (Tobin, 2017) asserts that for organizational development for career programs to be cost-effective, employees must immediately apply what they've learned to address business problems and competitive challenges. Without this immediate application, OSCD programs become an unaffordable luxury for most organizations. Employees who perceive their programs as valuable are eager to implement their new knowledge and skills. To stay competitive, organizations must fully leverage their employees' capabilities, thereby avoiding the waste of time, money, and resources. This commitment is evident in staffing policies that emphasize the importance of skill and capability development. The objective should be to align the organization's needs with the training needs of its staff (Cable et al., 2018). OSCD also consists of several strategies, one of whom is employees' retention. Employees tend to retain in organizations the invest resources in organizational support for career development⁷ (Sturges et al., 2002; Barnett & Bradley, 2007).

2.1.2 Employees Performance

Organizations effectiveness relies entirely on employees' performance. Capacity building has been one of the main tools to develop employees' performance. Ranging from training, and development programs that assist employees to improve their professional performance and make a positive impact to their organizations. Studies based on the broader analysis of hindering and enabling factors suggest that the traditional focus on organizations or on training may not be the most effective site for action. Other studies suggested that other factors play into the development of employees' performance other than capacity building. Factors such as social and economic stability. As well as political. Moreover, organizational cultures play a major role dictating the level of employees'

performance as well as effective management practices has a major impact on employees' performance (Grindle, 1997).

Employees' learning describes the knowledge that's acquired with employees' curiosity to learn. A useful mindset very few employees have to learn new knowledge and ways of doing certain job duties. Employee competency and abilities will grow as a result of their learning (Dixon, 1999). The competencies and abilities improve workers' output and performance. Moreover, skill growth refers to an employee's increased level of skills. Training and mentoring also play a major role to increase employees' skills and knowledge which signifies improvement in employees' performance.

Cascio (1992) talks about in his study that performance is basically about how well employees do their job tasks. Cascio also pointed in study that there should be a certain grading criteria called them standards that employees should aim at. Meeting the right standards represents well performance. Organizations should always strive to develop these aspects to translate them into an effective overall performance. These standards should meet the objectives of the company to reach better standings in the markets. The idea of analyzing employee performance is to compare it to these standards and figure out what the person's strengths and weaknesses are, taking into account both personal traits and job skills (Goss, 1994).

Once we've looked at how individuals are doing, the next step is to come up with a plan to help them do better and improve the team's overall results. Most organizations ignore the fact of how employees reach the level of high performance. Moreover, they tend to see the results only without the steps that lead towards the development of those performances. For example, Joyce & Glynn (1989) found that one particular approach to employee development made a big difference in performance when it was given enough

time and support to really work. More studies like this are needed to confirm what most people already think: employee development really can make a difference in how well staff perform.

It's pretty well accepted that good development programs can change how employees do their jobs. Whether it's training, individual assessments, or something else, helping employees develop remains super important for making sure they do their jobs well and the team performs at its best. Training programs has major positive effect towards the performance of employees. Which in result, the development translates into a better and more effective organizational performance. Therefore, organization should invest more resources in these developments to compete in today's market (Gupta, 1999).

The literature underscores that a well-structured approach, integrating dimensions like skill development, knowledge enhancement, and organizational support, can be a cornerstone for fostering a workplace culture conducive to continuous improvement and growth

2.1.2.1 Task Performance

There are two types of task performance. One consists of activates that transform raw materials into goods and services that are the organizations products. They include activates such as selling merchandise in retail store, operating a production machine in manufacturing plant, teaching in school, performing surgery in a hospital, cashing checks in a bank. A second type of task performance consists of activities that service and maintain the technical core by replenishing its supply of raw material; distribution its finished products; or providing important planning, coordination, supervising, or staff functions that enable it to function effectively and efficiently. Thus task performance bears a direct relation to the organization's technical core, either by executing its technical

processes or by maintaining and servicing its technical requirements (Motowidlo et al., 1997). Understanding what drives individuals to excel in their task performance and what encourages them to remain with their company is affective commitment. Affective commitment has been a central focus in companies' behavior research for decades, aimed at achieving competitive advantage (Albrecht et al., 2015). According to Clarke & Mahadi, 2017. they indicated that level of respect importance in terms of status and relationship quality. Their study, however, emphasizes respect-generating behaviors, providing a new perspective on defining and operationalizing respect which result in a higher task performance quality. (Carmeli et al., 2015). By examining respect as a precursor to task performance, this method tends to enhance factors that drive these critical individual outcomes and achieve higher and more positive task performance.

2.1.2.2 Contextual Performance

Contextual performance does not contribute through the organization's core technical processes but it does maintain the broader organizational, social, and psychological environment in which the technical core must function. It includes activates that promote the viability of the social and organizational network and enhance the psychological climate in which the technical core is embedded activities such as helping and cooperating with others; following organizational rules and procedures (Motowidlo et al., 1997). Previous research supports the idea that individuals can accurately perceive the personality traits of others, particularly when given information about their performance (Connelly & Ones, 2010). Contextual performance may serve as a source of performance information that helps observers make inferences about a person's personality. For example, (Rosopa et al., 2013) discovered that observers of organizational citizenship behaviors tend to make internal attributions regarding why individuals display certain behaviors. Specifically, employees who exhibited altruistic behavior were perceived as

more extraverted, agreeable, and conscientious compared to those who did not engage in such behavior. Nonetheless, evaluating and managing performance remains one of the more complex and critical issues organizations have struggled with in recent years, particularly because of the changing nature of work (Chiaburu et al., 2017). Contextual performance in terms of behavior that contributes to organizational effectiveness. Contextual performance refers to behaviors that improve organizational effectiveness through its effects on the psychological, social, and organizational aspects of the job done by employees (Motowildo and Kell, 2012).

2.1.2.3 Adoptive Performance

The capacity for adaptation to dynamic work situations and to the capability to modify behavior according to the requirements of new environments, situations, or events. One specific form of organizational change, which continues to have a great impact on attempts of public sector transformation attempts, is the adoption of new managerial instruments, which are often borrowed from the private sector. In particular, great emphasis has been put on managers' performance appraisal and reward systems, which are seen as mechanisms to align managers' actions with output delivery (Newberry and Pallot, 2004). Currently, there is a range of interpretations regarding adoptive performance in educational and professional environments. Recent reviews of the literature, exemplified by (Bohle et al., 2014) and (Kua et al., 2021), often treat adoptive performance as interconnected or even synonymous concepts adoptive performance actively seek to learn from their experiences. Their objective is not merely to complete a task using existing knowledge and skills, but also to enhance and refine their knowledge and skills. These crucial components of adoptive performance may not be readily apparent in performance. Adopting to the current environment of work to perform accordingly with company's tasks is considered adoptive performance. Companies should

invest enough resources to develop adoptive performance for employees to better their chances of competing in the markets.

2.2 Previous Studies

Herzberg (1963) study titled One More Time: How Do You Motivate Employees? Harvard Business Review

This passage discusses how successful experiments in job enrichment can reveal neglected supervisory and managerial functions. In one example from a large chemical company's R&D division, supervisors were responsible for training and evaluating laboratory assistants, but these functions had become routine and unsubstantial. After a job enrichment program where supervisors were actively involved in the assistants' performance, they began devoting more time to reviewing performance and administering thorough training. This highlights the transformative potential of job enrichment in refocusing supervisors on their managerial responsibilities. Furthermore, the developed roles led to increased job satisfaction among both supervisors and assistants, as they experienced a renewed sense of purpose and engagement in their work. This case underscores the importance of continuous job enrichment practices to maintain high levels of motivation and productivity. Ultimately, Herzberg's findings suggest that meaningful job enrichment can bridge gaps in supervisory practices and foster a more dynamic and committed workforce.

Wing (2004) Assessing the Effectiveness of Capacity-Building Initiatives: Seven Issues for the Field

Kennard T. Wing emphasized in his article "The Effectiveness of Capacity building initiatives: Seven Issues for the Field" the complexity of measuring the effect of capacity building initiatives in organizations. Stating that results aren't precise and should take a long time to assess. Wing also states 7 issues that organizations face to measure the effect

of capacity building, adding that capacity building has no analyzed effect that can be studied unless the study was carried for a long-time period. He argues that short-term evaluations often fail to capture the full impact of these initiatives, leading to underestimation of their benefits. Additionally, Wing highlights the importance of context-specific evaluations, as the effectiveness of capacity-building can vary significantly across different organizational settings. He concludes that a more nuanced and long-term approach is essential for accurately assessing the true value of capacity-building efforts.

Hargreaves (2011) study titled System Redesign for System Capacity Building

This study aims to investigate factors influencing the relation between capacity building and organizations. It implies on how organizations have potential capabilities beyond those routinely deployed for satisfactory system maintenance. The organization does not normally run at full capacity but may do so when it is needed. Effective organizations build reserve capacity in the form of high levels of intellectual and social capital. Additionally, the study suggests that strategic investments in employee development and knowledge sharing can enhance this reserve capacity. By fostering a culture of continuous learning and collaboration, organizations can better respond to unexpected challenges and opportunities. Hargreaves concludes that a proactive approach to capacity building is crucial for long-term organizational resilience and success.

Yu (2013) study titled Capacity Building to Advance Entrepreneurship Education

This passage discusses how capacity building encompasses various capabilities, including human, technological, organizational, and institutional capabilities. It is commonly applied in learning organizations or communities to meet changes in response to competition and increased demands for accountability. For example, capacity building can improve schools and student learning, leading to educational reform. Researchers

have focused on capacity building for educational reform in schools and have provided various definitions and approaches. Furthermore, Yu emphasizes that effective capacity building requires a holistic approach, integrating these capabilities to create a sustainable impact. By aligning resources and strategies with the specific needs of the educational context, capacity-building efforts can drive significant improvements in teaching and learning outcomes. The study also highlights the role of continuous evaluation and adaptation in ensuring the long-term success of capacity-building initiatives in educational settings.

Shafie, Baghersalimi, & Barghi (2013) study titled Development in Rural Areas Through Capacity Building and Education for Business

This study contributes to the understanding of the relationship between leadership styles and Employees performance, specifically within the context of the Real Estate Registration sector in Tehran province. By using a descriptive correlation method, the research provides insights into how different leadership styles can influence Employees performance outcomes. The results indicating that development-oriented and pragmatic-oriented leadership styles have a positive impact on Employees performance highlight the importance of leadership behaviors that focus on growth and practicality. Conversely, the finding that a non-interfering leadership style has a negative impact suggests that employees may benefit from more involved and supportive leadership approaches. The study underscores the significance of tailored leadership styles in fostering employee performance and satisfaction. It also calls for more extensive training programs for leaders to develop effective leadership skills. By focusing on capacity building and education, rural areas can achieve sustainable business development and enhanced employee performance.

Tahir (2015) study titled Capacity Building Boost Employees Performance

This study aims to investigate factors influencing Employees performance, focusing on intrinsic factors like capacity building and extrinsic factors such as supervisory support and organizational support for career development (OSCD). The study investigates the effect of capacity building on employees' performance using 1 mutual dimension and that's organizational support for career development. The findings suggest that capacity building, coupled with organizational support for career development, significantly enhances employees' performance. This underscores the importance of investing in both intrinsic and extrinsic factors to maximize employee productivity and satisfaction. The study highlights the need for organizations to prioritize capacity-building initiatives and provide comprehensive support for employees' career development to achieve optimal performance outcomes.

Lopez & Pastora (2015), study titled Development in Rural Areas Through Capacity Building and Education for Business

The paper presents a case study in Avila, Spain, focusing on implementing an entrepreneurship program and designing a capacity building plan for rural development. The methodology involves using participatory tools to engage stakeholders from the early planning stages. The university group leading the fieldwork has developed an advanced planning model called "Working with People." This model integrates expert and experiential knowledge. The paper emphasizes the need to support potential entrepreneurs through training and capacity building activities. It also discusses using "How to learn from people who live there" to promote investment projects and impart educational skills. The paper aims to analyze these activities' implementation strategy and their impact on promoting entrepreneurship in the territories. The study underscores the importance of community involvement and collaboration in rural development initiatives. By leveraging

both expert knowledge and local insights, capacity-building efforts can be tailored to meet the specific needs of rural communities, fostering entrepreneurship and sustainable economic growth. The paper suggests that investing in education and skill development is crucial for empowering rural residents and driving long-term prosperity. It calls for a holistic approach that combines training, mentorship, and resource mobilization to support entrepreneurship and enhance rural livelihoods.

Makau (2017), study titled Effect of Performance Management and Capacity Building on Employees Performance in Madison Insurance Company

The research investigated how performance management and capacity building impact employees performance within Madison Insurance Company Kenya Limited. This study proves that there is a significant effect of capacity building in influencing employees performance within the insurance industry. The findings highlight the critical role of performance management and capacity building initiatives in enhancing employees' performance and overall organizational effectiveness. By investing in training and skill development programs, companies can empower their employees to perform at their best, ultimately contributing to the company's success. The study underscores the importance of aligning human resource strategies with business objectives to optimize employee performance and drive sustainable growth in the insurance sector.

Liu, Swatdiku, Chen, & Sagboo (2022) study titled The Impact of 21st Century Leadership Skills on Employees Performance: Empirical Evidence from Real-Estate Industry

The main results of the study showed this study examines the impact of 21st-century leadership on employees' performance in personal real estate companies in GuiZhou, China. Data from 207 questionnaires were analyzed using descriptive statistics and multiple regression analysis. The results indicate that leadership skills have a comprehensive impact on employees' job performance. Various factors contribute to

leadership, and these factors have different effects on performance. Different company attributes and constituent factors of leadership skills lead to different leadership styles. To enhance employees' performance and enterprise competitiveness, it is essential to identify and leverage the specific leadership skills that positively influence performance. To enhance employees' performance and enterprise competitiveness, it is essential to identify and leverage the specific leadership skills that positively influence performance. This underscores the importance of tailored leadership development programs that address the unique needs and contexts of real estate companies in GuiZhou, China. By fostering a culture of continuous learning and skill development among leaders, organizations can effectively drive performance improvements and maintain a competitive edge in the dynamic real estate industry.

Utete (2023) study titled Investigating the Relationship Between Capacity Building and Employees Performance at a Leading Organization in Durban

The study investigates the influence of professional development provision, organizational processes, and the internal environment on the performance of employees from designated groups. The results underscore the pivotal role of capacity building in enhancing the performance of designated employees, emphasizing the need for robust professional development interventions to support these employees and maintain high levels of competence. This highlights the critical importance of aligning capacity-building efforts with organizational goals and priorities, particularly in fostering inclusivity and supporting employees from designated groups. By investing in tailored professional development initiatives and creating an inclusive work environment, organizations can empower employees to reach their full potential and contribute effectively to organizational success. The study emphasizes the continuous evaluation and

adaptation of capacity-building strategies to address evolving organizational needs and ensure sustained performance improvement.

Anan-Prah (2023) study titled Effects of Customized Capacity Building on Employees Engagement, Empowerment, and Learning in Ghanaian Local Government Institutions

The main results of the study showed that customized capacity building has an effect on employees learning, employees' empowerment, and employees' engagement. Moreover, the study investigates the positive correlation between capacity building and employees engagement. The study also investigates the relationship between capacity building and employees engagement. It explores how specific elements of capacity building, such as the content of the training, the delivery methods used, and the organizational support provided, impact employees engagement levels. These findings highlight the importance of tailored capacity-building programs in fostering a supportive and engaging work environment within Ghanaian local government institutions. By addressing the specific learning needs and empowering employees to take on new challenges, organizations can enhance overall engagement and performance levels. The study underscores the need for ongoing evaluation and refinement of capacity-building initiatives to ensure they effectively meet the evolving needs of employees and the organization as a whole.

Patwary (2023) Study Titled Examining Employees Performance Through Knowledge Management Practices, Organizational Commitment and Capacity Building in The Malaysian Hotel Industry

The study aimed to explore how knowledge management practices, organizational commitment, and capacity building influence employees performance in the hotel industry. It utilized a quantitative approach and surveyed 291 hotel employees in Malaysia using self-administered questionnaires. The findings showed that knowledge

management practices positively impacted employees' performance, with organizational commitment and capacity building acting as mediating factors in this relationship. These results underscore the critical role of knowledge management practices, organizational commitment, and capacity building in enhancing employees' performance within the Malaysian hotel industry. By fostering a culture of knowledge sharing, fostering strong organizational commitment, and investing in capacity-building initiatives, hotels can effectively empower their employees to perform at their best. The study highlights the need for hotel management to prioritize these factors in their strategic planning and human resource development efforts to drive sustainable performance improvements and maintain a competitive edge in the dynamic hospitality sector.

2.2 What Distinguishes the Current Study from the Previous Studies

This study focuses on the real estate sector in Jordan, which has received limited attention from researchers regarding the investigation of capacity building practices. Moreover, this study aims to bridge this research gap by addressing and exploring these practices within the real estate sector. It will examine variables extracted from previous studies to assess their impact and to study the effect of capacity building on employees' performance. This study will highlight areas that have not been previously studied, contributing valuable insights for future research. Additionally, this study will be conducted in Jordan, where these variables have not been thoroughly studied. Furthermore, the study will focus on a crucial sector, real estate development companies in Jordan, which has not been adequately addressed in previous studies.

CHAPTER THREE

Study Methodology (Methods and Procedures)

3.1 Study Methodology

3.2 Study Population & Sample

3.3 Description of Study Sample Characteristics

3.4 Data Collection Methods

3.5 Study Tool

3.6 Validity, Reliability & Stability of the Study Tool

3.7 Study Procedures

CHAPTER THREE

Study Methodology (Methods and Procedures)

3.1 Study Methodology

The study methodology encompasses a description of the procedures to achieve the objectives of the study. This includes an overview of the study population from which the sample was drawn and the method employed for its selection. Additionally, it provides insight into the study tool and the procedures utilized to ensure its validity and reliability. Furthermore, it elucidates how the tool was applied to the sample members and details the method of data collection. The text also addresses the method of correction and provides an indication of the statistical methods employed.

This study employs a mixed-methods approach, combining both quantitative and qualitative methodologies through the distribution of questionnaires and conducting interviews among employees working in the real estate industry in Jordan. The study utilizes an analytical descriptive approach, considered the most suitable method for achieving the study's objectives and addressing the research questions. This approach was used to review the most important outcomes related to “The effect of capacity building on employees ‘performance: a field study in real estate development companies in Jordan”.

3.2 Study Population & Sample

The study population comprised employees of real estate development companies in Jordan. Out of 46 major companies identified through Jo.Muqawalat.com, 15 were selected for the opinion poll, with 10 companies ultimately responding. The sample consisted of 102 employees from these 10 companies, with employees’ distribution of 248 male and female employees, categorized according to their job titles in the year 2024.

To collect data, questionnaires were randomly distributed to real estate development companies in Jordan, with the simple random sampling method employed to ensure representativeness. The study sample comprised 102 respondents from 10 companies, reflecting the population size. All members of the study sample received questionnaires, yielding 102 completed responses and a response rate of 41%.

Real Estate Development Companies in Jordan

Real estate development companies in Jordan are companies that specialize in building, managing, and developing properties for various purposes, such as residential, commercial, or mixed-use. In Amman, there are approximately 46 major companies that are listed on jo.muqawlat.com. These companies excel in their market with proficient and effectiveness. After contacting 15 companies, only 10 agreed to assist on conducting. The study was conducted specifically within 10 real estate development companies in Jordan that agreed to participate: Alsaudi Real Estate Development Company, Abdoun Real Estate, Al-Deera Real Estate Group, Green Mile – Jo Real Estate, Mirath Real Estate, Al-Eqbal Real Estate Development, Opal Housing Group, Al-Manar Group, Konya Real Estate Development Company, And Al-Shaaeir Real Estate Group. These companies work independently or in collaboration with the government or other private entities to plan, design, and construct houses, apartments, buildings, and infrastructure projects. All the companies listed above have been in the real estate development business for at least 13 years. They share experience and longevity with each other.

3.3 Description of Study Sample Characteristics

In this section, the demographic attributes of the study participants, such as gender, age, years of professional experience, educational attainment, and occupational level, are

outlined and elucidated. Frequencies and percentages of these demographic factors within the study group were computed and are detailed in Table (3.1).

Table (3.1) Study Sample Characteristics

Percentage %	Repetition	Level/Stage	Variable
74.5 %	76	Male	Gender
25.5 %	26	Female	
100 %	102	Total	
33.3 %	34	Less than 30 years old	Age (Years)
36.3 %	37	From 30 years old – Younger than 40 years old	
12.7 %	13	From 40 years old – Younger than 50 years old	
17.6 %	18	50 years old and older	
100 %	102	Total	
13.7 %	14	General Manager	Career level
15.7 %	16	Business Development Manager	
5.9 %	6	HR Manager	
31.4 %	32	Sales Associate	
21.6 %	22	Marketing Coordinator	
4.9 %	5	Real Estate Agent	
2.9 %	3	Call Center Officer	
3.9 %	4	Other	
100 %	102	Total	
6.9 %	7	High School or Less	Qualifications
15.7 %	16	Diploma	
56.9 %	58	Bachelors	
20.6 %	21	Post Graduate	
100 %	102	Total	
37.3 %	38	Less than 5 years	Experience
27.5 %	28	5 years – Less Than 10 Years	
23.5 %	24	10 Years – Less Than 20 years	
11.8 %	12	More Than 20 years	

Percentage %	Repetition	Level/Stage	Variable
100 %	102	Total	

According to Table (3.1), the majority of the study sample in the real estate development sector comprises male employees, accounting for 74.5%, while female employees make up 25.5% of the study sample. Moreover, the largest percentage of the sample, at 36.3%, falls within the age group of 30 to 40 years. Furthermore, individuals with a bachelor's degree represent 56.9% of the sample. Experience of less than 5 years represents 37.3% of the study sample which is the highest section in the category.

3.4 Data Collection Methods

The data for the study were obtained from various primary and secondary sources, which can be categorized as follows.

Primary Sources: The primary source of data for the study was collected from the use of a (questionnaire). A questionnaire was designed to fulfill the study objectives. The questionnaire extensively addressed different dimensions of the study topic, encompassing its core inquiries and hypotheses. To gauge the respondents' agreement with the questionnaire statements, a five-level Likert scale was utilized. "5" for extremely agree, "4" for agree, "3" for neutral, "2" for disagree, and "1" for extremely disagree. The method used to determine the scale and length of each category is Scale Correction Key (response judgment score). The five-point (Likert scale) which is shown in table (2) was used in the study to grade according to the rules and characteristics of the scales.

Table (3.2) Criteria for grading each paragraph of the questionnaire:

Value	1 – 2.33	2.34 – 3.67	3.68 – 5.00
Evaluation Level	Low	Medium	High

Based on the table above, the values of the arithmetic averages reached by the study were dealt with as follows, according to the following equation:

The upper value – the lower value of the answer alternatives divided by the number of levels: ***Category length*** = $\frac{5-1}{3} = \frac{4}{3} = 1.33$

Based on the arithmetic average value for each paragraph separately

Thus, the **low** score is (1.00 – 2.33)

The score is in the **middle** of (2.34 – 3.67)

The **high** score ranges from (3.68 – 5.00)

Secondary Sources: The secondary source for the current study includes a variety of sources. The study data were collected from various sources, encompassing, previous studies, journals, books and other related articles.

3.5 Study Tool

The effect of capacity building on employees' performance: a field study in real estate development companies in Jordan. The study included several main axes and a number of basic information as well for those who wish to participate in filling out the questionnaire to facilitate the analysis process for the researcher and reach useful results. The study scale consisted of three parts:

- The first part of the questionnaire focused on the demographic aspects (variables) of the study sample participants. These variables consist personal and occupational Information: (Age, Gender, Educational Qualification, Position level, Number of years of experience)
- The second part of the questionnaire which includes the independent variable and its 5 dimensions and it consists of 25 paragraphs. The questions are divided into 5 sections, each section contains 5 questions as follows (knowledge development,

skills development, training programs, reward system, organizational support for career development).

- The third part: which includes the dependent variable (Employees Performance) in the study questions, which consists of (15) items. The dependent variable was designed into 3 sections, each section has 5 items as follows (Task Performance, Contextual Performance, Adoptive Performance).

Table (3.3) Distribution of Paragraphs on IV & DV

Number of paragraphs in the field	Number of Paragraphs	Dimensions	Dimension Number	Variable
1-5	5	Knowledge Development	1	(IV) Capacity Building
6-10	5	Skills Development	2	
11-15	5	Training Programs	3	
16-20	5	Rewards Scheme	4	
20-25	5	OSCD	5	
1-25	25	Total number of paragraphs		
1-5	5	Task Performance	1	(DV) Employees Performance
6-10	5	Contextual Performance	2	
11-15	5	Adoptive Performance	3	
1-15	15	Total number of paragraphs		

3.6 Validity, Reliability, & Stability of the Study Tool

The validity of the study tool was verified through:

Veracity of Content (arbitrators)

The researcher presented the scale in its initial form, as outlined in the appendix, to nine referees from three different countries and universities within the Department of Business Administration (San Francisco State University, CA, USA; Joan bin Jassim Academy for Defense Studies, Doha, Qatar; and Middle East University, Amman, Jordan).

Through measurement and evaluation, as detailed in the project's appendix, they were asked to provide feedback on the sincerity of the content, the relevance of the statements to the scale, their suitability for measuring their intended constructs, and their clarity. Subsequently, appropriate amendments were proposed, and a criterion of 80% agreement was adopted to determine the validity of the paragraphs, based on the arbitrators' opinions. Some paragraphs underwent modifications in wording to enhance clarity, while others were deleted due to similarity or lack of alignment with the study's objectives, and some were not coherent with the respective dimensions. Consequently, the scale comprised 25 items distributed across five main dimensions: knowledge development, skills development, training programs, reward system, and organizational support for career development. Additionally, 15 paragraphs were distributed across three secondary dimensions: Task Performance, Contextual Performance, and Adoptive Performance. The researcher regarded the feedback and amendments from the arbitrators as indicative of the content validity of the study tool, affirming its apparent validity.

Construct Validity

The construct validity implications of the scale were calculated by calculating the correlation of the item score with the dimension to which it belongs, among a survey sample from outside the study sample with (16) male and female employees. Correlation coefficients for the item with the total score of the dimension to which it belongs using the Pearson Correlation test to identify the construct validity of the study scale. SPSS Survival Manual," written by J. Pallant in 2005. To determine the consistency of each item of the scale with the dimension to which the item belongs, calculation of correlation coefficients was used between each item in the scale by using the Cronbach's alpha coefficient. Table (3.4) shows the results of the test.

Table (3.4) Reliability coefficients for the study instrument items using the Cronbach alpha test

Questionnaire Variables	Questionnaire Fields	No. of questions	Cronbach's Alpha
Capacity Building	Knowledge Development	5	.936
	Skills Development	5	.933
	Training Programs	5	.932
	Rewards Scheme	5	.937
	Organization Support for Career Development	5	.933
	Total (Capacity Building (Independent variable))	25	.926
Employees Performance	Task Performance	5	.931
	Contextual Performance	5	.931
	Adoptive Performance	5	.938
	Total (Employees Performance (Dependent variable))	15	.929
Cronbach's Alpha	N of Items		
.939	10		

The data in Table (3.4) reveals that the Cronbach Alpha coefficients for the sub-dimensions of the scale varied between 0.779 and 0.950. Additionally, the reliability coefficient for the total score of the scale, determined using Cronbach Alpha, was 0.939. This indicates a high level of consistency among the questionnaire items, affirming the reliability of the study tool and underscoring its suitability for conducting statistical analysis (Sekaran & Bougie, 2010).

Utilizing the SPSS as guide to provide step-by-step instructions for data analysis using SPSS software version 12. The book is published by Open University Press in Maidenhead, UK. Table (3.5) shows these results:

Table (3.5) Correlation coefficients for the item with the total score of the dimension to which it belongs using the Pearson Correlation test to identify the construct validity of the study scale

Employees Performance								Capacity Building							
Adoptive Performance		Contextual Performance		Task Performance		Organization Support for Career Development		Rewards Scheme		Training Programs		Skills Development		Knowledge Development	
Pearson correlation coefficient	#	Pearson correlation coefficient	#	Pearson correlation coefficient	#	Pearson correlation coefficient	#	Pearson correlation coefficient	#	Pearson correlation coefficient	#	Pearson correlation coefficient	#	Pearson correlation coefficient	#
.852*	36	.685*	31	.678*	26	.896**	21	.746*	16	.582**	11	.687*	6	.826*	1
.924*	37	.658**	32	.568*	27	.568*	22	.608*	17	.608*	12	.568*	7	.752**	2
.942*	38	.865*	33	.405**	28	.762*	23	.576**	18	.751**	13	.684**	8	.658**	3
.824**	39	.509*	34	.854*	29	.768*	24	.568*	19	.804*	14	.504**	9	.756*	4
.709*	40	.653*	35	.567*	30	.840**	25	.753*	20	.654**	15	.621*	10	.657*	5
**: Statistically significant at the level (0.01)															
*: Statistically significant at the level (0.05)															

It is evident from the results of the Pearson Correlation Coefficient test presented in Table (3.5) that the correlation coefficients between the scale items and the total score of their respective dimensions exceeded 0.30, demonstrating statistical significance at the 0.01 and 0.05 levels. This threshold, as per Pallant (2005), is considered the minimum and acceptable limit for distinguishing items, indicating that all items effectively contribute to the total score of the scale. Moreover, it suggests that all items in the scale measure the same characteristic, thereby affirming the validity of the scale's construction. Consequently, the measurement tool comprises a total of 40 items distributed across 8 dimensions.

Stability of the Study Tool

The reliability of the study tool carried out by the researcher was calculated using the test-retest method. The study tool was applied to (16) male and female employees from outside the study sample with a time difference of (10) days between the two times. The researcher used the Pearson equation to calculate the reliability. Correlation, and the

reliability coefficient values for the main and sub-indicators and the total score were as in Table (3.6).

Table (3.6) Total Score of Correlation & Reliability Coefficient Values

Variables	Pearson Correlation
Knowledge Development	0.903
Skills Development	0.795
Training Programs	0.859
Rewards Scheme	0.854
Organization Support for Career Development	0.812
Task Performance	0.877
Contextual Performance	0.743
Adoptive Performance	0.822
All variables	1

The results from table (3.6) clearly indicates that knowledge development has the highest Pearson Correlation with 0.903 and on the other hand contextual performance a dimension from the independent variable (employees' performance) has the lowest Pearson Correlation with 0.743.

3.7 Study Procedures

The current and related study passed the effect of capacity building on employee performance a field study in real estate development companies in Jordan, several procedures are summarized by the researcher as follows:

- Reviewing previous literatures, studies, books, articles, and published research related to the subject of study and specialized in the effect of capacity building on employee performance a field study in real estate development companies in Jordan, the researcher benefited from these sources: The researcher also benefited from measurement tools.

- Building dimensions and items of the scale, which are consistent with answering the main study questions.
- After arriving at the initial version of the study scale, the scale was judged by a group of arbitrators with expertise in the field of measurement and evaluation, and the proposed amendments were made in light of their observations.
- Conducting the exploratory study of the study scale, by measuring the stability of the tool using test and retest, by applying the scale twice to a survey sample consisting of (16) male and female employees from outside the main study sample, with a time difference of (10) days between the two times.
- Real estate development companies in Jordan were extremely cooperative with the researcher in obtaining the necessary data through the questionnaire because of strong relations between the researcher and some of the employees within the 10 companies, and this did not require any official letter from the Middle East University.
- Distributing the study tool to the sample members. The application was done electronically by the researcher. The researcher explained to the participants the importance of the study and the benefit from it, and that their responses will serve the purposes of scientific research only, and that their responses will be treated with complete confidentiality. Immediately after completing the application, the Responses to raw scores (5, 4, 3, 2, 1), and statistical processing of them using (SPSS) program and conducting appropriate statistical analysis to answer the study questions and extract and discuss the results.
- The time to apply the study tool took (38) days

Statistical Methods Used

The study relied on the SPSS statistical package program, version 21, to analyze the data and extract the results. The researcher used a set of statistical tests necessary for this, which are:

- Extracting frequencies and percentages to describe the study sample members according to years of experience.
- Extracting the Pearson Correlation Coefficient to verify the internal construct validity of the study tool.
- The Pearson Correlation Coefficient test and the Cronbach Alpha test were used to verify the stability of the study tool.
- Arithmetic means and standard deviations were calculated to identify the level of responses of the study sample members to the study items and dimensions, in order to answer the first study question, which states: “The effect of capacity building on employees’ performance in real estate development companies in Jordan”.
- An Independent Samples T-test was used to answer the second study question, which states: “the effect of capacity building on employees’ performance in real estate development companies in Jordan based on practical experience”.
- Simple and multiple linear regression was used between the independent and dependent variables, both according to the internal divisions of the paragraphs, to determine the statistically significant effect and the amount of effect that the dependent variable has on the independent variable.

CHAPTER FOUR

Study Results

4.1 Introduction

4.2 Results Related to The Study Question

4.3 Model Suitability for Statistical Methods Used

4.4 Results Related to The Main Study Hypothesis

4.5 Results Related to The Study Sub-Hypotheses

CHAPTER FOUR

Study Results

4.1 Introduction

The following chapter will outline the main results analyzed by the research and examine the effect of capacity building on employees' performance in the real state sector in Jordan. After analyzing and processing the data obtained by the study sample, the researcher concluded the effect of capacity building on employees' performance in real estate development companies in Jordan.

4.2 Results Related to The Study Question

The outcomes related to the first question of the study, which examines the effect of capacity building on employees' performance in real estate development companies in Jordan resulted to the following data. Table (4.1) provides an insight to the means, standard deviations, and ranks of the participants' evaluations of capacity building dimensions.

Table (4.1) the means, standard deviations, and ranks of the participants' evaluations of capacity building

Tool sequence	Rank	Dimensions	Mean	Level
1	1	Knowledge Development	4.329	High
4	2	Rewards Scheme	4.312	High
5	3	Organization Support for Career Development	4.284	High
3	4	Training Programs	4.265	High
2	5	Skills Development	4.257	High
Capacity Building (total)			4.2894	High

According to table (4.1), The results indicate that the arithmetic averages for (The impact of capacity building on employees' performance in real estate development

companies in Jordan from the perspective of the employees) ranged between (3.86 – 5.00) with a total score of (4.28), this indicates that the total score is high. Moreover, Knowledge Development came in first place, with the highest arithmetic average, a mean of (4.33), a standard deviation of (0.6) and high level, which makes it the highest average between the remaining dimensions. Additionally, rewards scheme has the second highest arithmetic average, a (4.31) mean, (.634) standard deviation, a high level. Furthermore, table (9) shows the other dimensions in descending order, with organization support for career development in third with 4.28 mean, .602 standard deviations, and training programs with 4.26 mean and .603 standard deviations. Lastly, skills development placed in last place with a high level, mean of 4.25, and standard deviation of (.627).

The study provides an insight to the analysis of means, standard deviations, and ranks of the participants' evaluations of capacity building dimensions for each question on the questionnaire and for each dimension of capacity building.

Knowledge Development

Table (4.2) indicates the arithmetic means and standard deviation for the first dimension of the independent variable capacity building questions in the "Knowledge Development" section within the questionnaire.

Table (4.2) Means, Standard Deviations, & Ranks for each question on the “Capacity Building” Section 1 “Knowledge Development”

Question #	Rank	Questions	Mean	Level
1	5	The company encourages a culture of knowledge sharing among employees	4.08	High
2	3	The company facilitates access to real estate relevant knowledge	4.34	High
3	2	The company updates newly acquired knowledge in real estate development expectations.	4.36	High
4	1	The company invests enough resources in external knowledge development platforms.	4.54	High
5	4	The company welcomes employees knowledge-based participatory discussions.	4.32	High
Knowledge Development			4.32	High

The results in table (4.2) are ranging between 4.08 – 4.54, indicating that the highest rank for knowledge development questions is question number 4 which focuses on “The company invests enough resources in external knowledge development platforms” with a mean of 4.54 and .982 standard deviation indicating a high level of agreement among the study population (participants). And the lowest rank for knowledge development questions is question number 1 which focuses on “The company encourages a culture of knowledge sharing among employees” with a mean of 4.08 and .740 standard deviations also shows a high level of agreement among the study population (participants).

Skills Development

Table (4.3) indicates the arithmetic means and standard deviation for the second dimension of the independent variable capacity building questions in the "skills development" section within the questionnaire.

Table (4.3) Means, Standard Deviations, & Ranks for each question on the “Capacity Building” Section 2 “Skills Development”

Question #	Rank	Questions	Mean	Level
1	4	The company invests resources in skill development initiatives.	4.22	High
2	3	The company matches appropriate skills with suitable employees.	4.31	High
3	2	The company implements skill development programs upon needs.	4.32	High
4	5	The company provides opportunities for employees to enhance their skills	4.10	High
5	1	The company supports employees in initiating newly acquired skills	4.33	High
Skills Development			4.26	High

The results in table (4.3) are ranging between 4.10 – 4.33, indicating that the highest rank for skills development questions is question number 5 which focuses on “The company supports employees in initiating newly acquired skills” with a mean of 4.33 and .988 standard deviation indicating a high level of agreement among the study population (participants). And the lowest rank for skills development questions is question number 4 which focuses on “The company provides opportunities for employees to enhance their skills” with a mean of 4.10 and .873 standard deviations also shows a high level of agreement among the study population (participants).

Training Programs

Table (4.4) indicates the arithmetic means and standard deviation for the third dimension of the independent variable capacity building questions in the "training programs" section within the questionnaire.

Table (4.4) Means, Standard Deviations, & Ranks for each question on the “Capacity Building” Section 2 “Training Programs”

Question #	Rank	Questions	Mean	Level
1	1	The company provides enough training programs	4.35	High
2	4	The company encourages employees to	4.11	High

		participate in training programs		
3	3	The company focuses most on relevant real estate training programs	4.27	High
4	2	The company effectively matches trained employees with suitable job roles	4.29	High
5	2	The company provides suitable jobs for trained employees	4.29	High
Training Programs			4.26	High

The results in table (4.4) are ranging between 4.11 – 4.35, indicating that the highest rank for training programs questions is question number 1 which focuses on “The company provides enough training programs” with a mean of 4.35 and .930 standard deviation indicating a high level of agreement among the study population (participants). And the lowest rank for training programs questions is question number 2 which focuses on “The company encourages employees to participate in training programs” with a mean of 4.11 and .843 standard deviations also shows a high level of agreement among the study population (participants).

Rewards Scheme

Table (4.5) indicates the arithmetic means and standard deviation for the fourth dimension of the independent variable capacity building questions in "rewards scheme" section within the questionnaire.

Table (4.5) Means, Standard Deviations, & Ranks for each question on the “Capacity Building” Section 2 “Rewards Scheme”

Question #	Rank	Questions	Mean	Level
1	4	The company adopts a good rewards scheme	4.29	High
2	3	The company tailors its reward scheme to acknowledge the achievements of the employees	4.30	High
3	2	The company ensures a balanced distribution of rewards among employees	4.31	High
4	5	The company rewards scheme positively advances the company's results-based missions	4.19	High
5	1	The company shares rewards scheme initiative discussions with employees	4.46	High
Rewards Scheme			4.31	High

The results in table (4.5) are ranging between 4.19 – 4.46, indicating that the highest rank for training programs questions is question number 5 which focuses on “The company shares rewards scheme initiative discussions with employees” with a mean of 4.46 and .961 standard deviation indicating a high level of agreement among the study population (participants). And the lowest rank for rewards scheme questions is question number 4 which focuses on “The company rewards scheme positively advances the company's results-based missions” with a mean of 4.19 and .972 standard deviations also shows a high level of agreement among the study population (participants).

Organization Support for Career Development

Table (4.6) indicates the arithmetic means and standard deviation for the fifth dimension of the independent variable capacity building questions in "organization support for career development" section within the questionnaire.

Table (4.6) Means, Standard Deviations, & Ranks for each question on the “Capacity Building” Section 2 “Organization Support for Career Development”

Question #	Rank	Questions	Mean	Level
1	1	The company provides resources for employees to create career development plans	4.33	High
2	2	The company facilitates pathways for employees to take career development plans	4.32	High
3	4	The company offers enough opportunities for growth	4.25	High
4	3	The company provides guidance for employees to pursue career development plans	4.28	High
5	5	The company promotes advancement opportunities for employees.	4.24	High
Organization Support for Career Development			4.28	High

The results in table (4.6) are ranging between 4.24 – 4.33, indicating that the highest rank for training programs questions is question number 1 which focuses on “The company provides resources for employees to create career development plans” with a mean of 4.33 and .892 standard deviation indicating a high level of agreement among the study population (participants). And the lowest rank for organization support for career development questions is question number 5 which focuses on “The company promotes advancement opportunities for employees” with a mean of 4.28 and .914 standard deviations also shows a high level of agreement among the study population (participants).

To address the second research question concerning the extent of employees’ performance among real estate development companies in Jordan, the study collected and analyzed mean values, standard deviations, and rankings pertaining to various aspects of employees’ performance within the study sample. These results are shown in table (4.7).

Table (4.7) The study extracted means, standard deviations, and ranks for the estimations of the sample on the different aspects of employees' performance

Tool Sequence	Rank	Dimensions	Mean	level
1	1	Task Performance	4.16	High
1	2	Contextual Performance	4.16	High
3	3	Adoptive Performance	4.05	High
Employees Performance (total)			4.12	High

According to Table (4.7), the study examined the perceptions of the study participants regarding various aspects of employees' performance in real estate development companies in Jordan. The overall level of employees' performance was determined to be high, with a mean of 4.12 and a standard deviation of 0.585. The areas of employees' performance were ranked based on their mean scores in descending order. Task performance and contextual performance emerged as the highest-ranked area with a mean of 4.16, indicating a high level of employees' performance in the real state sector. Following closely, adoptive performance ranked second with a mean of 4.05, also signifying high level of employees' performance in the real state sector.

Task Performance

Table (4.8) indicates the arithmetic means and standard deviation for the first dimension of the dependent variable employees' performance questions in "task performance" section within the questionnaire

. Table (4.8) Means, Standard Deviations, & Ranks for each question on the “Employees Performance” Section 2 “Task Performance”

Question #	Rank	Questions	Mean	Level
1	4	I can respond quickly when the company encounters problems	4.16	High
2	4	I make adjustments to a failure plan quickly.	4.16	High
3	3	I managed to plan my work so that it was done on time	4.20	High
4	2	I stay calm while making decisions that contribute to the development of the company.	4.21	High
5	1	I always quickly make decisions in favor of the overall situation on the interests of employees.	4.29	High
Task Performance			4.20	High

The results in table (4.8) are ranging between 4.16 – 4.29, indicating that the highest rank for task performance questions is question number 5 which focuses on “I always quickly make decisions in favor of the overall situation on the interests of employees” with a mean of 4.29 and 1.001 standard deviation indicating a high level of agreement among the study population (participants). And the lowest rank for task performance questions are questions number 1 and 2 which focus on “I can respond quickly when the company encounters problems and I make adjustments to a failure plan quickly.” with a mean of 4.16 for both questions and .887 standard deviations for question number 1 and .841 for question number 2. Moreover, the results show a high level of agreement among the study population (participants).

Contextual Performance:

Table (4.9) indicates the arithmetic means and standard deviation for the second dimension of the dependent variable employees’ performance questions in "contextual performance" section within the questionnaire

. Table (4.9) Means, Standard Deviations, & Ranks for each question on the “Employees Performance” Section 2 “Contextual Performance”

Question #	Rank	Questions	Mean	Level
1	2	I offer additional assistance to customers	4.24	High
2	4	I maintain a positive attitude about the organization	4.05	High
3	3	I cooperate with other organization members	4.16	High
4	1	I volunteer to carry out tasks not part of their own job	4.37	High
5	5	I prioritize self-development to enhance my effectiveness	3.99	High
Contextual Performance			4.20	High

The results in table (4.9) are ranging between 3.99 – 4.37, indicating that the highest rank for contextual performance questions is question number 4 which focuses on “I volunteer to carry out tasks not part of their own job” with a mean of 4.37 and .954 standard deviation indicating a high level of agreement among the study population (participants). And the lowest rank for contextual performance questions are questions number 5 which focus on “I prioritize self-development to enhance my effectiveness” with a mean of 3.99 f and .790 standard deviations Moreover, the results show a high level of agreement among the study population (participants).

Adoptive Performance

Table (4.10) indicates the arithmetic means and standard deviation for the third dimension of the dependent variable employees’ performance questions in "adoptive performance” section within the questionnaire

. Table (4.10) Means, Standard Deviations, & Ranks for each question on the “Employees Performance” Section 2 “Adoptive Performance”

Question #	Rank	Questions	Mean	Level
1	4	I am able to adapt to changes in my work environment	4.04	High
2	3	I can adjust to new work situations	4.10	High
3	1	I am comfortable facing new challenges	4.20	High
4	2	I am open to listening to feedback about my performance from my peers in the company	4.11	High
5	5	I am willing to learn new skills to help the overall performance of the company	3.83	High
Adoptive Performance			4.06	High

The results in table (4.10) are ranging between 3.83 – 4.20, indicating that the highest rank for adoptive performance questions is question number 3 which focuses on “I am comfortable facing new challenges” with a mean of 4.20 and .995 standard deviation indicating a high level of agreement among the study population (participants). And the lowest rank for adoptive performance questions are questions number 5 which focus on “I am willing to learn new skills to help the overall performance of the company” with a mean of 3.83 f and .705 standard deviations Moreover, the results show a high level of agreement among the study population (participants).

4.3 Model Suitability for Statistical Methods Used

Firstly, Normality Distribution Test

The normal distribution of the study variables was assessed through the One-Sample Kolmogorov-Smirnov Test. This assessment is crucial for validating the appropriateness of further parametric statistical analysis that assume normality. The findings of this test are outlined in Table (4.11).

Table (4.11) Tests of Normality

Variables	Kolmogorov-Smirnov ^a		
	Statistical evidence	df	Sig.
Capacity Building (Independent variable)	.081	102	.095 ^a
Employees Performance (Dependent variable)	.082	102	.085 ^a

a. Lilliefors Significance Correction

According to Table (4.11), the significant level $\alpha = 0.095 > 0.05$ for Capacity Building (Independent variable) and the significant level $\alpha = 0.085 > 0.05$ for Employees Performance (Dependent variable) we can see both variables have normality distribution.

Secondly, Pearson-Normality-Test

Utilizing the relationship between the independent variable (capacity building) and its 5 dimensions (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) and the dependent variable (employees performance) with all its dimensions (task performance, contextual performance, and adoptive performance). Table (4.12) shows these results:

Table (4.12) Relationship between independent & dependent variables

Correlation	Knowledge Development	Skills Development	Training Programs	Rewards Scheme	Organization Support for Career Development	Capacity Building (IV)	Task Performance	Contextual Performance	Adoptive Performance	Employees Performance (DV)
Knowledge Development	1									
Skills Development	.708*	1								
Training Programs	.654*	.736*	1							
Rewards Scheme	.456*	.594*	.640*	1						
Organization Support for Career Development	.589*	.569*	.644*	.622*	1					
Capacity Building (IV)	.812*	.865*	.879*	.801*	.818*	1				
Task Performance	.471*	.523*	.483*	.460*	.596*	.606*	1			
Contextual Performance	.471*	.523*	.483*	.460*	.596*	.606*	1.00 *	1		
Adoptive Performance	.417*	.414*	.480*	.446*	.431*	.524*	.630*	.630*	1	

Correlation	Knowledge Development	Skills Development	Training Programs	Rewards Scheme	Organization Support for Career Development	Capacity Building (IV)	Task Performance	Contextual Performance	Adoptive Performance	Employees Performance (DV)
Employees Performance	.496*	.532*	.528*	.499*	.591*	.633*	.956*	.956*	.829*	1
*: Correlation is Significant at the 0.01 level (2-tailed)										

According to table 4.12, it is evident that correlation is significant at the 0.01 level (2-tailed). And correlation is significant at the 0.05 level (2-tailed)

Lastly, Multiple Linear Correlation Test

To assess the adequacy of the study model for regression analysis, the researcher calculated the Durbin-Watson coefficient, and the results are presented in Table (4.13).

Table (4.13) Multiple Linear Correlation

Model		Collinearity Statistics		Durbin-Watson
		Tolerance	VIF	
1	Knowledge Development	.427	2.341	1.73
	Skills Development	.348	2.870	
	Training Programs	.347	2.885	
	Rewards Scheme	.488	2.049	
	Organization Support for Career Development	.469	2.134	

a. Dependent Variable: Employees Performance (Dependent variable)

Table (4.13) shows that the Durbin-Watson value is 1.73, which is close to 2, indicating the independence of errors. Therefore, multiple linear regression can be used in this case.

4.4 Results Related to The Main Study Hypothesis

The main study hypothesis

There is no statistically significant effect of capacity building with all its dimensions collectively (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) on employees' performance (task performance, contextual performance, and adoptive performance) at a significance

level ($\alpha = 0.05$) in real estate development companies in Jordan. To test the hypothesis, the results of multiple regression analysis was calculated and analyzed to determine the effect of capacity building with all its dimensions collectively on employees' performance, and table (4.14) shows these results.

Table (4.14) the results of multiple regression analysis were extracted to determine the effect of capacity building sub-variables on employees' performance

Dependent Variable	Model Summary			ANOVA			Coefficient						
	R	R ²	Adjusted R ²	F	df	sig	Statement	β	S.E	Beta	T	Sig	VIF
Employees Performance	.065	.042	0.389	13.835	5	0.00	Constant	0.608	0.192		3.164	0.002	
							Knowledge Development	0.082	0.106	0.09	0.766	0.045	2.341
							Skills Development	0.142	0.112	0.16	1.266	0.021	2.870
							Training Programs	0.051	0.117	0.05	0.435	0.067	2.885
					96		Rewards Scheme	0.092	0.091	0.11	1.008	0.032	2.049
					101		Organization support for Career Development	0.298	0.101	0.34	2.954	0.004	2.134

The results of the multiple regression analysis, as shown in table (4.14), indicates a significant relationship between capacity building and employees performance. The correlation coefficient (R) value of 0.065 suggests a positive association between these variables. The determination coefficient (R²) value of 0.042 indicates that approximately 41.9% of the variation in employees' performance can be explained by capacity building and its dimensions. The statistically significant F value of 13.835 ($P < 0.001$) with 5 degrees of freedom further supports the significant effect of capacity building with its five dimensions on employee's performance at a significance level of $\alpha = 0.05$.

The coefficient table reveals that different areas of capacity building (knowledge development, skills development, training programs, rewards scheme, and organization

support for career development) have significant effect on employees' performance. The β values for the 5 capacity building dimensions were 0.082, 0.142, 0.051, 0.092, and 0.298, respectively. The Standard of errors were 0.106, 0.112, 0.117, 0.091, and 0.101 with corresponding T values of 0.766, 1.266, 0.435, 1.008, and 2.954. The significance level (Sig) associated with these effects were 0.045, 0.021, 0.067, 0.032, and 0.004 correspondingly. Based on these results, we can reject the null hypothesis and accept the alternative hypothesis, which states that there is a statistically significant effect at ($\alpha = 0.05$) of capacity building with its dimensions (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on employees performance (task performance, contextual performance, and adoptive performance) in real estate development companies in Jordan.

4.5 Results Related to the Study Sub-Hypotheses

The study sub-hypotheses

Ho1.1: There is no statistically significant effect at ($\alpha = 0.05$) of capacity building sub-variables (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on task performance in real estate development companies in Jordan.

To examine the hypothesis regarding the effect of capacity building sub-variables collectively (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on task performance, a simple regression analysis was conducted, and the results are presented in Table (4.15).

Table (4.15) Results of the simple regression analysis for the effect of capacity building sub-variables collectively on task performance

Dependent variable	Model Summary			ANOVA			Coefficient				
	R	R ²	Adjusted R ²	F	df	sig	statement	β	S.E	T	Sig
Task Performance	0.606	0.368	0.361	58.174	1 101	0.000	Capacity Building	0.541	0.411	7.627	0.000
					102						

The results of the simple regression analysis in table (4.15) indicate that there is a statistically significant effect of capacity building sub-variables (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) on task performance. The correlation coefficient (R) value of 0.606 suggests a positive relationship between capacity building sub-variables collectively on task performance. The determination coefficient (R²) value of 0.368 indicates that capacity building explain 36.8% of the variance in quality. The F value of 58.174 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The beta value for capacity building and its dimensions is 0.541, with a standard error of 0.071, and a T value of 7.627, which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that there is a statistically significant effect of capacity building sub-variables collectively on task performance at a significance level ($\alpha = 0.05$) in real estate development companies in Jordan.

Ho1.2: There is no statistically significant effect at ($\alpha = 0.05$) of capacity building sub-variables (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on contextual performance in real estate development companies in Jordan.

To examine the hypothesis regarding the effect of capacity building sub-variables collectively (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on contextual performance, a simple regression analysis was conducted, and the results are presented in Table (4.16).

Table (4.16) Results of the simple regression analysis for the effect of capacity building sub-variables collectively on contextual performance

Dependent variable	Model Summary			ANOVA			Coefficient				
	R	R ²	Adjusted R ²	F	df	sig	statement	β	S.E	T	Sig
Contextual Performance	0.606	0.368	0.361	58.174	1	0.000	Capacity Building	0.541	0.071	7.627	0.000
					102						

The results of the simple regression analysis in table (4.16) indicate that there is a statistically significant effect of capacity building sub-variables (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) on contextual performance. The correlation coefficient (R) value of 0.606 suggests a positive relationship between capacity building sub-variables collectively on task performance. The determination coefficient (R²) value of 0.368 indicates that capacity building explain 36.8% of the variance in quality. The F value of 58.174 is statistically significant at a significance level of 0.000, suggesting that the regression model is significant. The beta value for capacity building sub-variables is 0.541, with a standard error of 0.071, and a T value of 7.627, which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that there is a statistically significant effect of capacity building sub-variables collectively on contextual

performance at a significance level ($\alpha = 0.05$) in real estate development companies in Jordan.

Ho1.3: There is no statistically significant effect at ($\alpha = 0.05$) of capacity building sub-variables (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on adoptive performance in real estate development companies in Jordan.

To examine the hypothesis regarding the effect of capacity building sub-variables (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on adoptive performance, a simple regression analysis was conducted, and the results are presented in Table (4.17).

Table (4.17) Results of the simple regression analysis for the effect of capacity building sub-variables collectively on adoptive performance

Dependent variable	Model Summary		Adjusted R ²	ANOVA			Coefficient				
	R	R ²		F	df	sig	statement	β	S.E	T	Sig
Adoptive Performance	0.524	0.275	0.267	37.882	1	0.000	Capacity Building	0.448	0.073	6.155	0.000
					102						

The results of the simple regression analysis in table (4.17) indicate that there is a statistically significant effect of capacity building with sub-variables (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) on adoptive performance. The correlation coefficient (R) value of 0.524 suggests a positive relationship between capacity building sub-variables collectively on task performance. The determination coefficient (R²) value of 0.275 indicates that capacity building explain 27.5% of the variance in quality. The F value of 37.882 is statistically significant at a significance level of 0.000, suggesting that

the regression model is significant. The beta value for capacity building and its dimensions is 0.448, with a standard error of 0.073, and a T value of 6.155, which is statistically significant at a significance level of 0.000. Based on these results, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating that there is a statistically significant effect of capacity building sub-variables collectively on adoptive performance at a significance level ($\alpha = 0.05$) in real estate development companies in Jordan.

CHAPTER FIVE

Conclusion and Recommendation

5.1 Introduction

5.2 Results, Discussion, & Conclusion

5.3 Hypotheses Analysis Discussion

5.4 Recommendations

5.5 Suggestions for Future Studies

CHAPTER FIVE

Conclusion and Recommendation

5.1 Introduction

The study methodology delineates the methods employed by the research to achieve the objectives of the current research. This includes an analysis of the research population from which the sample was drawn and the methodology employed for its selection. Furthermore, it provides insight into the measures undertaken to ensure the validity and reliability of the study instrument. Additionally, it outlines the procedure for data collection and elucidates how the tool was utilized with the sample participants. Moreover, the paper discusses the correction procedure and provides an overview of the statistical techniques utilized.

5.2 Results Discussion and Conclusion

Description Results of the Study Results

The final results of the analysis indicate that the effect of capacity building with all its dimensions (knowledge development, skills development, training programs, and organization support for career development) on employees' performance and its dimensions (task performance, contextual performance, and adoptive performance) from the perspective of the study's analysis unit was high level with an arithmetic mean of (4.29).

The study indicates that capacity building practices are applied on high level in real estate development companies in Jordan. This indicates that real estate development companies in Jordan are implementing the practices of capacity building on a high level

with a mean of (4.29) to improve the overall performance of their employees, specifically employees' performance in tasks, adoptively, and contextually.

Initially, the results of this study align with (Utete 2023), (Prah 2023), and (Makau 2017) studies, indicating that capacity building has a high level of effect on employees' performance. This result differs with (Wing 2004) where he stated that capacity building has an average effect on employees' performance.

In the following section, a thorough discussion of the dimensions of capacity-building initiatives: The company encourages a culture of knowledge sharing among employees

The company invests enough resources in external knowledge development platforms.

1. Knowledge development

The results of the current study regarding the knowledge development dimension reached a high level with an arithmetic average of (4.33). The paragraph achieved the highest rank, with an arithmetic average of (4.54), indicating that the company invests sufficient resources in external knowledge development platforms. Conversely, the paragraph achieved the lowest rank, with an arithmetic average of (4.08), suggesting that the company encourages a culture of knowledge sharing among employees. This indicates that real estate development companies in Jordan perform relatively well in incorporating knowledge development into their operational practices within the organization. It suggests that real estate development companies in Jordan should continue emphasizing the importance of knowledge development and actively promote it to potential employees through various capacity-building initiatives or programs.

Furthermore, real estate development companies in Jordan excel in investing resources and incorporating external knowledge development considerations into their operational practices, ranking first with an average of (4.54). This indicates that they prioritize investing sufficient resources in external knowledge development platforms and actively promote them to potential employees through various initiatives or development programs.

However, when it comes to encouraging a culture of knowledge sharing among employees, real estate development companies in Jordan rank fifth and last with an average of (4.08). This suggests that while they prioritize investing resources and incorporating external knowledge development, they do not place as much emphasis on encouraging a culture of knowledge sharing among employees.

In summary, the study highlights that while real estate development companies in Jordan excel in investing sufficient resources in knowledge development, resulting in highly knowledgeable employees, there is room for improvement in encouraging a culture of knowledge sharing among employees, which may further enhance the overall performance.

2. Skills Development

The results of the current study regarding the skills development dimension reached a high level with an arithmetic average of (4.26) making it the last rank dimensions of capacity building dimensions. The paragraph achieved the highest rank, with an arithmetic average of (4.33), indicating that real estate development companies in Jordan company supports employees in initiating newly acquired skills. Conversely, the paragraph achieved the lowest rank, with an arithmetic average of (4.10), suggesting that real estate development companies in Jordan provides opportunities for employees to

enhance their skills. This indicates that real estate development companies in Jordan perform relatively well in incorporating skills development into their operational practices within the organization. It also suggests that real estate development companies in Jordan should continue emphasizing the importance of skills development and actively promote it to potential employees through various capacity-building initiatives or programs.

Furthermore, real estate development companies in Jordan excel in supporting employees in initiating newly acquired skills considerations into their operational practices, ranking first with an average of (4.33). This indicates that they prioritize supporting their employees in initiating newly acquired skills to help enhance their overall performance efficiency.

However, when it comes to providing opportunities for employees to enhance their skills, real estate development companies in Jordan rank fifth and last with an average of (4.10). This suggests that while they supporting their employees in initiating newly acquired skills to help enhance their overall performance efficiency, they do not place as much emphasis on providing opportunities for employees even though it still ranks at high level with (4.10) overall mean.

In summary, the study highlights that while real estate development companies in Jordan excel in providing skills development programs, resulting in highly skilled employees, there is still room for improvement in encouraging a culture of seeking new levels of skills among employees, which may further enhance the overall performance.

3. Training Programs

The results of the current study regarding training programs dimension reached a high level with an arithmetic average of (4.26) making it rank 4 before the last rank

dimensions of capacity building dimensions. The paragraph achieved the highest rank, with an arithmetic average of (4.35), indicating that real estate development companies in Jordan company provides enough training programs to employees. Conversely, the paragraph achieved the lowest rank, with an arithmetic average of (4.11), suggesting that real estate development companies in Jordan encourages employees to participate in training programs. This indicates that real estate development companies in Jordan perform relatively well in incorporating training programs into their operational practices within the organization. It also suggests that real estate development companies in Jordan should continue emphasizing the importance of training programs and actively promote it to potential employees through various capacity-building initiatives or programs.

Furthermore, real estate development companies in Jordan excel in provides enough training programs considerations into their operational practices, ranking first with an average of (4.35). This indicates that they prioritize providing enough training programs to help enhance their overall performance efficiency.

However, when it comes to encouraging employees to participate in training programs, real estate development companies in Jordan rank fourth and last with an average of (4.11). This suggests that while they supporting their employees in providing programs to help enhance their overall performance efficiency, they do not place as much emphasis on encouraging employees to participate in training programs even though it still ranks at high level with (4.10) overall mean.

In summary, the study highlights that while real estate development companies in Jordan excel in providing training programs, resulting in highly skilled employees, there is still room for improvement in encouraging a culture of seeking new training programs within the organization, which may further enhance the overall performance.

4. Rewards Scheme

The results of the current study regarding rewards scheme dimension reached a high level with an arithmetic average of (4.31) making it the second highest rank dimensions of capacity building dimensions. The paragraph achieved the highest rank, with an arithmetic average of (4.46), indicating that real estate development companies in Jordan company sharing rewards scheme initiative discussions with employees. Conversely, the paragraph achieved the lowest rank, with an arithmetic average of (4.19), suggesting that real estate development companies in Jordan rewarding scheme positively advances the company's results-based missions. This indicates that real estate development companies in Jordan perform relatively well in incorporating rewards scheme into their operational practices within the organization. It also suggests that real estate development companies in Jordan should continue emphasizing the importance of rewarding and actively gives it to potential employees through various capacity-building initiatives or programs.

Furthermore, real estate development companies in Jordan excel in sharing rewards scheme initiative discussions with employees' considerations into their operational practices, ranking first with an average of (4.46). This indicates that they sharing rewards scheme initiative discussions with employees to help enhance their overall performance efficiency.

However, when it comes to rewards effect positively advances the company's results-based missions, real estate development companies in Jordan rank fifth and last with an average of (4.19). This suggests that while sharing rewards scheme initiative discussions with employees' to help enhance their overall performance efficiency, they do not place as much emphasis on rewards scheme positively advances the company's results-based missions for employees even though it still ranks at high level with (4.19) overall mean.

In summary, the study highlights that while real estate development companies in Jordan excel in providing rewards scheme programs, resulting in highly skilled employees, there is still room for improvement in encouraging a culture of seeking new levels of higher performances by the employees, which may further enhance overall performance.

5. Organizational Support for Career Development

The results of the current study regarding the organizational support for career development dimension reached a high level with an arithmetic average of (4.28) making it the third highest rank dimensions of capacity building dimensions. The paragraph achieved the highest rank, with an arithmetic average of (4.33), indicating that real estate development companies in Jordan company provides resources for employees to create career development plans that supports employees in developing their careers. Conversely, the paragraph achieved the lowest rank, with an arithmetic average of (4.24), suggesting that real estate development companies in Jordan promotes advancement opportunities for employees. This indicates that real estate development companies in Jordan perform relatively well in providing resources for employees to create career development plans for employees. It also suggests that real estate development companies in Jordan should continue emphasizing the importance of organizational support for career development and actively promote it to potential employees through various capacity-building initiatives or programs.

Furthermore, real estate development companies in Jordan excel in provides resources for employees to create career development plans considerations into their operational practices, ranking first with an average of (4.33). This indicates that they

prioritize supporting their employees in supporting career developing plans to help enhance their overall performance efficiency.

However, when it comes to promoting advancement opportunities for employees, real estate development companies in Jordan rank fifth and last with an average of (4.24). This suggests that while they supporting their employees with career developing plans to help enhance their overall performance efficiency, they do not place as much emphasis on promoting advancement opportunities for employees even though it still ranks at high level with (4.24) overall mean.

In summary, the study highlights that while real estate development companies in Jordan excel in providing career development programs, resulting in highly satisfied employees, there is still room for improvement in promoting a culture of seeking new levels of positions within the organization, which may further enhance and drive a competitive force between employees.

In summary, the study shows that the real estate development companies in Jordan excel in providing capacity building initiatives such as knowledge development, skills development, training programs, rewards scheme, and organizational support for career development to support their employees reach their ultimate performance. Which also helps translates into an enhance overall performance of the organization.

The results of the current study showed that the level of Employees performance (Task Performance, Contextual Performance, and Adoptive Performance) in real estate development companies in Jordan from the perspective of the analysis unit was a high level with an arithmetic mean of (4.12).

A high level of employees' performance in real estate development companies in Jordan indicates that real estate development companies in Jordan have major strengths in terms of task performance, contextual performance, and adoptive performance. Although the analysis unit was high level with an arithmetic mean of (4.12) yet, there is still room for improvement to reach a higher level of competitiveness. Developing employees' performance results in an overall performance efficiency from both employees and organizations.

Below is a detailed discussion of the dimensions of employees' performance:

6. Task Performance

The results of the current study regarding task performance dimension reached a high level with an arithmetic average of (4.16) making it the first rank dimensions shared with contextual performance of employees' performance dimensions. The paragraph achieved the highest rank, with an arithmetic average of (4.29), indicating that employees are able to make quick decisions in favor of the overall situation on the interests of the organization. Conversely, the paragraphs achieved the lowest rank, with an arithmetic average of (4.16), suggesting that employees in real estate development companies in Jordan can respond quickly when the company encounters problems and the other paragraph indicates that employees can make adjustments to a failure plan quickly.

Furthermore, employees in real estate development companies in Jordan excel in make quick decisions in favor of the overall situation on the interests of the organization, ranking first with an average of (4.29). This indicates that employees do in fact have the ability to make quick decisions in favor of the overall efficiency of the performance.

However, when it comes to responding quickly when the company encounters problems and make adjustments to a failure plan quickly shows that real estate

development companies in Jordan can be enhanced. This suggests that while they supporting their employees in initiating newly acquired skills to help enhance their overall performance efficiency, they do not place as much emphasis on providing opportunities for employees even though it still ranks at high level with (4.10) overall mean.

In summary, the study highlights that employees that are working in real estate development companies in Jordan excel in task performance, resulting in highly efficient job tasks done by well-trained employees, there is still room for improvement in encouraging a culture of seeking new levels of task performance, which may further enhance the organization's overall performance.

7. Contextual Performance

The results of the current study regarding contextual performance dimension reached a high level with an arithmetic average of (4.16) making it the first rank dimensions shared with task performance of employees' performance dimensions. The paragraph achieved the highest rank, with an arithmetic average of (4.37), indicating that employees volunteer to carry out tasks not part of their job description. Conversely, the paragraphs achieved the lowest rank, with an arithmetic average of (3.99), suggesting that employees in real estate development companies in Jordan prioritize self-development to enhance their effectiveness.

Furthermore, employees in real estate development companies in Jordan excel in volunteer to carry out tasks not part of their job description for the interests of the organization, ranking first with an average of (4.37). This indicates that employees do in fact have the ability to volunteer in favor of the overall efficiency of their performance.

However, when it comes to prioritize self-development to enhance their effectiveness shows that real estate development companies in Jordan can be enhanced. This suggests

that while they supporting their employees in volunteering to help enhance their overall performance efficiency, they do not place as much emphasis on prioritizing self-development to enhance their effectiveness even though it still ranks at high level with (3.99) overall mean.

In summary, the study highlights that employees that are working in real estate development companies in Jordan excel in contextual performance, resulting in highly efficient job tasks done by well-trained employees, there is still room for improvement in encouraging a culture of prioritize self-development, and volunteering levels of contextual performance, which may further enhance the organization's overall performance.

8. Adoptive performance

The results of the current study regarding adoptive performance dimension reached a high level with an arithmetic average of (4.05). However, it still made it the last rank dimension in regard of employees' performance dimensions. The paragraph achieved the highest rank, with an arithmetic average of (4.05), indicating that employees feel comfortable facing new challenges. Conversely, the paragraphs achieved the lowest rank, with an arithmetic average of (3.83), suggesting that employees are willing to learn new skills to help the overall performance of the company.

Furthermore, employees in real estate development companies in Jordan excel in feeling comfortable facing new challenges for the interests of the organization, ranking first with an average of (4.20). This indicates that employees do in fact have the ability to face new challenging tasks in favor of the overall efficiency of their performance.

However, when it comes to learning new skills to help the overall performance of the company shows that employees in real estate development companies in Jordan can

enhance this aspect. This suggests that employees should prioritize learning new skills to help enhance their effectiveness even though it still ranks at high level with (3.83) overall mean.

In summary, the study highlights that employees that are working in real estate development companies in Jordan excel in adoptive performance, resulting in highly efficient job tasks done by well-trained employees, there is still room for improvement in encouraging a culture of prioritizing new skills learning and self-development levels of adoptive performance, which may further enhance the organization's overall performance.

5.3 Hypothesis Analysis Discussion

Upon analyzing the data collected from the responses provided by sample participants, subjecting them to statistical analysis, and deriving a set of results, the findings can be elucidated as follows:

H01: There is no statistically significant effect at ($\alpha = 0.05$) of capacity building with its dimensions (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on employees performance (task performance, contextual performance, and adoptive performance) in real estate development companies in Jordan.

The results related to the first main hypothesis showed that there is a statistically significant effect of all dimensions of capacity building on employees' performance in real estate development companies in Jordan. where the coefficient of determination was (0.042) and the level of statistical significance was less equal to (0.05), and this indicates that capacity building with its dimensions (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively has a positive effect on employees' performance (task performance,

contextual performance, and adoptive performance) in real estate development companies in Jordan. This result agrees with studies of (Makau, 2017), (Utete, 2023), and (Prah, 2023) which showed that capacity building has a significant effect on employees' performance.

The researcher suggests that incorporating capacity-building initiatives in real estate development companies in Jordan can significantly enhance employees' performance. By implementing capacity-building strategies knowledge development, skills development, training programs, rewards scheme, and organizational support for career development will effectively improve employees' performance in real estate development companies in Jordan.

The above main hypothesis is divided into the following subs:

The first sub-hypothesis H01.1:

H01.1: There is no statistically significant effect at ($\alpha = 0.05$) of capacity building with its dimensions (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on task performance in real estate development companies in Jordan.

The results related to the first sub-hypothesis showed that there is a statistically significant effect capacity building initiatives on task performance in real estate development companies in Jordan, where the coefficient of determination was (0.037) and the level of statistical significance was equal to (0.05). capacity building initiatives positively effect task performance in real estate development companies in Jordan. which agrees with (Tahir, 2016) study that confirms that capacity building has a positive effect on task performance of the employees.

H01.2: There is no statistically significant effect at ($\alpha = 0.05$) of capacity building with its dimensions (knowledge development, skills development, training

programs, rewards scheme, and organization support for career development) collectively on contextual performance in real estate development companies in Jordan.

The results related to the first sub-hypothesis showed that there is a statistically significant effect capacity building initiatives on contextual performance in real estate development companies in Jordan, where the coefficient of determination was (0.037) and the level of statistical significance was equal to (0.05). capacity building initiatives positively effect contextual performance in real estate development companies in Jordan. Which agrees with (Borman, 1997) study that indicates that capacity does have a positive effect on contextual performance of the employees.

H01.3: There is no statistically significant effect at ($\alpha = 0.05$) of capacity building with its dimensions (knowledge development, skills development, training programs, rewards scheme, and organization support for career development) collectively on adoptive performance in real estate development companies in Jordan.

The results related to the first sub-hypothesis showed that there is a statistically significant effect capacity building initiatives on adoptive performance in real estate development companies in Jordan, where the coefficient of determination was (0.028) and the level of statistical significance was equal to (0.05). capacity building initiatives positively effect adoptive performance in real estate development companies in Jordan. which agrees with (Newberry and Pallot, 2004) study that confirms that capacity building has a positive effect on adoptive performance of the employees.

According to the researcher, the researcher proposes that integrating capacity-building programs within real estate development companies in Jordan has the potential to greatly enhance employees' performance. Implementing capacity-building strategies

such as enhancing knowledge development, skills development, conducting training programs, establishing rewarding schemes, and providing organizational support for career development will effectively enhance employees' performance within these category task performance, contextual performance, and adoptive performance. This will further contribute to overall improvement within the real estate development sector in Jordan.

5.4 Recommendations

After analyzing, examining the data, testing hypotheses, discussing and interpreting the findings, the study puts forward the following suggestions:

- Real estate development companies in Jordan are encouraged to fully invest in capacity building practices.
- Real estate development companies in Jordan are encouraged to take preemptive action to support and increase awareness of capacity building.
- Real estate development companies in Jordan are prompted to invest enough resources to establish a well-developed human capital.
- Real estate development companies in Jordan are recommended to establish a reward system that recognizes, acknowledges, and motivates employees' performances.
- Real estate development companies in Jordan are encouraged to provide a variety of training and development programs that support employees' understanding of the real estate sector in Jordan.
- Real estate development companies in Jordan are encouraged to plan for more advanced studies to cover this issue for a thorough understanding.

- Real estate development companies in Jordan are recommended to integrate capacity building into strategic plans to ensure long-term organizational growth.
- Investing more in comprehensive capacity building is crucial for fostering sustainable development within our organization.
- Real estate development companies in Jordan are encouraged to foster a culture of continuous learning and developing skills by encouraging employees to take on skills enhancement programs and acquire new knowledge in the field.
- Real estate development companies in Jordan are recommended to provide support for employees' careers to increase the level of employees' participation and commitment to the organization.
- Real estate development companies in Jordan are prompted to encourage the idea of shared knowledge between employees to drive performance excellence.

5.5 Suggestions for future Studies

After analyzing the effect of capacity building on employees' performance in real estate development companies in Jordan. The researcher came up with a few suggestions for future studies:

- Future studies should be exploring the effect of capacity building on employee performance across other different industries.
- Conduct studies that focus on the effect that capacity building has on industries other than the real estate industry and its effect on the economy.
- Investigate long-term effect of capacity building. Future studies should conduct longitudinal studies to search the continuing impact that capacity building initiatives has on employee performance over long-time period.

- Compare the effect that capacity building has on employees' performance across several other organizations. for example, international and domestic organizations in various industries.
- Discover how the influence effect capacity building practices has on employees' performance relate to the size, culture, and structure of the organization.
- Investigate the outcomes associated with capacity building practices, such as the overall organizational performance.

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Appendices

Appendix (1)

The Interviews

The researcher conducted five interviews in 5 real estate development companies in Jordan, and the results of the interviews were as follows:

Company: (Al-Shear Real Estate Group)

Interviewer: Zuhair Al-Shear

Occupation: Owner/CEO

Time: 20 mins

Questions:

-1 How do you see the performance of employees within your company?

Performance varies; some excel, others struggle

-2 How do you perceive the current state of workforce stability within real estate development companies in Jordan?

Workforce stability is fragile; high turnover.

-3 What specific factors do you believe contribute to the challenges of maintaining satisfactory employee performance in the real estate sector?

Challenges include workload, competition, growth.

-4 Can you share any observations or experiences regarding the effectiveness of capacity building initiatives in other industries or organizations?

Promising, but success depends on implementation

-5 In your opinion, how effective do you believe capacity building programs are in enhancing workforce stability and productivity within the real estate sector?

Effective; depends on support and engagement.

Company: (Green Mile-Jo Real Estate)

Interviewer: (Hamdi Ali)

Occupation: General Manager

Time: 20 mines

Questions:

-1 How do you see the performance of employees within your company?

Mixed; some excel, others need support

-2 How do you perceive the current state of workforce stability within real estate development companies in Jordan?

Stability is challenged; frequent turnover.

-3 What specific factors do you believe contribute to the challenges of maintaining satisfactory employee performance in the real estate sector?

Challenges: workload, competition, advancement.

-4 Can you share any observations or experiences regarding the effectiveness of capacity building initiatives in other industries or organizations?

Shows promise, but implementation is key.

-5 In your opinion, how effective do you believe capacity building programs are in enhancing workforce stability and productivity within the real estate sector?

Effective with support and engagement.

Company: (Green Mile-Jo Real Estate)

Interviewer: (Yaqoob Mohammed)

Occupation: Business Development Manager

Time: 20 mines

Questions:

-1 How do you see the performance of employees within your company?

Varied; reflects individual factors and goals.

-2 How do you perceive the current state of workforce stability within real estate development companies in Jordan?

Stability is an issue; turnover impacts projects.

-3 What specific factors do you believe contribute to the challenges of maintaining satisfactory employee performance in the real estate sector?

Challenges: workload, competition, skill growth.

-4 Can you share any observations or experiences regarding the effectiveness of capacity building initiatives in other industries or organizations?

Promising, but requires effective implementation.

-5 In your opinion, how effective do you believe capacity building programs are in enhancing workforce stability and productivity within the real estate sector?

Effective when supported and engaged.

Appendix (2)

The Names of Real Estate Development Companies in Jordan

#	Name of the Company	Location
1	Al-Manar Group	Amman, Jordan
2	Opal Housing Group	Amman, Jordan
3	Al-Eqbal-Real Estate Group	Amman, Jordan
4	Kony Real Estate Development Company	Amman, Jordan
5	Al-Shear Real Estate Group	Amman, Jordan
6	Mirath Real Estate	Amman, Jordan
7	Abdoun Real Estate	Amman, Jordan
8	Deera Real Estate Group	Amman, Jordan
9	Green Mile-Jo Real Estate	Amman, Jordan
10	Al-Saudi Real Estate Development Company	Amman, Jordan

Appendix (3)

The Names of the Judges of the Study Tool (Questionnaire)

Name	Academic Rank	Arbitration Universities
Prof. Dr. Bruce Hieman	Chair, Professor	San Francisco State University CA, USA
Prof. Dr. Abulkudos Ahmed Almarwani	Professor	Joan Bin Jassim Academy for Defense Studies Doha, Qatar
Prof. Dr. Ahmed Ali Salih	Professor	Middle East University Amman, Jordan
Prof. Dr. Ali Mohammad Al-Adaileh	Professor	Middle East University Amman, Jordan
Prof. Dr. Abdel Aziz Sharabati	Professor	Middle East University Amman, Jordan
Prof. Dr. Mohamed Hassan Salih	Professor	Joan Bin Jassim Academy for Defense Studies Doha, Qatar
Prof. Dr. Malath A O Alagha	Professor	Joan Bin Jassim Academy for Defense Studies Doha, Qatar
Prof. Dr. Osama Idrous	Professor	Joan Bin Jassim Academy for Defense Studies Doha, Qatar

Appendix (4)
Study Tool (Questionnaire in English)

Subject: Request to Arbitrate the Questionnaire

Prof. Dr..... Esteemed Greetings,

The researcher is conducting a study titled "**The Effect of Capacity Building on Employees Performance: A Field Study in Real Estate Development Companies in Jordan**" as a fulfillment of the requirements for obtaining a master's degree in business administration at Middle East University.

For the purpose of data collection, this study employs a Likert scale with a five-point gradient for agreement ratings, ranging from "Strongly Agree" to "Strongly Disagree".

Given your esteemed experience and knowledge in this field, the researcher seeks your input by presenting this questionnaire. Your valuable insights are sought to evaluate several key aspects of the questionnaire, including the clarity and relevance of the paragraphs, linguistic accuracy and integrity, potential modifications, as well as any suggestions or comments you believe are appropriate.

Your contribution would greatly enhance the quality and validity of this research. Please accept my sincerest appreciation and respect for considering this request.

Prepared by: Ahmed Abdulkudos Almarwani

Supervised by: Prof. Dr. Azzam Abou-Moghli

Section 1: Personal & Occupational Information

Please provide some basic information about yourself. This data will help us to analyze the survey results based on different demographic groups within the company.

1. Age:

- Less than 30 years
- 30 - Less than 40 years
- 40 - Less than 50 years
- More than 50 years

2. Sex:

- Male
- Female

3. Educational Qualification:

- High School or less
- Diploma
- Bachelors
- Post Graduate

4. Position level:

- General Manager
- Business Development Manager
- HR Manager
- Sales Associate
- Marketing Coordinator
- Real Estate Agent
- Call Center Officer
- Other:

5. Number of years of experience:

- Less than 5 years
- 5 - Less than 10 years
- 10 - Less than 20 years
- More than 20 years

Section Two: Independent Variable with its dimensions

Capacity Building:

Capacity Building: Capacity building is the systematic process of assessing the effectiveness and impact of training and development initiatives on individuals, organizations, and societies. It involves evaluating changes in skills, knowledge, and abilities through skills assessments, tracking performance and metrics.

NO	ITEMS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Knowledge Development: Defined as a process that includes collecting, analyzing, and integrating isolated data into useable bodies of knowledge, and making that knowledge available so that it can be shared among employees.						
1	The company encourages a culture of knowledge sharing among employees.					
2	The company facilitates access to real estate relevant knowledge.					
3	The company updates newly acquired knowledge in real estate development expectations.					
4	The company invests enough resources in external knowledge development platforms.					
5	The company welcomes employees knowledge-based participatory discussions.					
2. Skills Development: Defined as the process of enhancing employees technical and behavioral skills through investing resources on programs, opportunities, and initiatives, that ultimately boosts employees productivity.						
6	The company invests resources in skill development initiatives.					
7	The company matches appropriate skills with suitable employees.					
8	The company implements skill development programs upon needs.					
9	The company provides opportunities for employees to enhance their skills.					
10	The company supports employees in initiating newly acquired skills.					
3. Training Programs: Defined as programs that offer workers information, new skills, or opportunities for professional development and the positive role of training in attaining the supreme levels of employee retention.						
11	The company provides enough training programs.					
12	The company encourages employees to participate in training programs.					

NO	ITEMS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
13	The company focuses most on relevant real estate training programs.					
14	The company effectively matches trained employees with suitable job roles.					
15	The company provides suitable jobs for trained employees.					
4. Rewards Scheme: Defined as a structured program implemented by an organization to recognize and reward employees for their contributions and achievements.						
16	The company adopts a good rewards scheme.					
17	The company tailors its reward scheme to acknowledge the achievements of the employees.					
18	The company ensures a balanced distribution of rewards among employees.					
19	The company rewards scheme positively advances the company's results-based missions.					
20	The company shares rewards scheme initiative discussions with employees.					
5. Organization Support for Career Development: Defined as the provision of resources, opportunities, and guidance by an organization to facilitate the career growth and advancement of its employees.						
21	The company provides resources for employees to create career development plans.					
22	The company facilitates pathways for employees to take career development plans.					
23	The company offers enough opportunities for growth.					
24	The company provides guidance for employees to pursue career development plans.					
25	The company promotes advancement opportunities for employees.					

Section Three: Dependent Variable with its dimensions

Employees Performance:

Employees Performance: Employees Performance defined as the result or level of success of an employee within a company as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, speed, efficiency, and quality of work.

NO	ITEMS	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Task Performance: Task performance explores the speed, efficiency, and quality of employees completing tasks that assists the overall organizational productivity.						
26	I can respond quickly when the company encounters problems.					
27	I make adjustments to a failure plan quickly.					
28	I managed to plan my work so that it was done on time.					
29	I stay calm while making decisions that contribute to the development of the company.					
30	I always quickly make decisions in favor of the overall situation on the interests of employees.					
2. Contextual Performance: Contextual performance defined as behaviors that assist, support, and develop the company and its employees through cooperative, supportive, and facilitative efforts that go beyond expectations.						
31	I offer additional assistance to customers.					
32	I maintain a positive attitude about the organization.					
33	I cooperate with other organization members.					
34	I volunteer to carry out tasks not part of their own job.					
35	I prioritize self-development to enhance my effectiveness.					
3. Adoptive Performance: Adoptive performance refers to the employees capacity for adaptation to dynamic work situations and to the capability to modify behavior according to the requirements of new environments, situations, or events.						
36	I am able to adapt to changes in my work environment.					
37	I can adjust to new work situations.					
38	I am comfortable facing new challenges.					
39	I am open to listening to feedback about my performance from my peers in the company.					
40	I am willing to learn new skills to help the overall performance of the company.					

Appendix (5) Study Tool (Questionnaire in Arabic)

المعلومات الشخصية والمهنية:

يرجى تقديم بعض المعلومات الأساسية عن نفسك. ستساعدنا هذه البيانات في تحليل نتائج الاستبيان بناءً على مجموعات ديموغرافية مختلفة داخل الشركة.

العمر:

أقل من 30 سنة

30 - أقل من 40 سنة

40 - أقل من 50 سنة

أكثر من 50 سنة

الجنس:

ذكر

أنثى

المؤهل العلمي:

الثانوية العامة أو أقل

دبلوم

بكالوريوس

درجة الدراسات العليا

مستوى الوظيفة:

مدير عام

مدير تطوير الأعمال

مدير الموارد البشرية

مسؤول مبيعات

منسق تسويق

وكيل عقاري

موظف مركز الاتصال

آخر:

عدد سنوات الخبرة:

أقل من 5 سنوات

5 - أقل من 10 سنوات

10 - أقل من 20 سنة

أكثر من 20 سنة

المتغير المستقل: بناء القدرات

بناء القدرات: بناء القدرات هو العملية النظامية لتقييم فعالية وتأثير مبادرات التدريب والتطوير على الأفراد والمؤسسات والمجتمعات. إنها تتضمن تقييم التغييرات في المهارات والمعرفة والقدرات من خلال تقييمات المهارات وتتبع مؤشرات الأداء وجمع التعليقات.

#	ITEMS	غير موافق بشده	غير موافق	محايد	أوافق	أوافق بشده
تطوير المعرفة: تُعرّف على أنها عملية تتضمن جمع وتحليل ودمج البيانات المعزولة في جسم معرفي قابل للاستخدام، وتوفير تلك المعرفة بحيث يمكن مشاركتها بين الموظفين.						
1	تشجع الشركة على ثقافة مشاركة المعرفة بين الموظفين.					
2	تسهل الشركة الوصول إلى المعرفة ذات الصلة بقطاع العقارات.					
3	تقوم الشركة بتحديث التوقعات في تطوير العقارات بالمعرفة الجديدة التي تم اكتسابها.					
4	تستثمر الشركة موارد كافية في منصات تطوير المعرفة الخارجية.					
5	ترحب الشركة بالمناقشات التشاركية القائمة على المعرفة التي يشارك فيها الموظفون.					
تطوير المهارات: تُعرّف تطوير مهارات الموظفين كعملية تعزز مهارات الموظفين التقنية والسلوكية من خلال استثمار الموارد في البرامج والفرص والمبادرات، مما يؤدي في نهاية المطاف إلى زيادة إنتاجية الموظفين.						
6	تستثمر الشركة مواردها في مبادرات تطوير المهارات.					
7	تقوم الشركة بتوافق المهارات المناسبة مع الموظفين المناسبين.					
8	تنفذ الشركة برامج تطوير المهارات حسب الاحتياجات.					
9	توفر الشركة فرصًا للموظفين لتعزيز مهاراتهم.					
10	تدعم الشركة الموظفين في تطبيق المهارات الجديدة التي اكتسبوها.					
برامج التدريب: برامج تقدم للعمال معلومات أو مهارات جديدة، أو فرصًا للتطوير المهني، ودور التدريب الإيجابي في تحقيق أعلى مستويات الاحتفاظ بالموظفين						
11	توفر الشركة برامج تدريب كافية.					
12	تشجع الشركة الموظفين على المشاركة في برامج التدريب.					
13	تركز الشركة بشكل أساسي على برامج التدريب العقارية ذات الصلة.					

#	ITEMS	غير موافق بشده	غير موافق	محايد	أوافق	أوافق بشدة
14	تضع الشركة الموظفين المدربين في الوظائف المناسبة.					
15	توفر الشركة وظائف مناسبة للموظفين المدربين.					
نظام المكافآت: برنامج منظم يتم تنفيذه من قبل المؤسسة لتكريم ومكافأة الموظفين على مساهماتهم وإنجازاتهم. يهدف النظام إلى تحفيز الموظفين، وتعزيز رضاهم الوظيفي، وتحسين أدائهم وإنتاجيتهم العامة.						
16	تعتمد الشركة نظام مكافآت جيداً.					
17	تقوم الشركة بتصميم نظام مكافآت مخصص للاعتراف بإنجازات الموظفين.					
18	تضمن الشركة توزيعاً متوازناً للمكافآت بين الموظفين.					
19	نظام المكافآت في الشركة يعزز بشكل إيجابي أهداف الشركة المعتمدة على النتائج.					
20	تشارك الشركة مناقشات مبادرة نظام المكافآت مع الموظفين.					
دعم المنظمة لتطوير المهنة: تعرف على أنه توفير الموارد والفرص والإرشاد من قبل المنظمة لتيسير نمو وتقديم مهنة موظفيها.						
21	توفر الشركة الموارد للموظفين لإنشاء خطط تطوير مهني.					
22	الشركة تسهل المسارات للموظفين لاتخاذ خطط التقدم المهني.					
23	تقدم الشركة فرصاً كافية للنمو.					
24	توفر الشركة الإرشادات للموظفين لمتابعة خطط تطوير مسارهم المهني.					
25	تعزز الشركة فرص التقدم للموظفين.					

المتغير التابع: أداء الموظفين

أداء الموظفين: أداء الموظفين يُعرّف كنتيجة أو مستوى نجاح الموظف داخل الشركة بشكل عام خلال فترة معينة في تنفيذ المهام مقارنة بالاحتمالات المختلفة، مثل معايير العمل، والأهداف، والسرعة، والكفاءة، وجودة العمل..

#	ITEMS	خير موافق بشده	غير موافق	محايد	أوافق	أوافق بشدة
أداء المهام: أداء المهام يستكشف سرعة وكفاءة وجوده إتمام الموظفين للمهام التي تساعد في إنتاجية المؤسسة بشكل عام.						
26	أستطيع الاستجابة بسرعة عندما تواجه الشركة مشاكل.					
72	أقوم بتعديل الخطط الفاشله بسرعة.					
28	أتمكن من تخطيط العمل بحيث يتم إنجازه في الوقت المحدد.					
29	أظل هادئاً أثناء اتخاذ القرارات التي تُسهم في تطوير الشركة.					
30	أقوم دائماً باتخاذ القرارات بسرعة لصالح الوضع العام على حساب مصالح الموظفين.					
الأداء حسب السياق: الاداء حسب السياق يُعرف بأنه السلوكيات التي تساعد، وتدعم، وتطور الشركة وموظفيها من خلال جهود تعاونية، وداعمة، ومسهلة تتجاوز التوقعات.						
31	أقدم مساعدة إضافية للعملاء.					
32	أحافظ على موقف إيجابي حيال المنظمة.					
33	أتعاون مع أعضاء المنظمة الآخرين.					
43	أنتطوع لأداء مهام ليست جزءاً من وظيفتي الخاصة.					
53	أعطي الأولوية لتطوير الذات لتعزيز فعاليتي.					
الأداء التكيفي: الأداء التكيفي يشير إلى قدرة الموظفين على التكيف مع المواقف العملية المتغيرة والقدرة على تعديل السلوك وفقاً لمتطلبات البيئات أو الظروف أو الأحداث الجديدة.						
36	أنا قادر على التكيف مع التغييرات في بيئة عملي.					
37	أستطيع التكيف مع الحالات العملية الجديدة.					
38	أشعر بالراحة عند مواجهة التحديات الجديدة.					
39	أنا مستعد للاستماع إلى التعليقات حول أدائي من زملائي في الشركة.					
40	أنا مستعد لتعلم مهارات جديدة لمساعدة الأداء العام للشركة.					