

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF ECONOMICS
MASTER OF DEVELOPMENT STUDIES PROGRAMME

THE EFFECT OF HUMAN CAPITAL DEVELOPMENT
ON ORGANIZATIONAL PERFORMANCE
(CASE STUDY ON MYANMAR RED CROSS SOCIETY)
(2008 - 2019)

CHANG MINN OO
EMDevS - 9 (16th BATCH)

JUNE, 2021

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(2008 – 2019)

A Thesis submitted in partial fulfillment of the requirements for
Degree of Master of Development Studies (MDevS)

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This is to certify that this thesis entitled “**A Study on The Effect of Human Capital Development on Organizational Performance (Case Study of Myanmar Red Cross Society 2008 to 2019)**”, submitted as a partial fulfillment towards the requirements for the Degree of Master of Development Studies, has been accepted by the Board of Examiners.

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ABSTRACT

The Myanmar Red Cross Society exists to be a well-functioning national community capable of providing humanitarian services to vulnerable people in Myanmar. The aims of this research are to identify the Humanitarian Activities of Myanmar Red Cross Society and to analyze the perception of staffs on Human Capital Development and Organizational Performance of Myanmar Red Cross Society. This research used descriptive method based on both primary and secondary data. Primary data were collected through a survey with structured questionnaire using five-point Likert scale and respondents were fulltime staffs of MRCS, Red Cross Volunteers at all level of MRCS. Secondary data were taken from various sources of MRCS. The five aspects of the study are functions, programs and trainings, educational promotion, financial support to all staffs which support to organizational performance. But there are some challenges and barriers which selected staffs to provide training and professional development; international support to tailor investment programs to suit the needs and receiving timely guidance from leadership and senior management level for human capital development in MRCS. The suggestions are to promote the human capital within the organization such as time, efforts and energy to provide educational support that should be made to create good long-term opportunities for well- trained staff.

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LIST OF ABBREVIATIONS

BCA	Beneficiary Communication and Accountability
CBFA	Community Based First Aid
DRR	Disaster Risk Reduction
EC	Executive Committee
FASSD	First Aid and Safety Services Department
HR	Human Resources
HRM	Human Resources Management
ICABR	Community Assessment for Building Resilience
ICRC	International Committee of the Red Cross
IDP	Internally Displaced Person
IFRC	International Federation of Red Cross and Red Crescent Societies
IHL	International Humanitarian Law
IT	Information Technology
MoC	Memorandum of Cooperation
MoU	Memorandum of Understanding
MRCs	Myanmar Red Cross Society
NALSAR	National Academy of Legal Studies and Research
NFI	Non-food Items
NHQ	National Headquarters
OD	Organizational Development
PHAST	Participatory Hygiene and Sanitation Transformation
PMER	Planning, Monitoring, Evaluation and Reporting
PNSs	Partners National Societies
RCVs	Red Cross Volunteers
RFL	Restoring Family Links
SG	Secretary General
TNA	Training Need Analysis
UN	United Nations
WASH	Water, Sanitation & Hygiene

CHAPTER I

INTRODUCTION

1.1 Rationale of the Study

A strategy for improving workforce productivity to drive higher value for the organizations has become an important issue. Organizations seek to optimize their workforce through comprehensive human capital development program not only to achieve business goals but most important is for the long-term survival and sustainability of the organization. To accomplish this, organizations will need to invest human capital to ensure that employees have the knowledge, skills, and competencies which they need to work effectively in a rapidly changing and complex environment. Human Resources Development strategy is a framework for the expansion of human capital within the organizations. The broad term human capital has evolved to contain some of this complexity, and in micro-economics the term “organization-specific human capital” has come to represent a meaning of the term “human resources”. Nowadays, every organization needs to focus on more realistically the difficulties and challenges of employees. Senior Management Team must to pay special attention fairly to all the core functions of human capital development as this plays an important organizational role, social and economically related areas of the organizational goals and staff retention plan.

Every organization has to use different resources for their operations. Among these resources is the human resource can be transformed the rest of resources by the creativity of position it's possesses competencies such as knowledge, skills and abilities. Human resources are perhaps the most essential resources for organization because human capital underlies any organizational capability in the sense that organizations do not make decisions or allocate resources. Organizations actually capitalize on the employee's abilities that are knowledge, skills and competencies to leverage the financial and physical resources to create financial returns.

The multi-dimensional aspects of human capital which encompass the tangible and intangible aspects, static and dynamic aspects and industry-specific and

organization-specific aspects become the focus of human resource management in an effort to enhance organizational performance. The intangible aspects of human capital include the skills, knowledge, and abilities that employees use to accomplish tasks at hand, and ultimately achieve organizational goals.

While it is important to hire competent individuals from the start, it is this intangible and flexible component of human capital that organizations seek to understand and control through the use of human resource practices. The use of organization resources creates sustained competitive advantages by conceptualizing human capital as a source of sustainable competitive advantage and it's very useful to survive of organization. On the other hand, there more humanitarian organizations are needed around the world that will need to be put to good use of human capital rather than the wealth of individuals. Just as the world needs it, so too does Myanmar need more organizations to intensify its humanitarian work. Nowadays, there are approximately 20 international donors including UN Agencies, multilateral and bilateral funding development projects as Non-Government Organization, Non-Profit Organization and Humanitarian Organization in Myanmar.

According to the 2018 report of Local Resource Center , Myanmar's coordinating body for more than 600 civil society organizations, listed 59 international non-governmental organizations working in the country. Today, there are approximately 20 international donors by multilateral and bilateral funding development projects in Myanmar. In this context, it is necessary to study the impact of human capital development and its effects on the organizational performance in the Non-Government Organizations in Myanmar. Among them, the Myanmar Red Cross Society, unlike other non-governmental organizations, was stand as a first responder to natural disasters and public health problems in the country since many years ago.

In this study, only the Myanmar Red Cross Society (MRCS), which is carrying out humanitarian work, was selected from the above-mentioned organizations in Myanmar. As Myanmar is a developing country, there are difficulties for the communities to reach and access services that are available. Townships and villages all over the countries are also in need of health knowledge, services and opportunities. Myanmar Red Cross Society has been implementing a wide range of activities in line with the objectives and goals of the Ministry of Health and Sport. Myanmar Red Cross Society is a volunteer-based organization and works throughout the country acting with, and for the most vulnerable at all times. As the leading and oldest humanitarian

organization in Myanmar, the Myanmar Red Cross Society is committed to improving the health and well-being of vulnerable people.

In some humanitarian programme by MRCS, targets have even been exceeded or second phases have been launched due to the positive feedback received from communities as well as the continuing need for support, these include household shelter project, repairs to community buildings and infrastructure project, the livelihoods cash-for-work project and school-based hygiene promotions project. As the other activities which are also providing humanitarian support to communities and have been well-received by them include the extensive asset recovery project, and the community and school-based disaster risk reduction project, water, sanitation and hygiene promotion project such as providing guidance to communities to maintain safeguard water and sanitation infrastructure.

The issues of the human capital development of MRCS state although the staff want to attend the workshop, conferences, scholarship and training programs, the organization can't allow to go there. MRCS want to send the staffs for training programs, workshops, conferences, scholarships but the staffs who are proposed do not want to attend the required course and programs. Some issues are re-designation and reposition of MRCS, lack of opportunities for promotion, lack of delegation authority, weakness in selection of talent person for recruitment. Thus, human capital development is essential indeed for high level of organizational capacity in Myanmar Red Cross Society. Also, it can support sustained organizational capacity for non-profit organizations.

1.2 Objectives of the Study

The objectives of this study are to identify the Humanitarian Activities of Myanmar Red Cross Society and to analyze the MRCS staffs' perception of Human Capital Development and Organizational Performance of Myanmar Red Cross Society.

1.3 Method of Study

This research used descriptive method based on both primary and secondary data. Primary data were collected through a survey with structured questionnaire by using five-point Likert scale and respondents were from fulltime staffs of MRCS, Red Cross Volunteers at all level and senior management team members of Myanmar Red Cross Society. Secondary data were taken from various sources such as Myanmar Red

Cross Society, Journals and various websites concerning the activities and programme of MRCS in Myanmar.

1.4 Scope and Limitations of the Study

The study is based on the current human resources development practices of Myanmar Red Cross Society and also policies and procedures. Among human resources development practices, it emphasized on the human resources development activities which involve performance management system, job analysis, training for staff development, locally and internationally. The period of the study is from 2015 to 2020. The study area is humanitarian activities, human resources practices and organizational performance of MRCS in Myanmar and the number of respondents from this society is 131 staffs from Rakhine State, Yangon Region, Shan State, Naypyidaw Region and Kayin State. These selected areas were chosen because MRCS is currently working especially on First Aid and Safety Services, Disaster Management, Mobile Medical Services, Migration and Displacement Activities, Livelihood Programs, Mine Risk Education Program, Health Promotion Programs, Disaster Risk Reduction Programs and Cash Transfer Program etc. in the five States and Regions. Primary data were collected during the November 2020 to December 2020.

1.5 Organization of the Study

There are totally organized by five chapters in this paper. Chapter (1) includes introduction consisting of rationale, objectives, scope and method of study and organization of the study. Chapter (2) presents literature review and emphasizing on human capital development, conceptual frame work of human capital investment, importance of human resources development on organization performance, human capital theory, organizational performance and relationship between human capital development and organization performance. Chapter (3) is about overview and background information, 2020 goals and strategies, strategic goals and key actions of MRCS, International Federation of Red Cross and Red Crescent Societies, the Role of IFRC. Chapter (4) involves survey analysis of Myanmar Red Cross Society's human resources development practices and effect on organization performance. And then, Chapter (5) is conclusion including findings and suggestions.

CHAPTER II

LITERATURE REVIEW

2.1 Human Capital Development

Human capital means utilizing the available human resources in the organizations and also means train the human resources in manner to achieve the target, to develop their skills through training and other options. In short, human capital development is about the development of people resources within organizations.

Human capital refers to the processes that relate to training, education and other professional initiatives in order to increase the levels of knowledge, skills, abilities, values, and social assets of an employee which will lead to their job satisfaction and high performance by individual, by team, by department and eventually on an organization's performance. In the other hands, human capital development is the process of improving an organization's employee performance, capabilities and resource, also vital to the growth and productivity of the organization.

Moreover, human capital refers to the people employed by an organization. Measuring the value of these people proves difficult due to the lack of standard and transitional measures such as those associated with fixed and liquid assets. People cannot be depreciated like physical capital nor do they reflect the net worth of an organization as financial so. Human capital is just as important as physical capital and financial capital which are investments for every organization.

Human Capital can be said to be specifically within an economic setting as a manufacturing factor, and as an economic term used to describe the skills and knowledge that individuals attract upon to generate outputs of value, such as innovation and productivity in job performance. It is no exaggeration in the assertion that the most significant resource of any organization is often said to be its people. People, knowledge and skills are known as human capital, it is the central of intellectual capital that energizes organization performance.

The above stated that people are the organizations greatest tool, providing the intellectual capital that drives differentiation and enhance value. Of course, an

organization is nothing but inter-related groups of people whose activities are planned and coordinated to meet organizational objectives. An organization that is to manufacture goods and services has a good chance to survive and prosper if it consists of the right people. Organizations encounter several obstacles in meeting their goals and in a similar way, all employees point out some difficulties in their efforts to be productive and efficient in their jobs, and to feel satisfied in their work-lives.

Much of the literature on human capital development has focused on findings the voice of management or managerial views, with less critical of its drawbacks (Clark et al, 1998). This has been particularly prevalent in the management consulting field where management fads are largely created, labelled and embraced (Abrahamson, 1996), as noted by Gibson and Tesone (2001: 123). They stated that one author refers to those who initiate fads as fashion setters, and identify them as consultants. Watson Wyatt (2004) stated that a significant improvement in five key areas of human capital practices is associated with a 47 percent increase in market value; what is prone to be sustainable over time. These areas include recruiting and retention excellence, total rewards and accountability, collegial and flexible workplace, communications integrity and focused HR service technologies (Pfau and Kay, 2002). Similarly, Friedman et al, (1998) has also developed models for human capital performance that, as they claim, promise dramatic results.

A critical view in evaluating human capital as a concept may begin with the fact that those who are on the “receiving end” of such a practice have received little attention in the literature (Bryne, 1986). The normative strands in the literature have argued for a strategic linkage between organizational and HR/human capital strategies, and that the individual components of HR/human capital be linked and actually generate positive outcomes (Hitt et al, 2001; Gerhart, 1999; Hiltrop, 1996; Fombrun et al, 1985). The idea of fit, or alignment, has thus become a central focus of academic endeavor in the field, and achieving fit is likely to build competitive advantage (Snell et al, 2000). The implication is that an emphasis on competitive advantage brings with it an emphasis on HR/human capital in terms of developing “appropriate” processes and practices aimed at generating knowledge and competency that support business strategy (Gratton, 2004, 2000).

A general trend in research on these subjects has therefore been essentially managerialist, supporting “the activity and actions of management and as a consequence can be seen to be a powerful and new form of managerial rhetoric.” Clark

et al, 1998 stated that human capital and HRM can be viewed as a further (and new) form of managerial control (Townley, 2002, 1993). This form of control is not engineered through traditional management practices, but through the development and socialization of employees. Human capital mechanisms can be viewed as levers through which the values of the organization are internalized in employees, who perhaps exercise a form of self-control in alignment with the interests of the senior management (Foucault, 1977). Also, it derives from the reframing of the employment relationship to emphasize a new reality (Clark, 1996) in the workplace “where there are a plurality of views and interests and where the convergence between the values of the organization and those of the employee cannot be taken for granted.” (Ezzamel et al, 1996: 78).

Recent research suggests that, at the organizational level, the focus on improvements in effectiveness, efficiency and productivity that have been part of the human capital and HRM has been accompanied by a corresponding emphasis on cost control and redundancies (Wilkinson and Willmott, 1995). This condition tends to increase the probability of cynicism and decrease the probability for psychological success (Amundson et al, 2004; Hallier and Lyon, 1996). Therefore, for some commentators, greater sophistication in the management and evaluation of employees, such as commitment, empowerment, and involvement, has been signaled an intention by organizations to increase surveillance of employees. This highlights an instrumental view of HR/human capital as being a means to an end (Legge, 1998; Townley, 1994). The intended form of control seeks to work by ensuring employees internalize the values and ethos of the organization to deliver, as Willmott (1993: 519) puts it: “their uniquely human powers of judgment and discretion are directed unequivocally toward working methods that will deliver capital accumulation.”

This self-disciplining approach, embedding the desires of the organization into the subjectivity of the individual, has been criticized as inducing brainwashing (Willmott, 1984) and reducing individuality (Legge, 1984). However, Watson (1994) argues that employees, including managers, more or less actively and critically interpret and perhaps resist corporate rhetoric. For example, some employees challenge the organizational rhetoric, articulated by managers, which is intended to establish a discourse that represents employees in terms of the skills they are deemed to possess rather than the jobs they occupy. Another important issue is the high expectations placed on human capital and HRM programs to change the workplace. There can often be a huge amount of optimism from employees about the potential for such approaches.

But Skinner & Mabey (1997) argue that successes are more the exception than the rule; differences between the perceptions of managers and employees generally emerge and remain, due to failures of design, implementation or trust (Fuguyama, 1995).

These views suggest that introducing the concept of human capital within an organization may not be a neutral and unambiguous intervention. In this dissertation, the nature and workings of human capital will be examined and its interpretation by the recipients of the rhetoric assessed. The author seeks to avoid the danger, identified by a number of writers, of portraying ordinary people as passive dupes of ideology. (Watson, 2004: 452).

2.2 Concept of Human Capital Investment

Human capital investment is one of the key factors in combating high and persistent unemployment and problems of low pay and poverty (Ogunade, 2011). The concept of human capital has played an important role in the neoclassical analysis of labour markets. This is particularly in regard to the role it plays in wage determination. It has also come to dominate the economic analysis of education. The analysis of human capital views education as one of the routes through which human capital is acquired. The basis of human capital model is based on the premise that additional non-compulsory education (schooling) increases the productivity of labour in a perfectly competitive market (Omolo, 2013).

Human Resource must be invested in and leveraged efficiently in order for it to generate returns, for the individuals involved as well as an economy as a whole. World Economic Forum reported that the global economy is entering an era of talent scarcity that, if left unaddressed, will hinder economic growth worldwide (World Economic Forum, 2013). As move to knowledge-based economy, knowledge, skills and competencies constitutes a vital asset in supporting economic growth and reducing social inequality in developing countries.

Human Capital refers to the knowledge, expertise, and skill one accumulates through education and training (Severine and Lila, 2009). The concept of Human Capital was initially formulated by Theodore Schultz in the early 1990 as a way of explaining the advantages of investing in education on a national scale (Afiouni, 2013) cited in Odhong and Were (2013). The emphasis on human capital in organizations reflects the view that market value depends less on tangible resources, but rather on

intangible ones, particularly human resources (Kulvisaechana, 2006) cited in Odhonget al, (2014).

Human Capital Management is how a person can carry out work using the skills and knowledge acquired in order to add value to the country's economy. (Kearns 2005) describes it as a to Human Resource Management from the traditional approach. HCM deals with analyzing the obtained data and report it so as to give direction of importance to management of people in order to have Strategic Investment in the firm and to be able to make better decisions. Management regards HCM as an asset and uses Metric as a tool of measure to guide them so as to achieve a competitive advantage by investing strategically in these human assets through developing them giving them more work so as not lose them (retain them) making use of employee to be useful and productive in the firm, managing talents and offering more learning programmes (Armstrong. 2006)

Economies of developing and developed countries depends on human capital development, this will include building the process through which inculcation of relevant skills. Technical knowledge and effectiveness to meet set goals is known as HCD (Obadan and Adubi 1998). Sengupta 2011 "a major paradigms shift favouring economies with knowledge has been shown in economic growth, human capital has substituted industrialization Research and Development (R&D) has been driven by human capital hence a pillar of countries economy".

Human capital has its historical origin in the Political economy journal of 1966 by B.F. Kiker and published in the Journal of Political Economy in 1966. human capital was traced from the 17th century to demonstrate the power of cost on lost life in war and other death. The contributors of Economics of Human Capital suggested methods of investments in human beings in order to generate return, they included (Jean Say Baptiste 1821, Adam Smith 1776, Roscher William 1878, John Stuart Mill 1909, Sidgwick Henry 1901). Throughout the studies the evolution of Theories addressing Human Capital issues have been used in public policy matters which remain the subject that is studied in the theory today, theory today, this included the powerful Nation that invest in education for a productive Nation both with skills and knowledge.

Human Capital has been emphasized on in organizations this reflects the how the market value relies on less resources that are tangible, but on intangible resources, especially human resources. Attracting, employing and retaining the right employees, fulfills this equation. The organization can develop skills by encouraging employees to continuously emprise learning by encouraging and supporting them and creating a

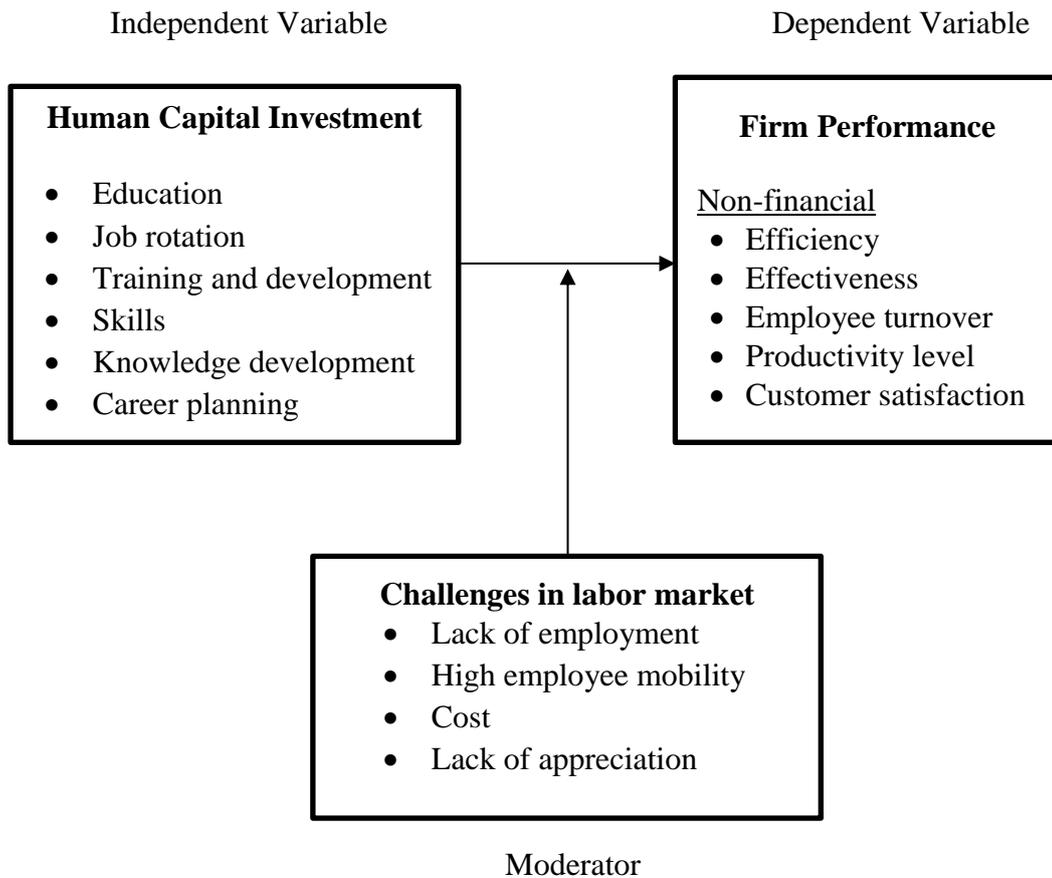
conducive environment. Human Capital is defined by OECD (2001) as competencies, skills, knowledge and attributes that individual possess that enables them to create social, personal and economic value. Human Capital are important aspects in work force and production hence they need to have formal learning to acquire knowledge, on job training to gain skills and competencies to perform work and leadership qualifications.

The success of every organization depends on Human capital Mahroum (2007) had suggested that the capacity to develop talent, deploy it and continuously attract it depends on human capital management to be competitive and have an advantage over other firms. With the changing technological trends and globalization most employees would want to be associated with an organization that has a name in the market. Human capital is the key pillar for of any organization to succeed. Mahroum (2007) suggested that human capital management is based on main specific capacities which included, talent development, talent deployment and capacity to attract talent from elsewhere. These capacities help the organization maintain a competitive edge in the market.

Failing to have human capital development makes it hard for workers to deliver the quality of products that customers need. Today's world, the demand from clients for higher quality of, education, health and skilled labour is also causing concern in the labour market, about lack of skills and should lead to a new interest in training. Again, the influx of patients being taken to foreign countries for treatment (cancer patients) and qualified personnel like Teachers, Engineers, Doctors and Nurses opting to work in foreign countries, It is in this regard that, this dissertation seeks to look into the effect of human capital development and firm performance in the world.

It is used present a preferred approach to a thought. Likewise, conceptual frameworks direct the collection and analysis of data. It refers to the organization of ideas set forth to achieve a study or a research project's It's the way ideas are organized to achieve a research project's goal (Shields & Rangarajan, 2013).

Figure (2.1) Conceptual Framework of Human Capital Investment



Source: Empirical review of Consolata Muyuka Khayinga and Stephen Muathe (2018)

The above figure shows that the human capital investment intended to the human capital development which effect on firm or organizational performance with three components. The challenges in labor market will be a moderator between the human capital investment that is independent variable and the firm or organizational performance that is dependent variable.

Human Capital Development: Importance of Human Capital depends on the degree of its contribution towards the creation of competitive advantage. Schultz 1993 views HC as an element that improves employees and firms’ assets so as to improve productivity and compete in the market, the practice of training of professional, imparting learning in order to acquire skills, knowledge and ability for the employee to be satisfied in order to be motivated to perform. The skills and knowledge person holds will allow them to work for economic value. (Romer 1990) defines HC as a major source of economic growth in the country hence meet targeted level of living standards hence the drive behind sustainable economic development it’s the main pillar of

economic growth which 'has (either acquired or inbuilt) components; knowledge and education got through education, competence, skills and expertise that be earned through on job training and practice (apprenticeship),

Human capital concept arose from recognition of individual firms to invest in its human capital by Training and sponsor for education outside the firm in institutions, as you cannot go wrong in education and the best investment. This includes payment of fees for tuition and training, the employee or organizations strives to gain a return on investment. Wealth maximization both on individual and organization can be expected on return on investment is greater than market rates or expected rate of return after investing on human capital.

Training and Development: Michel Armstrong (2001) describes Training is a systematic growth of knowledge, attitude and skills an individual needs to work. Edwin flippo (1984) views Training as a way of adding skills and knowledge needed to work, therefore Training is concerned with acquiring knowledge and skills hence its aprocess of learning, according to Aswathappa (2000) Talents are developed renewing the old ones and new employees are given jobs, hence training is a continuous process to enables employees perform their jobs effectively Training Needs Analysis (TNA) is done so as to identify needed areas to be trained. Training plans are developed that suits the needs; knowledge needed to perform the jobs can be evaluated after training to ascertain if they have been acquired. Training is an important element int human capital development. The growth a person realizes in his ability is Development, and the programs are usually done in phases of planned study and experience, and coaching is done to support it Development happens when more experience gained is conceptualized to show its confidence gained for acting and how to relate to such action (Bolton, 1995).

Job Rotation: Job rotation is the shift of employees in various positions within the organization so as to fulfill various Human Resource objectives like enriching the employees, new employees getting acquainted to their areas of work, developing career, employees learning avoiding getting bored and reducing burnout. The Job Rotation plans involves employees in temporary tasks in a particular department and for a short period as assigned duties of that positions. It's a voluntary task and it's treated as part of their normal jobs. According to Edward (2005) job rotation is the movement of employees from one job to another within the organization so as to build on employee's values and capability in the firm.

Employees given new assignment to perform on temporary position for a specific period is Job Rotation. This enables employees to be exposed and are able to perform in various capacities. This is an advantages to the organization such that in the absence of a particular employee work continues as employees are enriched with skills to perform in any capacity. Job Rotation was first established in Denmark in the 1980s, and may be put in use in many to fulfill development needs of companies and workers without disrupting the firm's process. Job specialization is concentrating on one job in one's ability hence the opposite is job rotation. Human Resource Development Council (HRDC 1997) views Job Rotation as strategy to develop individuals career which is learned in a temporary position of a particular job HRDC encourages employees to retain their position or designated duties a part from performing other tasks in the organization. This enables the employees to work all round and have knowledge of all areas in the organization.

Career Planning and Development: Career planning is a sequence of employment one explores in their abilities and plans strategically to achieve their goals so as to succeed by continuous learning for growth. Career employment that one can hold during the course of his lifetime. Schermerhorn (2002)" defined Career planning as a systematic way of matching career goals as individual is able to acquire to fulfill their dream it started in USA in 1970s and its process that enables employees to grow and identify opportunities as one develops themselves they can be promoted to higher positions, hence growth on individuals who work hard and this is another way of motivating employees, this avoids employees from stagnating in one position. In order for the organization to prosper it needs to develop its employees.

Knowledge Management: Knowledge is only asset that an employee can offer to the firm in the current competitive environment so as to have an edge over the competitors (Prahalad & Hamel 1990). Knowledge can be offered on individual basis or can be part of management system concept, Back and von Krogh (2003) viewed Knowledge as an ongoing transit in a logical process as follows capturing and initiating, they learn from each other and using it. knowledge management contributes to high production the organization as one the cost-cutting element in a competitive environment (Thompson 2003). Human resource management (HRM) Views knowledge management as part of its functions because it is about people and its part of HRM. (Evans 2003) analysed knowledge management as an entity of mapping

intellectual assets within the organization. Studies is a process of learning so as to acquire skills, knowledge, values. Beliefs and habits for competitive advantage.

Education: Education is the sequence of learning as to acquire, skills, knowledge values, beliefs, and habits. Human characters and behavior are molded and shaped, methods to deliver education may include, discussion, storytelling, teaching, training, lecturing directed research. And its guided by the Educators or facilitators, but learners may also do the research and educate themselves, it can take be formal or informal way and through Education employees can be Developed to improve in performance and it helps individuals to tell between the true and false.

Skills: An ability and capacity to know how to perform a particular job, ways to relate with others in a smooth manner. Skills can be acquired through learning either formal or on job training like apprenticeship.

The Relationship between Human Capital and Firm Performance: Organizations and persons are focused on by human capital. Garavan et al (2001) views Human Capital to encompasses, Personal Competencies, adaptability and flexibility, organizational competencies for development and personal employability and these adds values to both employees and organizational results. (Nordhaug, 1998) attributes to different views have incorporated HC with a firm competitive advantage that can be sustained for higher performance. Doucouliagos (1997) Motivates employees, raises their morale plus engagement to perform, a lot is invested on Research and Development which gives room to acquire knowledge and skills. And for upcoming employees to grow so as to improve the economy and the society benefits. Seleim et al., (2007) studied on how HC relates with organizations performance. This argument was studied by Dooley (2000) who got similar results. It has established a positive relationship and hence paves way for greater innovation for firm's performance.

2.3 Human Capital Theory

As studied the economic development thinking, human capital refers the education and health in economic development of the country. Education and health are fundamental goals of development and these are definitely important. Health is the key to well-being, and education is essential for a fulfilling life. At the heart of the definition of development are two fundamental elements to the concept of broad human capacity expansion. At the same time, education plays a key role in the ability of developing countries to embrace modern technology and the capacity for development. In addition,

health is a requirement for increasing productivity. Successful education is also good for your health. Therefore, both health and education can be seen as important components of growth and development. Their dual role as both inputs and outputs gives health and education their central importance in economic development. The two issues of human capital are education and health for education development, the relationship between the effectiveness of education spending and health spending, and the investment in one person's education. The intangible assets an individual possess that is knowledge and skills, are used to raise individual values economically for themselves, employer plus the society at large. Investment in Education pays off in terms of human capital higher productivity.

The above theory of human capital is rooted from the field of macroeconomic development theory (Schultz, 1993). Then, there are different kinds of capitals that include schooling, a computer training course, expenditures on medical care (Becker,1993). And in fact, lectures on the virtues of punctuality and honesty are capital too. In the true sense, they improve health, raise earnings, or add to a person's appreciation of literature over a lifetime. Consequently, it is fully in keeping with the capital concept as traditionally defined to say that expenditures on education, training, and medical care, etc, are investment in human capital. These are not simply costing but investment with valuable returns that can be calculated.

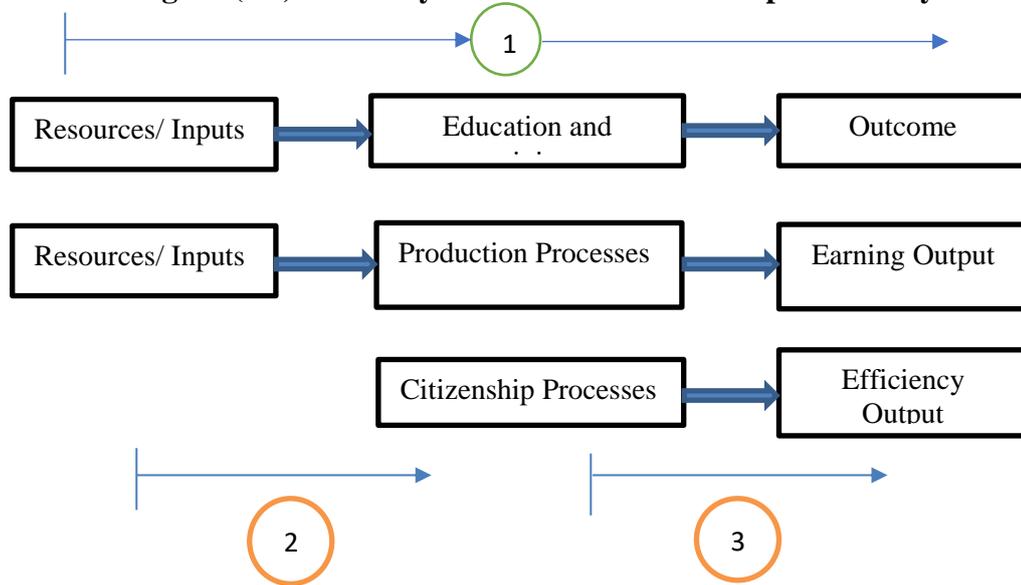
From the perspective of Classical Economic Theory, human capital considers labor as a commodity that can be traded in terms of purchase and sale. This classical theory focuses on the exploitation of labor by capital. However, unlike the meaning traditionally associated with the term labor, human capital refers to the knowledge, expertise, and skill one accumulates through education and training.

Emphasizing the social and economic importance of human capital theory, Becker (1993) noted the most valuable of all capital is that investment in human being. Becker (1993) distinguishes organization-specific human capitals from general-purpose of human capital. Examples of organization-specific human capital include expertise obtained through education and training in management information systems, accounting procedures, or other expertise specific to a particular organization.

General-purpose of human capital is knowledge gained through education and training in areas of value to a variety of organizations such as generic skills in human resource development. Becker (1993) considers that education and training to be the

most important investment in human capital that includes computer training, schooling, hard skill and soft skills for employee and medical care expenditures, etc.

Figure (2.2) The Key Relations in Human Capital Theory



Source: A Model of Human Capital Theory (Swanson, 2001)

The key relations of Human Capital Theory stated that relationship (1) represents the concept of production functions as applied to education and training. The key assumption underlying this relationship is that investment in education and training results in increased learning.

Relationship (2) represents the human capital relationship between learning and increased productivity. The key assumption underlying this relation is that increased learning does, in fact, result in increased productivity.

Relationship (3) represents the human capital relationship between increased productivity and increased wages and business earnings. The key assumption underlying this relationship is that greater productivity does in fact, result in higher wages for individuals and earnings for businesses.

In conclusion, human capital does contribute to the organizational advantages and profits. The entire human capital relationships represented is assessed using return-on-investment analysis or cost-benefit analysis. The human capital theory is an important agent for boosting organization performance. Thus, this study has capitalized on this theory for arguing that human capital becomes an element in organization performance.

2.4 Concept of Organizational Performance

According to Chen (2002), organizational performance means the transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness). There are various ways to understand organization performance but, in this study, it has been judged upon the growth of the company and sales performance which lead towards the growth. Effectiveness of the organization depends on the three basic performance determinants such as efficiency and process reliability, human resource and relations, innovation and adaptation to environment. (Yuki 2006).

Efficiency is defined as a term practiced by organization or firm to use people and resources to carry out important operations in way which minimizes the costs. When the resources will be used in a proper way as compared to the competitors the cost of operation will decrease and the profit margin will increase. Efficiency is important when the competitive strategy of the firm offers products and services at lower rates than the competitors. Human resource relation is defined as trust, organizational commitment, collective identification and cooperation among the employees. (Bass 1990 Yuki and Tabler 2002). Innovative adaption includes increase in market share, sales growth from year to year, generating and maintaining loyal customer base.

Sometime, the definition of performance will depend on the stakeholder involved. Organizations inevitably have an array of stakeholders, and any particular measure of performance often tends to compete against another (Denison, 1990). Shareholders prefer performance in dividends, while managers regard performance in operational processes as important. From a traditional perspective, organizational performance is commonly referred to as financial performance where considerations of budgets and assets are crucial in determining the overall bottom-line of an organization (Yeo, 2003). According to Langton (2000) performance implies the action of doing things, using things, and attending to conditions, processing, communicating, and achieving results. It is not a static concept, but an active concept. Langdon (2000) describes performance as consisting of four dimensions are (1) Behavior; (2) Standards; (3) Support and (4) Human relations.

An organization cannot perform unless all four layers are present. A high-performance organization is one in which the culture provides employees with the accountability and responsibility necessary to meet customers' needs in a timely manner to ensure business success (Allerton, 1998). That defines characteristics of a high-performance organization are well-understood vision and values help guide decision-making, decision making occurs at the lowest level, risk taking is encouraged and performance feedback comes from peers, customers and direct reports.

From Allerton's definition it is clear opinion that a specific type of culture is important to create the environment in which an organization can perform. Not all corporate cultures will allow decision making at the lowest level or encourage risk taking. As Jacobs (2005:1) states in his article that how a company decides who is authorized to make what types of decisions can have a profound effect on its business, both in terms of everyday effectiveness and the bottom line.

As factors affecting performance, Cummings and Worley (2005) advocate that six factors other than culture can affect the performance of organizations. The key components of the six elements are as follow:

- i. Context: Context refers to the environment in which the organization operates and includes both external and internal environments. Organizational characteristics such as business strategy, strategy and structure as well as organizational culture form part of the context.
- ii. Purpose: This will represent the goals and objectives of the organization. in this study it will focus on the objective of achieving a five-day service level agreement.
- iii. Composition & Diversity: The demographics of the group will be identified in this variable.
- iv. Structure: Size of the group will be considered.
- v. Processes: The formation and socialization processes play a critical role in the performance of an organization. This ties back to Schein's (1984) where he stated that a group must be together for a long enough time to resolve problems. It can therefore be concluded that performance can be determined by the length of time that a group has been working together.
- vi. Leadership: The type of leadership behavior will have an influence on performance. Research has shown that a transformational leadership style does result in increased performance (Lok and Crawford, 2004).

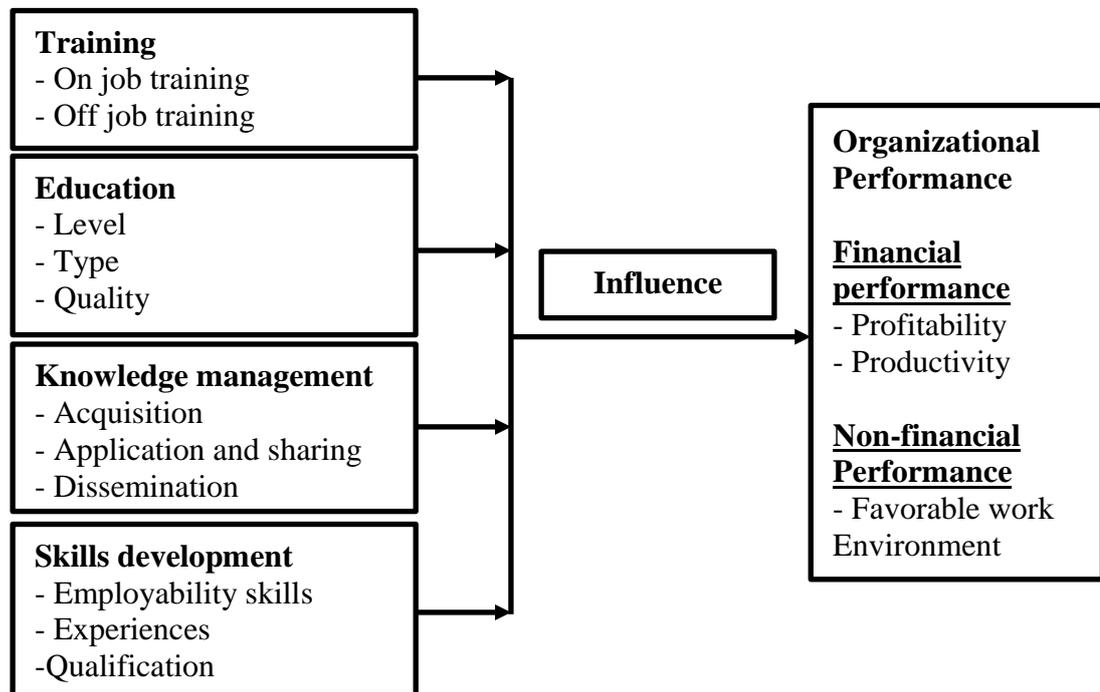
2.5 Relationship between Human Capital Development and Organization Performance

The human capital theory focuses on two main components: individuals and organizations. According to Garavan et al, (2001), human capitals have four key attributes as follows: (1) flexibility and adaptability, (2) enhancement of individual competencies, (3) the development of organizational competencies and (4) individual employability. It shows that these attributes in turn generate additional values to individual and organizational outcomes.

From the individual level, Collis and Montgomery (1995) point out that the importance of human capital depends on the degree to which it contributes to the creation of a competitive advantage. From an economic point of view, transaction-costs indicate that organization gains a competitive advantage when they own organization-specific resources that cannot be copied by rivals. Thus, as the uniqueness of human capital increases, organizations have incentive to invest resources into its management and the aim to reduce risks and capitalize on productive potentials. Hence, individuals need to enhance their competency and skills in order to be competitive in their organizations.

A skill is the learned capacity to carry out pre-determined results often with the minimum outlay of time, energy, or both. Skills can often be divided into domain-general and domain-specific skills. For example, in the domain of work, some general skills would include time management, teamwork and leadership, self-motivation and others, whereas domain-specific skills would be useful only for a certain job. Skill usually requires certain environmental motivation and situations to assess the level of skill being shown and used. Employees need a broad range of skills, particularly the domain specific skills, in order to contribute to the success and performance of the organization so that the organization can be competitive.

Figure (2.3) The Relationship between Human Capital Development and Organizational Performance



Source: Conceptual Framework Young (2009)

Training is a systematic growth of knowledge, attitude and skills an individual need to work that describe by Michel Armstrong (2001). Edwin flippo (1984) views Training as a way of adding skills and knowledge needed to work, therefore Training is concerned with acquiring knowledge and skills hence it's a process of learning, according to Aswathappa (2000) Talents are developed renewing the old ones and new employees are given jobs, hence training is a continuous process to enables employees perform their jobs effectively. Training Needs Analysis (TNA) is done so as to identify needed areas to be trained. Training plans are developed that suits the needs; knowledge needed to perform the jobs can be evaluated after training to ascertain if they have been acquired. Training is an important element into human capital development. The growth a person realizes in his ability is Development, and the programs are usually done in phases of planned study and experience, and coaching is done to support it Development happens when more experience gained is conceptualized to show its confidence gained for acting and how to relate to such action (Bolton, 1995). Human Capital Investment is directed toward employee training is effective in improving employee performance at the individual level.

Education is the sequence of learning as to acquire, skills, knowledge values, beliefs, and habits. Human characters and behavior are molded and shaped, methods to deliver education may include, discussion, storytelling, teaching, training, lecturing directed research. And its guided by the Educators or facilitators, but learners may also do the research and educate themselves, it can take be formal or informal way and through Education employees can be developed to improve in performance and it helps individuals to tell between the true and false. Education is affected directly and indirectly by human capital which plays an important role in both accumulating human capital development and increasing its organization growth. The emphasis on human capital education in organizations reflects the view that market value depends less on tangible resources, but rather on intangible ones, particularly human resources (Kulvisaechana, 2006) cited in Odhong et al, (2014).

Knowledge is only asset that an employee can offer to the organization in the current competitive environment so as to have an edge over the competitors (Prahalad & Hamel 1990). Knowledge can be offered on individual basis or can be part of management system concept, Back and von Krogh (2003) viewed Knowledge as an ongoing transit in a logical process as follows capturing and initiating, they learn from each other and using it. knowledge management contributes to high production the organization as one the cost-cutting element in a competitive environment (Thompson 2003). Human resource management (HRM) views knowledge management as part of its functions because it is about people and its part of HRM. According to Evans 2003, knowledge management as an entity of mapping intellectual assets within the organization. Study is a process of learning so as to acquire skills, knowledge, values. Beliefs and habits for competitive advantage.

Skill is an ability and capacity to know how to perform a particular job, ways to relate with others in a smooth manner. Skills can be acquired through learning either formal or on job training like apprenticeship. Skills and skills development are essential component of all efforts in this challenging era. Too many employees are simply unprepared to meet the needs of organizations, particularly in more competitive economic environments. Skills are at the core of improving individual's employment outcomes and increasing countries productivity and growth. This is particularly relevant as today's developing and emerging countries seek higher sustained growth rates (World Bank, 2014). Skills development programme enable employees gain employability. Employability includes skills, knowledge and competencies that

enhances a worker's ability to secure and retain a job, progress at work and cope with change, secure another job if he or she so wishes or has been laid off, and enter more easily into the labor market at different periods of his or her lifecycle (Omolo, 2013; Franz and Omolo, 2014).

Human capital is the key pillar for of any organization to succeed. Human Capital is important aspects in work force and production hence they need to have formal learning to acquire knowledge, on job training to gain skills and competencies to perform work and leadership qualifications. Mahroum (2007) suggested that human capital management is based on main specific capacities which included, talent development, talent deployment and capacity to attract talent from elsewhere. The success of every organization depends on Human capital. According to Mahroum (2007), the capacity to develop talent, deploy it and continuously attract it depends on human capital management to be competitive and have an advantage over other organizations.

Organizations and persons are focused on by human capital. Garavan et al (2001) views human capital to encompasses, personal competencies, adaptability and flexibility, organizational competencies for development and personal employability and these adds values to both employees and organizational results. Nordhaug, (1998) attributed that to different views have incorporated human capital with an organization competitive advantage that can be sustained for higher performance. Doucouliagos (1997) Motivates employees, raises their morale plus engagement to perform, a lot is invested on research and development program which gives room to acquire knowledge and skills. And for upcoming employees to grow so as to improve the economy and the society benefits. Seleim et al, (2007) studied on how Human Capital relates with organizations performance and it has established a positive relationship and hence paves way for greater innovation for organization's performance.

2.6 Review of Previous Studies

Literature review on previous studies regarding the effect of human capital development and organizational performance which for case study of Myanmar Red Cross Society. This research guided how to approach the illustration of thesis topics and clarification with clear points and highlighted.

Maran Marimuthu et. al (2009) studied about the human capital development and its effect on organizational performance: evidence from developmental economics.

This paper examines the extent to which human capitals have direct effects on organizational performance from various critical perspectives. In the final section that developed the model and concluded the significance of the human capital as a pillar in future analysis of firm performance. Hence, all this debate fundamentally focuses on individual and organizational performance. This paper explored the current literature on human capital and its effect on firm performance. The conceptualization of human capitals is closely linked to some fundamentals of economics and firm performance. Finally, this paper develops a model that explains the relationship between human capital and organizational performance.

Ukenna, S., Ijeoma et al. (2010) studied about Effect of Investment in Human Capital Development on Organizational Performance: Empirical Examination of the Perception of Small Business Owners in Nigeria. The study structured five-point Likert type questionnaire was designed. The value of this study lies in the fact that it reveals the importance of training and skills to small business owners if they desire significant financial and non-financial of their organizational performance. The results of this study provide some useful insights and information on the effect of investment on human capital on both the financial and non-financial performance of small-scale enterprise as extant literature on this link is still very scanty.

Aniegboka Maureen Njideka (February 2011) studied about the effect of human capital development on organizational performance. The purpose of this research work is to highlight the effect of human capital management on organizational performance in the manufacturing firms. The study had a population size of 1210, out of which a sample size of 303 was realized using Taro Yamene formula at 5% error to tolerance and 95 % level of confidence. It is used for data collection was primarily questionnaire and interview. The descriptive research design was adopted for the study. Four hypotheses were tested using Pearson's moment correlation coefficient, chi-square and Z- test statistical tools. The findings indicate that there was significant relationship between human capital management and organizational performance. The study concluded that theoretical and technological advance in human capital management has allowed manufacturing organizations to move beyond managing personnel by head count, the managing their workforces. The study recommends that Firms should conduct a workforce assessment to determine the current human capital capacity based on the verified job requirements.

J. Augusto Felício and Eduardo Couto (2014) studied about Human Capital, Social Capital and Organizational Performance in ISEG – School of Economics and Management, Technical University of Lisbon, Lisbon, Portugal. The aim of this paper is to evaluate the human capital and social capital of managers and the influence of these attributes on the performance of small and medium-sized Portuguese companies. The structural modeling approach was applied to a sample of 199 small and medium-sized companies aged between 3 and 15 years, from five different sectors of activity. It focuses on Portuguese small- and medium-sized firms (SME) across various business sectors with the exception of the financial sector. The selected firms were those employing between 10 and 250 persons (SME definition adopted by the European Commission, 2003/361/EC). The data were collected using a questionnaire sent to the general manager of a group of firms randomly selected from the informal D&B database. A total of 199 useable responses were received. structural equation modeling (SEM) was used to analyze human capital, social capital and performance data using a two-stage procedure (Hair et al., 2006). It was found that human capital affects social capital, and that experience and cognitive ability influence on personal relations and complicity. Organizational performance is strongly influenced by human capital through the cognitive ability of the manager.

Nor Abdulle Afrah, (2016) studied about the role of human capital development on organizational performance by case study Benadir University, Mogadishu, Somalia. This study was used the descriptive research design, the population was the deans, teaching staffs and non -teaching staff of these University and a sample size of 25 were taken as the study population is unknown. A self-administered questionnaire was used to collect the data from the respondents and then evaluated by utilizing descriptive statistics with the help of SPSS. This study follows a descriptive study. It is cross –sectional and both quantitative and qualitative in nature. The findings discovered that the role of human capital on organizational performance is an important for progressing the organization’s profitability, what is more, organizations boast for the human capital they have.

Dr. Cross Ogohi Daniel (2016), Departments of Public Administration and Banking and Finance, Nile University of Nigeria, Abuja, Nigeria who studied about the effects of human capital development on organizational performance in trust fund pension limited. Precisely, the study aimed to carry out the following objectives: to establish the relationship between human capital management and organizational

performance, to highlight the needs for human capital development for improved organizational performance. The study had a population size of 152, out of which a sample size of 110 was realized using Taro Yamane formula at 5% error to tolerance and 95 % level of confidence. The descriptive research design was adopted for the study and two hypotheses were tested using Pearson's moment correlation coefficient. The findings suggest that there was significant relationship between human capital management and organizational performance. This study recommended that human resource manage should ensure that proper identification, determination and assessment of human capital needs in the organization.

CHAPTER III

OVERVIEW OF RED CROSS SOCIETIES MOVEMENT IN MYANMAR

3.1 Historical Background of Myanmar Red Cross Society

According to the historical background, as the leading and oldest humanitarian organization in Myanmar, the Myanmar Red Cross Society (MRCS) is committed to improving the health and well-being of vulnerable people. MRCS began its operations in 1920 as a branch of the Indian Red Cross Society. After Burma formally separated from Indian in 1937, the society obtained official, national status in 1939 and was admitted to the International Federation of Red Cross and Red Crescent Societies in 1946. Following this, Burma Red Cross Act was enacted in 1959 (additional amendments in 1964, 1971, and 1988), which conferred responsibility to the National Society in implementing humanitarian activities and alleviating human suffering. Additionally, under this Act, the St. John Ambulance Brigade Overseas was taken over by the society as the Burma Ambulance Brigade.

The organization was renamed Myanmar Red Cross Society in accordance with legislative change of the name from Burma to Myanmar in 1989. The MRCS new Law was enacted in August 2015 and it has been introduced to Red Crescent Movement partners, UN organizations, and International Non-Government Organizations, Local Non-Government Organizations, Community Based Organizations and media groups in October.

The Myanmar Red Cross Society (MRCS) provides humanitarian assistances to states and regions throughout Myanmar and reach out to townships and rural areas. In doing so, MRCS is implementing various projects and programs based on the strength of Red Cross volunteers to cover more than 330 townships across Myanmar. The status of the National Society as a member of the International Federation of Red Cross and Red Crescent Movement, Myanmar Red Cross Society adopted the vision for every year which is to be a well-functioning National Society with the capacity of providing humanitarian services to vulnerable people in Myanmar and beyond. The

MRCS mission statement was also reviewed and updated which states are developed safe and resilient communities through integrated community-based initiatives, promoting humanitarian values by resourceful branches and the network of volunteers and members and play an auxiliary role to the State in humanitarian field through strong legal base.

Volunteers are the heart and soul of the Myanmar Red Cross. MRCS is fortunate enough to have one of the strongest volunteer bases in the world. Without the vast Red Cross Volunteers network, numbering in the hundreds of thousands, it would be impossible for MRCS to carry out the vital services to the Myanmar public. The Red Cross Volunteers work day and night to respond to some of Myanmar's worst disasters and are always the first responders to any emergency, small and large. The MRCS Red Cross volunteers represent the best of the Red Cross movement, as well as the foundations for their philanthropic work based on their intellect and goodwill, and are like heroes hidden behind action plans. The benefits of becoming a Red Cross Volunteer are the opportunity to help some of the most vulnerable communities in Myanmar, internationally recognized first aid and health training, become a part of the global Red Cross Movement and legacy, lifelong friendships with fellow RCVs and the National Head Quarter job recruitment from within volunteer network.

MRCS identified the following core values that will guide their work in 2016 to 2020 are promotion and adherence to the Red Cross/ Red Crescent Fundamental Principles at all times and adoption of a culture of mutual respect and understanding in every area of work. Since the creation of the seven fundamental principles of the Red Cross Movement in 1965, the Myanmar Red Cross Society has aimed to follow these values that unite all national societies and organizations. The seven principles are (1) Humanity; (2) Impartiality; (3) Neutrality; (4) Independence; (5) Voluntary Services; (6) Unity and (7) Universality.

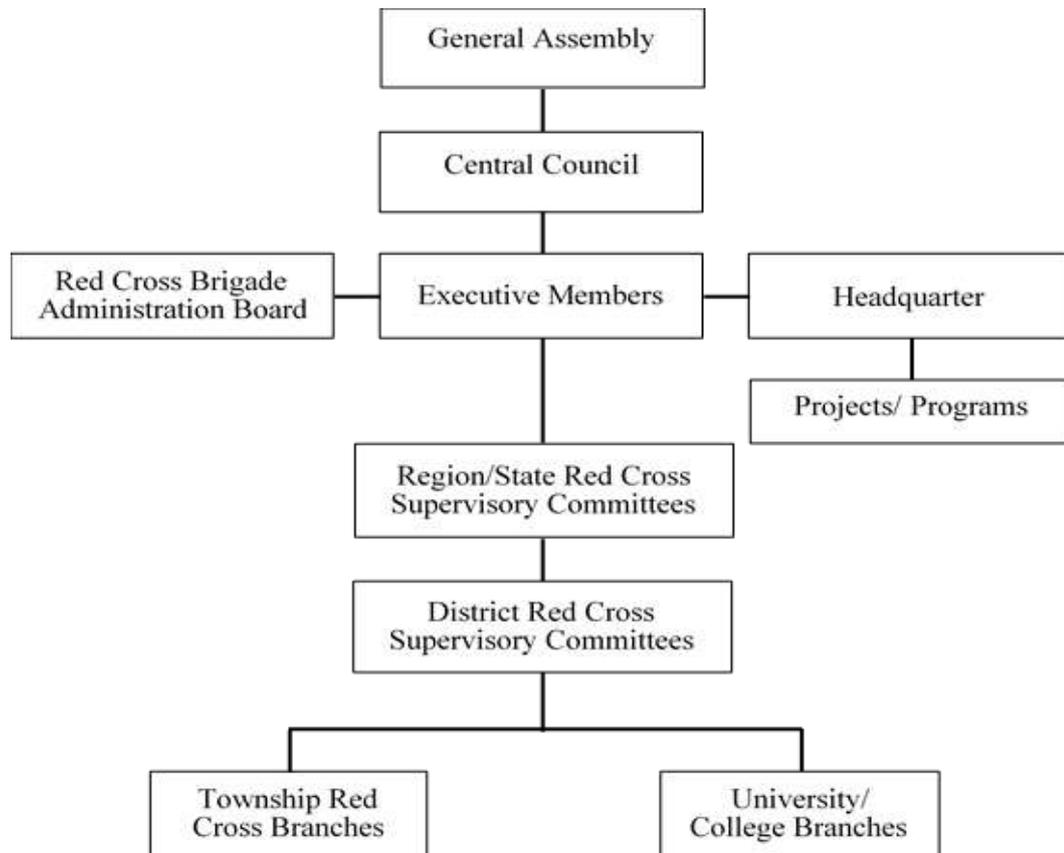
3.2 Structure of the Organization

The structure of the organization can be divided into two forms: the entire structure of MRCS and the head-quarter staff structure of MRCS. The entire structure of MRCS means Myanmar Red Cross Society Structure and the head-quarter staff structure of MRCS is made up of paid staff led by the management of the MRCS.

3.2.1 The Entire Structure of MRCS

The General Assembly is the highest governing body of the society and convenes every three years. The Central Council is the governing body of the Myanmar Red Cross Society between the sessions of the General Assembly. The Central Council is comprised of 71 members, out of which 17 members represent state and division-level branches. The governance of the society is formed by 11 executive committee members as leadership. These leadership of the organization, are chaired by the president, with the vice-president and three full-time executive committee members, along with six part-time executive committee members who are voluntary basis, are responsible for providing guidance for making policy, and give directions and guidance in the implementation of the organization's activities. Most of them have retired from the position not lower than Director General, in government ministries and UN organizations. Presently, MRCS has a new Central Council and Executive Committee, including a new president and vice president, who were elected at 14th November 2019, as stipulated by its governing laws. In addition, these Executive Committee Members are elected representatives from the respective States and Regions of Myanmar, as well as senior officials elected on the basis of a list of ministers in government departments. The structure of Myanmar Red Cross Society is shown in the below figure:

Figure (3.1) Myanmar Red Cross Society's Structure



Source: Organization Development Department of MRCS (2020)

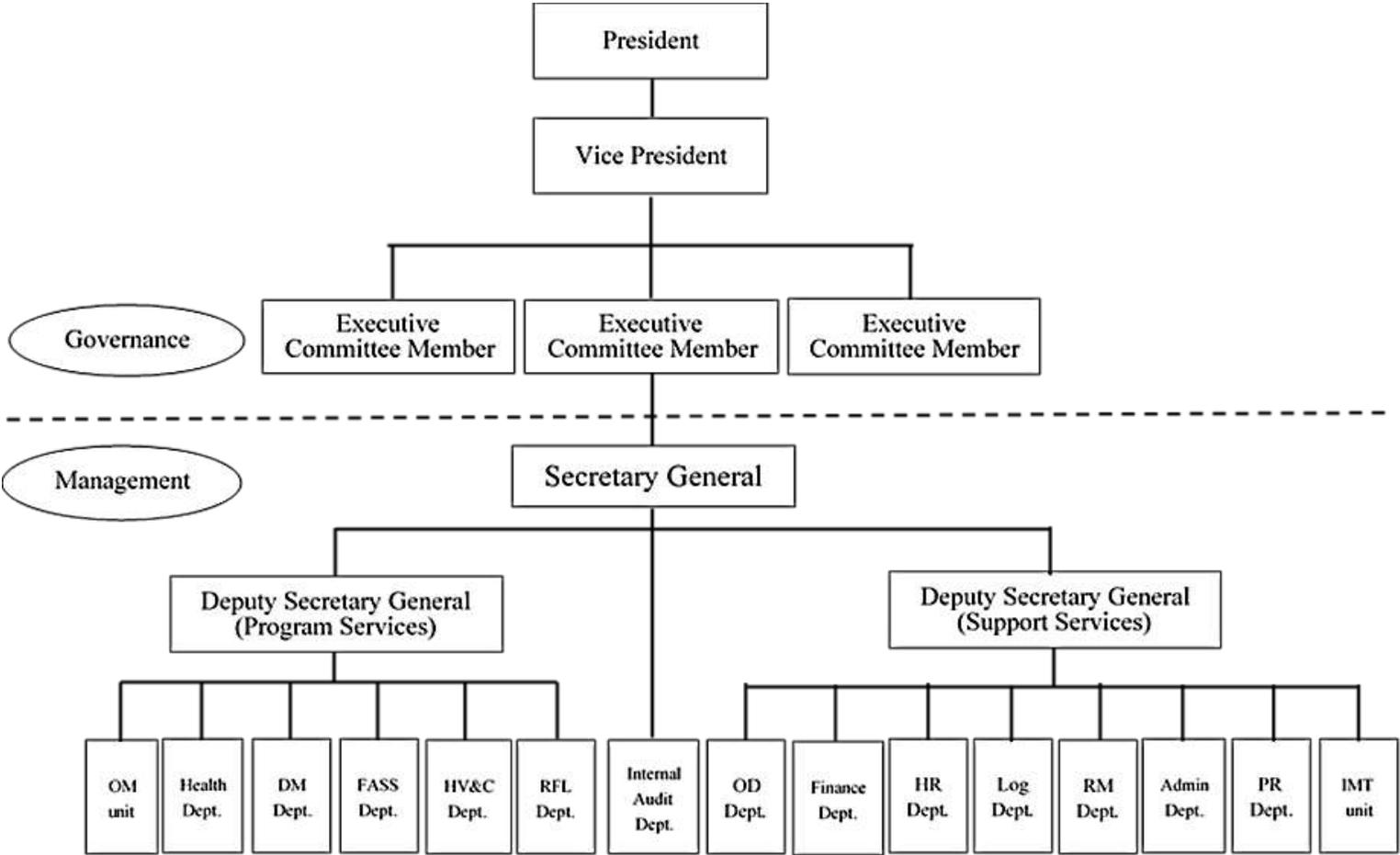
The present capacity of MRCS under these leadership, project branches are formally located at cities of particular targeted states and regions of Myanmar. Currently, 90 projects and programs are implementing around the whole country including disaster response and preparedness, health care promotion, organizational development, first aid and safety services, emergency ambulance, humanitarian diplomacy and red cross dissemination, fundraising and income generating activities, restoring family links, migration, youth and volunteer development, branch development, etc. Those are performing the various types of staff from particular department by taking advantage of a total of over 44,000 active Red Cross volunteers of 330 township branches and under guidance by leadership effectively. Some of the projects and programs are supported by Red Cross Movements such IFRC, ICRC and other partners national societies. Now, MRCS has special programs such as Rakhine, Kachin and Shan States which are the man-made disaster conflict areas in Myanmar and people around the world are interested to support and provide as humanitarian aids.

3.2.2 The Head Quarter Staff Structure of MRCS

In the management of the MRCS, the Secretary-General shall, in accordance with the structure of the MRCS Headquarters, carry out the entire humanitarian work of the MRCS internationally and responsibly. According to the MRCS headquarters structure, under the Secretary-General, the two Deputy Secretaries-General have the special responsibility for overseeing program services and support services, respectively. The structure of the National Headquarters (NHQ) consists of (13) departments and (2) units under divided by two categories, therefore total are (15) sections. The main departments are carrying out the organization's humanitarian work which can be identified call together as “Program Services” and in order for these departments to function properly, subsequent provided departments are defined call together as “Support Services”.

The departments of “Program Services” are (1) Health Department; (2) Disaster Management Department; (3) First Aid and Safety Services Department; (4) Humanitarian Values and Communication Department; (5) Restoring Family Links Department; (6) Rakhine Operations Management Unit. Then, the departments of “Support Services” are (1) Organizational Development Department; (2) Finance Department; (3) Human Resources Department; (4) Logistics Department; (5) Resources Mobilization Department; (6) Administration Department; (7) Partner Relations Department; (8) Internal Audit Department and (9) Information Management and Technology Unit. Each of these departments is led by a director or department head and focuses on the relevant humanitarian assistance projects and projects to achieve the goals of the MRCS organization. For the paid staff, as in the head office, are also available in States and Regions throughout Myanmar, depending on the needs of the project and projects as in the field. In order to carry out the projects and programs on an annual basis, the directors of the relevant departments have to coordinate and cooperate mandatory with international organizations such as the International Committee of the Red Cross (ICRC), International Federation of the Red Cross and Red Crescents (IFRC), other countries that adhere to the principles of the Red Cross are called Partners National Societies (PNSs) and other organizations such as United Nations, International Non-Governments organizations, Civil Societies that want to work together. The Head quarter staff structure of MRCS is shown in the below figure:

Figure (3.2) Head-Quarter Staff Structure of MRCS



Source: Organizational Development Department of MRCS (2020)

The staff management hierarchical structure in each department which can be seen in the table below:

Table (3.1) Staff Management Hierarchical Structure

Staff Management Hierarchical and Salary Structure of Myanmar Red Cross Society			
No.	Level	Grade	Common Positions
1	NON-MANAGEMENT	A1	Lower positions
2		A2	
3		B1	Clerks and Office Staffs
4		B2	Field/ Project Assistant
5		C1	Head Quarter Assistant
6		C2	Assistant Officer (Field)
7		D1	Assistant Officer (HQ)
8	MANAGEMENT	D2	HQ Officer
9		E1	Field Coordinator
10		E2	HQ Coordinator
11		F1	Field Manager
12		F2	HQ Manager
13	SENIOR MANAGEMENT	G	Dy. Director
14		H	Director
15		I	Dy. SG
16		J	Sec: Gen

Source: Human Resources Department of MRCS (2020)

The above standard hierarchy steps were established by the Human Resources Department, with the approval of the Executive Committee according to the classification of positions on September 2016. Moreover, it is the purpose to be standardized for the salary and allowances of MRCS paid staff in take place comparable international non-governmental and governmental organizations and applicable labor market conditions.

3.3 Goals and Strategy of MRCS

In the changing humanitarian environment of the 21st century, MRCS seek to increase the effect of the activities in achieving the mission. With this in mind, the Myanmar Red Cross Society is committed to a community-based resilience approach for the 2020 strategy. In this approach, skilled volunteers will support the formation of community groups to define their own hazards and priorities. Branch volunteers will then support the community in developing required skills so that they may help themselves. All programs will work towards sustainability and resilience. The summary of the strategic goals for 2020 and beyond. Strategic Goals and key actions of MRCS are as follows:

Strategic Goal (1) states that build healthier and safer communities, reduce vulnerabilities, and strengthen resilience. And then key six actions are (a) to enhance the capacity of targeted communities to mitigate the impacts of health emergencies, disasters, conflicts and other situations of violence and to reduce effects of climate change; (b) to ensure MRCS has effective disaster preparedness and response capacity at all levels; (c) to strengthen the capacity of communities to address their needs of health, water and sanitation with support of trained staff, volunteers and key stakeholders; (d) to strengthen trained staff, volunteers and community members to deliver effective and sustainable first aid and safety services in disaster and daily emergencies; (e) to strengthen MRCS voluntary non-remunerated blood donation program to contribute to the significant increase of a safe blood supply in the country; (f) to develop and practice an integrated community-based model as a standard approach to build resilient communities.

Strategic Goal (2) states that promote the understanding and respect for the Red Cross Principles, humanitarian values, International Humanitarian Law, and develop a culture of non-violence and peace. The key five actions are (a) to strengthen the role of all members, staff, volunteers, and youth in undertaking humanitarian diplomacy to support vulnerable people in Myanmar; (b) to promote the role of Red Cross, Red Cross principles, emblem, humanitarian values, and International Humanitarian Law (IHL) within the country; (c) to strengthen Communication and IT capacity at all levels to ensure effective and smooth communication, information and reporting in both emergency and normal times; (d) to promote social inclusion and a culture of non-violence integrated with all programme at community level to strengthen community resilience; (e) to mainstream gender and diversity, violence prevention, psychosocial

support, social inclusion and community engagement as cross cutting issues into all humanitarian activities.

Strategic Goal (3) presents the function effectively as a national society, well-resourced and with robust capacity at all levels. The key actions are (a) to undertake further development of MRCS at all levels while strengthening the auxiliary status of MRCS according to its new Law; (b) to improve the capacity and system of State/Region and branches to respond to humanitarian needs; (c) to recruit, train and retain competent and committed volunteers for call on humanitarian services; (d) to strengthen the capacity, capability and protection of staff and volunteers who are consistently promoting and participating in MRCS activities; (e) to encourage the active participation of professional Red Cross volunteers and members with different qualifications, skills and experiences, in all activities; (f) to empower the Red Cross youth to take part actively and lead in the promotion of humanitarian activities; (g) to scale up the resource mobilization capacity at all levels to become self-sufficient, sustainable and independent; (h) to strengthen Planning, Monitoring, Evaluation and Reporting (PMER) capacity to ensure accountability, efficiency and effectiveness (i) to strengthen the financial management system by effective use of funds in accountable manner; (j) to strengthen human resource management system and procedures to retain committed and qualified staff; (k) to strengthen the capacity of National Society to be able to help within the movement; (l) to adopt a more effective cooperation, coordination and partnership mechanism through agreed Partnership Framework.

3.4 Humanitarian Activities of Myanmar Red Cross Society

In recent decades, the Myanmar Red Cross Society has become the first responder in the years since its high capacity as an auxiliary role in the humanitarian sector to the Ministry of Health and Sports. The humanitarian activities of the MRCS over 2 years from 2008 to 2010 after the Cyclone Nargis in Myanmar, relief and recovery operations are conducted by the Myanmar Red Cross Society with the support of the International Federation of the Red Cross and Red Crescent Societies (IFRC) in total 13 townships, (10) townships such as Dedaye, Kyaiklat, Pyapon, Bogalay, Maubin, Mawlamyinegyun, Labutta, Ngapudaw, Myaungmya, Wahkema in Ayeyarwady Division and (3) townships such as Kungyangon, Twantay, Kawhmu in Yangon Division. MRCS has provided various humanitarian activities to vulnerable

people in these areas, the actual expenditure was spent 90% of estimated Swiss Francs (CHF) 68.5 million.

According to the rehabilitation programs, MRCS has been supported as shelter supporting program, health care program, and water and sanitation program, school-based health education program, disaster management program, livelihood program, first aid program with support the International Federation of Red Cross and Red Crescent Societies (IFRC). In overall, as shelter supporting program 136 villages, 12,404 families have been provided with new homes, 25 schools have been built, benefiting approximately 3,250 school children, 19 sub-rural health centers have been constructed, 93 Red Cross posts for community-oriented resilience-building activities such as first aid have been constructed and 171 community buildings or infrastructure have been repaired. As livelihoods program, 19,353 people and their families have regained or strengthened their livelihoods in crop and vegetable farming, livestock farming, fisheries and small business, 7,444 people and their families have benefited from “cash-for-work” opportunities and shade and fruit trees have been planted in 109 villages to protect the environment.

After Cyclone Nargis in Myanmar, MRCS has considered to prevent people in country that need to support humanitarian action such as disaster management activities, risk reduction, emergency response and early warning. In 2011, the disaster management programme exceeded its targets due to an expansion of disaster risk reduction activities as well as responses to a number of disasters and small-scale emergencies. Overall, the programme has seen its disaster response capacity strengthened through strategic training and re-training of staff and volunteers, followed by their deployment to disaster operations. MRCS has been working hard to improve the health of the victims of the Cyclone Nargis by investing in health-promoting aspects in each sector as parallel with disaster management program. In the health programme, the most significant achievement in 2011 was the progress made within community-based health initiatives. The water and sanitation unit focused on the regrouping of equipment and human resources, in the wake of the transition of water and sanitation capacities from the Nargis Operation to the society’s annual programme. The MRCS has received significant international support through IFRC due to the intense implementation and need in the key areas of disaster management in Myanmar.

During 2012, with the support of the IFRC, MRCS launched its humanitarian assistance services program to reach out to vulnerable people beyond the target. Also,

as the success of MRCS in 2012, the outstanding work of volunteers in community-based planning and implementation of rehabilitation programs has also been recognized by many people in Myanmar. These include the activities of organizational development and branch development, as well as advocacy to civil societies and related government. Among all community-based programme, the community-based health programme continue to make significant inroads among vulnerable communities.

The MRCS began responding to humanitarian assistance, especially in the case of the June 2012 Rakhine violence, with the support of the ICRC. In this operations, rotating volunteers monthly from different states and regions to help in providing assistance to the needs of internally displaced persons (IDP) in both ethnic Rakhine and Muslim communities in 2013. During this year, MRCS took continuously the decision to integrate this support as part of its regular disaster management programming starting 2014. This is supported by the IFRC in terms of local management, strengthening links to other sectors as well as provision of hygiene and family kits to families in identified internally displaced persons (IDP) camps with support from the Finnish Red Cross through the IFRC. MRCS was received funding to cover non-food items (NFI) distributions, construction of temporary shelters, and some disaster preparedness and organizational development (OD) activities with support of various Red Cross movement partners. The key movement partners are ICRC, IFRC, Finnish Red Cross, Qatar Red Crescent, and Turkish Red Crescent. After being suspended due to unrest and attacks on aid agency offices in March 2014, was fully restarted in April 2014. In line with new Government requirements, and to improve transparency, MRCS started discussions with the established emergency coordination committee in Sittwe over the (re) start of new projects – especially livelihoods, mobile health clinics and disaster risk reduction. An important factor is that all new projects of MRCS need to aim for a ‘balanced approach’, between both Muslim and Rakhine vulnerable people in order to reduce tensions.

Notably, MRCS is moving to scale-up humanitarian activities in Kachin and to look ahead to the recovery phase once the peace process progresses and internally displaced persons (IDPs) return to their respective communities. For this reason, IFRC and ICRC have supported MRCS to develop the Kachin Road Map, to guide future Red Cross Movement programming in this state. MRCS decided on the appropriate management structure and staffing for a new Kachin Special Operations office in the state capital Myitkyina, which was formally started in September 2013. As a feature on

2014, MRCS has started advocacy of in country humanitarian services for parliamentarians with the ICRC and IFRC in providing national level. The first of its series was conducted in Yangon division in December with the aim to promote MRCS humanitarian activities and its auxiliary role to the government.

In 2015, MRCS has implemented 16 different community-based projects/ programs in prioritized areas based on the results of assessments. Community Based Health and First Aid Project has been utilized 68% of annual approved budget. In November 2015 as achievement against target, pilot testing of the Integrated Community Assessment for Building Resilience (ICABR) guidance document was completed in Bago Division. During this period, the Health Department of MRCS successfully implemented 14 program/ projects in Myanmar, reaching 7 States, 7 Regions and Nay Pyi Taw Council. The target areas are: Kachin, Kayar, Kayin, Chin, Mon, Rakhine, Shan (South, North, Eastern) States; and, Tanyintharyi, Yangon, Ayeyarwady, Bago, Mandalay, Sagaing and Magway Regions. Health education during household visits and diseases prevention activities.

The main program activities of MRCS in these years were capacity building to township branches and community volunteers, construction of branch building, income generation support for Red Cross branch, distribution of latrine pans and pipes, treated mosquito nets, rubber boots, small first aid kits , advance First Aid kits, Life Straw water filter for school, rehabilitation of water sources, construction of double-unit school latrine, construction of rain water collection tank, bridge construction for DRR activity and especially conducting health education sessions in both school and community, environmental clean-up activities reducing vector breeding sites and referral systems by Red Cross Volunteers (RCVs), etc. The above mentions activities are based on MRCS Strategic Plan 2011-2015 that is aligned with the Strategy 2020 of the IFRC.

During 2016, MRCS dynamic changes in the Legal Status, Structure, Strategy and 2015 MRCS Law. The election of newly Central Council members and executive committee members in the 12th Red Cross Assembly is one of the significant events in this year. The MRCS provided humanitarian assistance through 43 community-based programs and projects. In this period, MRCS achieved its strategic goals by innovatively carrying out programs and projects with Red Cross volunteers and staff for promoting vulnerable peoples' lives and communities. Within this year, volunteers have worked in disaster preparedness information in their local communities and they

have distributed relief items to families who lost everything in floods, storms, landslides, earthquakes and conflict also. Helping to build safer, more resilient communities is at the heart of all MRCS activities. In this year, MRCS implemented the projects and programs through ICRC, IFRC and with the bilateral support from 15 Partner National Society, UN organizations, NGOs, INGOs and other cooperative partners. Moreover, the following figure describe that the number of people by gender of all programs and projects implemented by MRCS in 2016 in line with MRCS strategic goals. MRCS conducted its organization capacity assessment in December 2016, respectively.

In 2017, all the MRCS activities built safe and resilient communities in respect to three goals mentioned in Strategic Plan 2016-2020. Especially, MRCS conducted on the Community Resilience Programme focused on capacity building and trainings on Integrated Community Assessment for Building Resilience (ICABR), Community Based First Aid (CBFA) and Participatory Hygiene and Sanitation Transformation (PHAST) of staff and volunteers. The implementation of activities was affected mainly due to Cyclone Mora (June-July) and the increase of violence after August 2017 in Northern areas of Rakhine, which had resulted in the temporary suspension of interventions due to lack of access to programming areas. At the end of 2017, the programme resumed activities in all targeted areas, including operational presence in Minbya Township.

In 2018, MRCS is not only focusing on community resilience but also strengthening red cross branches structured in 330 townships across the country to ensure sustainability of the activities in terms of capacity building along the process. MRCS trained 16995 volunteers for strengthening the capacities and raised 7,505 volunteers in the Humanitarian Aids and its activities as the RCVs Movement during this 2018. With the support and coordination of our volunteers and staffs, MRCS kept the achievements of the marvelous milestones in respect to three goals mentioned in MRCS Strategic Plan 2016-2020. Especially, the usually descriptions highlighted how much MRCS contributed to the vulnerable communities in collaboration with movement, non-movement partners, related ministries and many other organizations during this year 2018, such as MRCS Health department implemented the total 11 programs/ projects in 2018 such as Community Based Health & Resilience, Community Based Health & Resilience – Health in Emergencies, Community Based Maternal, Newborn & Child Health, Community Based Tuberculosis Care, Community Based

Program for Malaria Prevention, Hpa-Ann Orthopedic Rehabilitation Activities, Community Based Water, Sanitation & Hygiene Promotion, Building Resilient Community, Strengthening Resilient Community, Reproductive, Maternal, Newborn & Child Health and service user referral system. As Disaster Management department, total 8 Programs/ Projects such as Urban Disaster Risk Reduction, Urban Risk Resilience, Preparedness in Myanmar, Phase two, Mine Risk Education, Community Resilience in Kachin and Northern Shan, Kachin Special Operation, Disaster Response Capacity Development Project and Emergency Operation Center. Also, in this period, MRCS operated as programs and projects as Rakhine Operations Management with the support of IFRC, American Red Cross and ICRC.

Especially, MRCS has responded the humanitarian actions to the Cyclone Nargis response in 2008, the cyclone Giri which caused catastrophic damage in parts of Myanmar in late October 2010, Cyclone Komen in 2015 and Cyclone Mora in 2017. Moreover, MRCS has carried out the response activities to the various earth quakes disasters in Myanmar such as Andaman Islands in August 2009, Monywa in 2011, Shan state in March 2011, Sagaing in November 2012 and April 2016, Mandalay (Bagan, Nyaung Oo) in August 2016, Yangon in March 2017 and Bago in January 2018.

In the year 2019, focused on continuation of health services through mobile clinics, strengthening of community institutions to promote programme sustainability, community-based health and water, sanitation & hygiene (WASH) interventions and capacity building of communities on livelihoods and Disaster Risk Reduction (DRR). During this year, with the support and coordination of our volunteers and staffs, Myanmar Red Cross Society could do marvelous milestones, namely, MRCS law declaration, developing strategic plan 2016-2020 and developing MRCS Resilience Framework. Also, big events like partnership meeting with all the partners in 2018, Organizational Capacity Assessment in 2019, Women Leadership Workshop in 2019 and MRCS Resilience Coalition Workshop in 2019 were held with the support of volunteers, staffs and partner national societies. As a feature, in November 2019, under the 2015 Red Cross Act, the first elected executive committee was legally elected by the General Assembly.

In 2020, the elected executive committee will be responsible for familiarity with the programs and projects advocacy is required to ensure a clear understanding of the activities being carried out throughout the country. Only then will the leadership be aware of the humanitarian work of the Red Cross for the development of the country in line with the international community. In addition to the regular activities of the MRCS,

there were no further expansion plans and projects, only the work to be carried out in accordance with the 2016-2020 Strategic Plan. Then, the departments at MRCS focused on the task at hand and prepared for the upcoming 2021 launch newly projects and programs intend to humanitarian works for vulnerable people in Myanmar.

3.5 Types of Training for Staff by MRCS

Actually, MRCS conducted the various types of training as per requirements of activities in line with project goals and objectives, since long time ago. There are project training courses for beneficiaries, as well as training for staff and volunteers who will implement the projects effectively. Most of them, MRCS provide training courses related to the workplace as well as office work to be aware of the procedure issues that need to be known in support of the work. Some of these courses are designed for staff and are designed to teach them skills from the beginning days of their employment at MRCS such as induction program (or) orientation training for newly appointed staff. This kind of training has many courses that especially mentioned the procedures of the organization such as administration procedures, financial procedures, logistics and procurement procedures and human resources procedures etc. Then included the Red Cross movement dissemination, Safer Access Training, Social Media Guideline, Information Management and Technology Policy, Code of Conduct, Staff Regulations, Insurance Policy, Child Protection Policy, Grievance Procedure, Performance Management Guideline and MRCS Programs update information about all departments within three days in the classroom.

Then, the new staff have to go to the relevant departments after receiving the orientation training. After that, their senior staffs in their respective departments provide on-the-job training in stages. In addition to these training, additional on-the-job training may be provided if needed for the job. Such training is funded by the MRCS owned fund or the relevant project fund intend to staff retention. Moreover, experts from other departments within the MRCS occasionally provide staff development training as in-house training program such as Effective Communication Training, Presentation Skill Training, Leadership Training, Management Training, Photo Shooting Training, Psycho-Social Support Training, Project Cycle Management Training, Financial Management Training for non-finance personal and information management training (software and application), etc.

In addition, MRCS not only provides in-house training for staff, but also plans to send them to other management training institutes in the country if needed for the relevant functions of the concerned department. Such as the courses of Report Writing, Proposal Writing, Personal Development, Business Administration and Management, HR Management, Public Relation, Office Administration, Time Management, Supply Chain Management, etc.

According to the one of the special supported features of International Red Cross and Red Crescent Federation, provides free access to online learning platforms for a variety of functions-related subjects to enhance the personalities of staff and volunteers around the world. This special emphasis is placed on easy access for those who wish to join the program anytime. Then, workshops, seminar and conferences organized by relevant partner national society countries in the Red Cross industry are being sent on a rotating basis. On later of 2010, for some youth staffs are being sent to international universities for academic development and long-term development of the organization. Some of the staffs sent were long-term contributed to organization and some are resigned for various reasons. MRCS being sent strong volunteers, staff, Red Cross Youth to International Universities for taking scholarship programs.

3.6 Organizational Performance of MRCS

Myanmar Red Cross Society has the mainly 2 parts of humanitarian services and there are totally (15) departments under these parts of humanitarian services in Myanmar. The popularity of organizational humanitarian performance of the Myanmar Red Cross Society is health care, disaster management, first aid and safety services, restoring family links, child protection project and water & sanitation and hygiene promotion, logistics performance, special operations management in Kachin and Rakhine states, humanitarian values & communications and organizational development from 2016 to 2019, commonly. First Aid is not only the backbone and integral component of Myanmar Red Cross Society but also all the projects and programs of every humanitarian assistances across the country are being implemented. Some humanitarian activities, MRCS is actively long-lasting implemented of dates back to Mr. Henry Dunant during the 18th century Sofarino war in Switzerland such as Restoring Family Link, etc. Moreover, MRCS is committed to improving the health and well-being of vulnerable people as the leading and oldest humanitarian organization in Myanmar and MRCS has become the first responder in the years since its high

capacity as an auxiliary role in the humanitarian sector to the Ministry of Health and Sports. Then, MRCS is currently working the humanitarian activities to fully address the challenges posed by the various disasters facing the people of Myanmar within the Red Cross movement frameworks, policies and procedures. Therefore, it is stated that MRCS is doing such good organizational performance with the activities of the following departments.

3.7 Programme Services Provided by MRCS

The Program Services are important role of MRCS that Health department, Disaster Management department, First Aid and Safety Services department, Humanitarian Value and Communications department, Restoring Family Links department and Rakhine Operations Unit. The programs/projects have been implementing in collaborating with ICRC, IFRC, and other Partner National Societies (PNSs), UN agencies, CSOs and Corporate partners. MRCS has been set up with the following (6) programs services departments to run such humanitarian operations successfully.

Health Department's functions are in line with the goals and objectives of the Ministry of Health and Sports, the health department of MRCS has been implementing (integrated community-based) health programs/ projects in prioritized areas of townships across the country. Especially in present implementing (1) Community-based health promotion activities including community-based health and first aid services, community-based health and disaster resilience activities, Nutrition plan for pregnant women and children, (2) Water and sanitation activities, (3) Disease Control activities including Malaria prevention action, Tuberculosis prevention action, (4) Rehabilitation Activities including Prosthetics installation and referral service and Prosthetics Manufacturing and Rehabilitation Center, (5) Strengthening the front line for health secure communities activities, (6) Building resilience and inclusive communities activities.

The functions of Disaster Management Department of MRCS are implemented Disaster preparedness and response to reduce the effect of emerging disaster in Myanmar after 2008 Nargis. MRCS implements disaster preparedness and response to reduce the effect of emerging disaster in Myanmar after 2008 Nargis. It has four key components such as; (1) Disaster Preparedness Programme (Community Resilience), (2) Disaster Response Preparedness, (3) Emergency Operation Center, (4) Kachin

Special Operations. There are many humanitarian programs under these components, such as Urban Risk and Resilience Programme, Mine Risk Education, Enhancing Disaster Safety in Vulnerable Communities and Schools Myanmar, Urban Disaster Risk Reduction Programme, Community Resilience Programme, Cash Transfer Program, Cash Practitioner Program, Climate Smart Urban Risk Resilience Programme, Disaster Management Institutional Capacity Enhancement Program, Coastal Cities Resilience, Preparedness in Myanmar Programme and Relief for various earthquake, Flood response in Myanmar as first responder till now.

First Aid and Safety Services Department (FASSD) of MRCS had started since 1972 through the St. John Ambulance Services programme. They are conducting the First Aid trainings to Red Cross volunteers, school teacher and community volunteers have been providing First Aid services, there is a need not only in disasters and conflicts but also in daily emergencies across the country. Types of trainings are Basic First Aid course, First Aid Instructor courses, Basic first aid (multiplier) courses, Commercial First Aid provisions, Preparations for Water Safety, Life Guarding Training and New trainings to include Road Safety, Home Accident Prevention, etc. Commercial First Aid Trainings are done upon requests of private organization as one of the fund-raising activities of MRCS and it also means for the sustainability of first aid programme in future. Moreover, as other functions, skills competitions on World First Aid Day at State and Region level, Success story competitions on World First Aid Day at National Level, First Aid kits and mannequin's distribution in selected States and Regions.

Humanitarian Values & Communications Department is promoting the role of the Red Cross Principles, emblem, humanitarian values, International Humanitarian Law, and develops a culture of non-violence and peace within the country. This is responsible to strengthen communication capacity at all levels to ensure effective and smooth communication, information and reporting in both emergency and normal times. And also, they have to strengthen the role of all members, staff, volunteers, and youth in undertaking humanitarian diplomacy to support vulnerable people in Myanmar. This department is implementing the strategic direction of the Society's information, public relations and communication framework. This is to demonstrate good cooperation with Red Cross and Red Crescent Movement Partners to strengthen and maintain MRCS communications capacities and priorities to fulfil MRCS strategies.

Restoring Family Links Department has implemented Restoring Family Links (RFL) Services to assist family members to restore contact with each other they have been separated as a result of armed conflict, situations of violence, disasters or migration and displacement. MRCS is part of the International Red Cross and Red Crescent Movement's Global Tracing Network to restore family links and facilitate the exchange of family news. The loss of a family member is a traumatic experience that can have serious physical psychological and financial repercussions on individuals. MRCS' RFL services include psycho-social support for affected people. The RFL Department also manages operations and programme related to migration and displacement within, to and from Myanmar, specifically through the implementation of the MRCS Migration and Displacement Action Plan.

The Rakhine Operations Management Unit was established in 2017 as a separate entity from the Disaster Management Department. It has focused on increasing its engagement in Rakhine state through immediate, medium and long-term support to people affected by communal violence, Arm Conflict and Natural Disaster with the support of IFRC, ICRC and other PNS. MRCS has initiated Branch Capacity Building Development program in Sittwe, Mrauk-U, Kyauktaw, Ponnagyun, Minbya, Pauktaw, Myebon, Maungdaw, Buthi-daung, and Rathedaung Townships. MRCS is setting up Operational Management Unit and under that Sittwe Hub Office, Maungdaw sub-office and Paletwa sub-office are undertaking community resilience program, emergency response, early recover intervention, livelihood restoring and Primary Health Care services in Rakhine State. The program will strengthen Myanmar Red Cross Society (MRCS) capacity to engage communities in resilience programming, emergency response and early recovery intervention through learning by doing, on job training and awareness building.

3.8 Support Services Provided by MRCS

The Support Services is playing an important role in the two main components of MRCS humanitarian works. The role of the supporting departments is also needed by the sector as they provide behind-the-scenes to the programme department's smoothly operations. The ability of the supporting departments behind the work to be able to carry out the organization's humanitarian work in a timely manner is also important. MRCS has been set up with the following nine supporting departments to run such operations successfully.

Firstly, the responsibilities of the Department of Organizational Development have a lot of work to do for MRCS. Department of Organizational Development has organized to enact the 1959 MRCS Law by Myanmar Parliament in August 2015 and its rules in 2019 November. Since then, an organizational development process has been initiated in MRCS to adjust the current legal base and changing working context such as further strengthening of the auxiliary role, governance, management and leadership development, decentralization, review of policies and frameworks, changes of the branch structure and adjustment of the volunteer management system and so forth. Department of Organizational Development is taking responsibilities of the organization's development in the areas of supporting foundation and legal base development and its implementation, branch development, volunteer and youth development, Planning-monitoring-evaluation-reporting (PMER) sector of the whole organization, and operationalizing MRCS resilience framework.

Then, the Finance Department of MRCS has implemented especially for Finance Development activities in these years. The aim and activities of finance development includes improving the skill of staff and volunteers at Head Quarter, field offices and branches for the accountability and transparency in financial management. As key functions are review and revise financial management system and financial regulation in line with the MRCS Law and strategic plan, perform annual external audit and share audit report to stakeholders, strengthen financial management and reporting capacity of Head Quarter and Branches, consolidate annual financial report of Head Quarter & Branches, develop standardized financial report for all donors, review and revise indirect cost policy.

As a Human Resources Department is focusing on not only staff management issues as well as staff development issues with effectiveness in timely manner. Human Resources Department has formed in June 2010 and along with developing policies and procedures in line with leadership guidance and labor law in Myanmar. The responsibilities of HR department for the HR planning, recruitment and selection, employee on boarding, job evaluation and analysis, compensation and benefit including staff insurance, staffing database, training and career development, employee relations, performance management, grievance handling or complaint mechanism, policies development, policy compliance and human resources administration by day to day in placed. It has supported for all other department not only for human resources management but also for human resources development functions till today. HR

department is also responsible for the timely availability of staff recruitment, handling of employment and in the matters of staff's benefits.

MRCS Logistics Department provided support in terms of relief distribution, transport activity, local purchase of relief items, support to health and care activities, support to disaster management programme (such as purchase of disaster preparedness stocks), carrying out custom clearance of the imported suppliers, dissemination of procedures and guidelines, training of staffs and volunteers. Since early 2013, the Logistics Department has been supporting MRCS develop a common community-based approach to build community resilience. Technical assistance and support on strengthening disaster preparedness and response systems is also included in the operational plan. Logistics Team is supporting to those programme as well as other projects and programme which MRCS is implementing in country with the bilateral supports of PNSs in Myanmar.

Resources Mobilization Department formed since 2011 in the society and along with developing policies and procedures in line with leadership guidance. Resources Mobilization Department is society's ability to acquire resources and mobilize people towards accomplishing society's goals. It works towards bringing money, supporters, attention of the media, alliances with those in power, and refining the organizational structure. It includes fund-raising, income generation activities, donations in-kind and other partnerships to strengthen society capacity to better assist more vulnerable people.

As Internal Audit Department, since 2012, the society aware that internal audit for various department and various services of the MRCS is important to show the society's accountability and transparency to partners and stakeholders. In 2017, the executive committee members' green light to develop principally and now is on progress to develop Internal Audit Team. This audit team will be responsible to check for all transactions and compliance of MRCS activities and directly supervised by Executive Committee Members.

Partner Relations Department is taking the responsibilities to play in front role to advocate and promote National Society's information to Movement and Non-Movement Partners and mobilize potential donors to support implementation of MRCS Strategy 2020 and its annual operational plan. The Department plays a key role to support the National Society and the partners to enter into official agreements such as Memorandum of Understanding (MoU) and Memorandum of Cooperation (MoC) and their subsequent follow up projects and programs agreements. The Department also

facilitates partners' requirement such as visa, travel permits, other official documentation process through liaising with concerned Ministries to ensure a smooth partnership between the National Society and its partners. The other responsibility includes facilitating necessary documentation process and communicates with different partners for the leadership, staff and volunteers to participate, contribute, learn and study in different kinds of workshops, trainings, seminars and forums organized by Movement and Non-Movement Partners abroad.

The MRCS Administration Department was formed during the MRCS tenure with a core staff member, led by an Additional Executive Director previously under guidance by Executive Director and reorganized in the post-Nargis period. The major responsibilities of the department are to carry out the administrative process and office affairs of the MRCS National Head Quarter. Administration Department will take place the responsibility for the office of the Executive Committee members, Office Management section, Motor Transport Section, Office Security Section, Building Maintenance Section, Cleaning and Sanitation Section, Garden Section, Library Section, Cooking and Mass Management and Myanmar Red Cross Brigade matters.

In addition, Information Management and Technology Unit has been organized by MRCS. It has three main functions such as IT services and maintenance, IT development and information management. IT services and maintenance include email & internet access (Office 365 suite) set up and installation of IT equipment and standard software such as computer, printer, copier, scanner, maintaining and transferring IT equipment transferred from projects / programs, inspection of IT equipment to be written-off, As IT development, upgrade network and internet line of the whole office in Naypyidaw and Yangon office, software (e.g. anti-virus software, office application, etc.) and conduct the IT capacity building training for other staff.

CHAPTER IV

ANALYSIS OF MYANMAR RED CROSS SOCIETY

Myanmar Red Cross Society has the mainly 2 parts of humanitarian services and there are totally (15) departments under these parts of humanitarian services in Myanmar. The popularity of organizational humanitarian performance of the Myanmar Red Cross Society is health care, disaster management, first aid and safety services, restoring family links, child protection project and water & sanitation and hygiene promotion, logistics performance, special operations management in Kachin and Rakhine states, humanitarian values & communications and organizational development from 2016 to 2019, commonly. First Aid is not only the backbone and integral component of Myanmar Red Cross Society but also all the projects and programs of every humanitarian assistances across the country are being implemented. Moreover, MRCS is committed to improving the health and well-being of vulnerable people as the leading and oldest humanitarian organization in Myanmar and MRCS has become the first responder in the years since its high capacity as an auxiliary role in the humanitarian sector to the Ministry of Health and Sports. Then, MRCS is currently working the humanitarian activities to fully address the challenges posed by the various disasters facing the people of Myanmar within the Red Cross movement frameworks, policies and procedures.

4.1 Research Design

Quantitative method is applied in this study by using research questionnaire. In order to achieve the objectives of the study, the research was undertaken by quantitative methods which are used to measure Human Capital Development and Organizational Performance. Human Capital Development which can be measured by four aspects (functions of human capital development provided by MRCS, programs and trainings of human capital development by MRCS, promoting education target to human capital development by MRCS and barriers to undergo plan for human capital development) and Organizational Performance are to be treated with the five-point Likert scale

questionnaire. On the other hand, secondary data are taken from various sources such as Myanmar Red Cross Society, Journals and various website concerning the activities and programs of MRCS in Myanmar.

4.1.1 Target Population

For quantitative analysis, the target population of the survey was 131 staffs out of 690 staffs to cover the whole organization's staff from Rakhine State, Yangon Region, Shan State, Naypyidaw Region and Kayin State. They are staffs who are working in Myanmar Red Cross Society at all level and including some volunteers to cover the whole MRCS. The total number of respondents are 131 from various departments of MRCS including from junior staff level to senior management level.

4.1.2 Study Area

The study area is the Humanitarian Activities of Myanmar Red Cross Society and also to analysis 131 staffs' perception of Human Capital Development and Organizational Performance of Myanmar Red Cross Society. As questionnaire composed 5 aspects including Human Capital Development on Organizational Performance of Myanmar Red Cross Society. Human Capital Development involves four dimensions such as functions of human capital development provided by MRCS, programs and trainings of human capital development by MRCS, promoting education target to human capital development by MRCS and barriers to undergo plan for human capital development. Functions of human capital development can be measured by five items; programs and trainings of human capital development can be measured by ten items; promoting education target to human capital development can be measured by five items; barriers to undergo plan for human capital development can be measured by five items. Moreover, organizational performance of Myanmar Red Cross Society can be measured by ten items. All measured items are rated on a five-point Likert scale with 'strongly disagree', 'disagree', 'neutral', 'agree' and 'strongly agree'. In this survey, reliability test and descriptive analysis are used for the human capital development and organizational performance of MMRCs.

4.1.3 Sampling Design

In this study, a two-stage random sampling design was used to carry out a sample survey. The organization of MRCS is identified as five states and regions are randomly selected from 15 states and regions Myanmar Red Cross Society in Myanmar. In the second-stage sampling, 131 staffs are randomly selected in each selected 2 regions and 3 states. To determine the appropriate sample size, Krejcie and Morgan's method are used. The required minimum sample size was calculated using the following formula.

$$n_0 = \frac{p q Z^2}{E^2} = \frac{0.5(0.5)(1.96)^2}{(0.09)^2} = 119$$

where, $p = 0.5$ (maximum possible proportion)

$q = 1-p$

$E = 9\%$ (acceptable margin of error for proportion)

$z = 1.96$ for 5% significance level

The staffs in selected states and regions are 621 and the selected staffs (sample size) are 131. Assume that response rate was 91%. Therefore, the required sample size was $(119/0.91=131)$ 131 staffs. The selected states and regions with total number of staffs are described in Table (4.1).

Table (4.1) Sampled Staffs from Selected States and Regions of Myanmar Red Cross Society

No.	Selected States and Regions	Number of Staffs	Number of Selected Staffs
1	Rakhine State	126	27
2	Yangon Region	55	12
3	Shan State	136	29
4	Naypyidaw Region	240	51
5	Kayin State	64	14
	Total	621	131

Source: Myanmar Red Cross Society, 2021

4.1.4 Questionnaire Design

The survey questionnaire was based on MRCS key human resource issues, such as human resources management and developmental activities. During the pilot test in October 2020, did not success to access the targeted number of staffs because of some weaknesses some reasons that are conducted by using Microsoft word file, long sentences and a lot of questionnaires. Therefore, the questionnaires were revised and re-surveyed using the popular modern KOBO application software that is easy for many people to answer sent via email officially. The revised survey was conducted in November and December 2020.

This survey was conducted on the staff who are working in Myanmar Red Cross Society at all level and including some volunteers to cover the whole MRCS. The total number of respondents are 131 from various departments of MRCS including from junior staff level to senior management level.

The survey questionnaire constructed in 2 main sections, the first section includes questions related to demographic factors of the respondents such as gender, age, educational level, position, total services, departments, monthly income, happiness of current job. The second section focused to 5 aspects of human capital development on organizational performance of MRCS and to assess the questionnaires contained 56 questions which the results and responses were assessed based on Likert Scale, especially a multiple indicates on a 5-point scale of referring to numerous respondents and evaluation ranging from Strongly disagree, Disagree, Neutral, Agree, Strongly agree. This research mainly uses descriptive analysis.

4.2 Demographic Characteristics of Respondents

The total number of respondents in this study is 131 randomly selected staff and volunteers in Myanmar Red Cross Society. The demographic characteristics of respondents in MRCS included in the study is described in Table 4.2. This information are gender, age, educational level, position, total services year, department, monthly income and happiness of current job.

According to the following table (4.2), the sample includes 58 male staff and 73 female staff. In terms of percentage number of female staffs are more than male staff, 55.7% of major respondents were female while male respondents took part of 44.3%. Ages of the staff are grouped into five such as age between 15-25 years, between 26-35 years, between 36-45 years, between 46-55 years and between 56-65 years. It is

found that most of the staffs are age range between 26-35 years old, 50 persons (38%) and the second most of the staff are age range between 36-45 years old, 40 persons (30%). The age group between 46-55 years old staff are 18 persons (13.7%) and age between 56-65 years old staff are 9 persons (6.8%). This means that in the middle age group which is 26 years to 55 years old of the respondents. It is 68.4%, significantly.

For the educational level, 90 persons (68.7%) are graduate level, 21 persons (16%) are Master Degree and 6 persons (4.5%) are Doctorate level. This means that both of the total graduate level and master degree level of the respondents are 84.7% obviously. As the employment position level, 61 persons (46.5%) are junior management level, 41 persons (31.29%) are middle management Level and 25 persons (19%) are senior management level and only 4 persons, (3%) are the non -management level of MRCS. Therefore, it is clear that 77.79% are the total of junior management level and middle management level. By the total services of the respondents, 38 persons (29%) are the above 10 years, the second is 32 persons (24.4%) are under 1-year staff, 28 persons, (21.3%) are 2-3 years services, 23 persons (17.55%) are 6-10 years staff and the remaining 10 persons (7.6%) are 4-5 years of employment services.

According to the respondents from various departments, 67 persons (51.1%) from Program Services, 55 persons (42%) from Support Services, 6 persons (4.6%) from Executive Committee's office and 3 persons (2.3%) from Secretary General's Office. As a range of the monthly income of the respondents, 66 persons (50.4%) are receiving a salary of 5-10 lakhs, 35 persons (26.7%) are receiving a salary range of the above 10 lakhs and 30 persons (22.9%) are receiving a salary of the below 5 lakhs. According to respondents, 104 people (79.4%) were happy with their current job and only 27 (20.6%) were unhappy with their current job, respectively.

Table (4.2) Demographic Characteristics of the Respondents

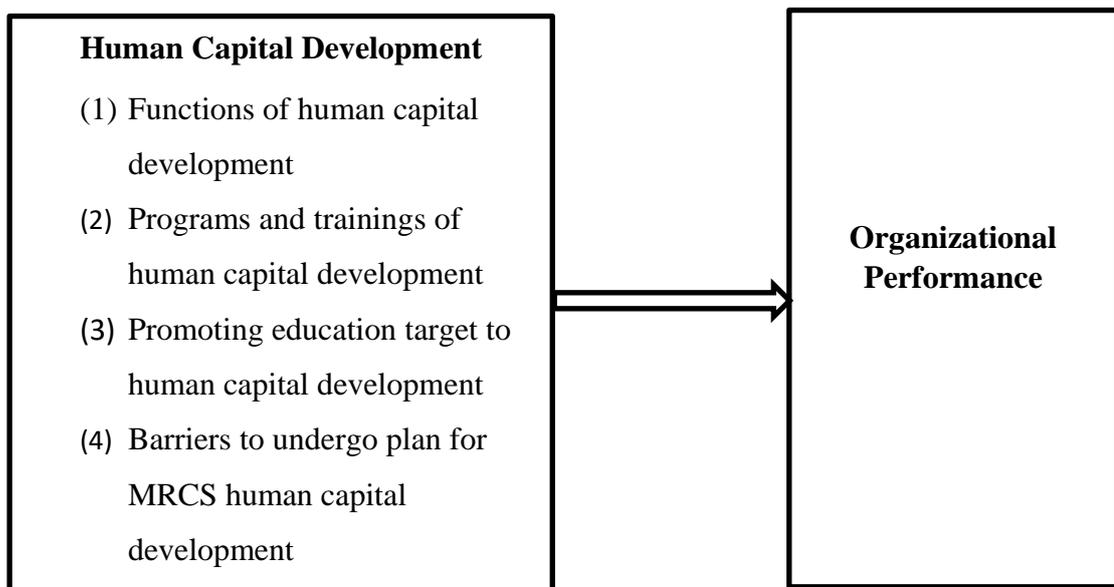
Description	Category	No. of Respondent	Percentage
Gender	Male	58	44.3
	Female	73	55.7
	Total	131	100
Age	15–25 years	14	10.7
	26-35 years	50	38.2
	36-45 years	40	30.5
	46-55 years	18	13.7
	56-65 years	9	6.9
	Total	131	100
Educational Level (Year of Schooling)	Basic high school level	4	3.05
	Diploma	6	4.6
	Undergraduate	4	3.05
	Graduate	90	68.7
	Master Degree	21	16
	Doctorate	6	4.6
	Total	131	100
Position	Non-Management level	4	3.05
	Junior Management Level	61	46.6
	Middle Management Level	41	31.3
	Senior Management Level	25	19.05
	Total	131	100
Total Services	1 year and below	32	24.4
	2-3 years	28	21.4
	4-5 years	10	7.6
	6-10 years	23	17.6
	Above 10 years	38	29
	Total	131	100
Department	Program Services	67	51.1
	Support Services	55	42
	EC's Office	6	4.6
	SG's Office	3	2.3
	Total	131	100
Monthly income (kyats)	Below 5 Lakh	30	22.9
	5 - 10 Lakh	66	50.4
	Above 10 Lakh	35	26.7
	Total	131	100
Happiness of current job	Happy	104	79.4
	Not happy	27	20.6
	Total	131	100

Source: Survey Data (2020)

4.3 Conceptual Frame Work of the Study

The conceptual frame work of the study is intended to promote the organizational capacity development which needs to continuously encourage human capital development in organization. Thus, human capital development is necessary to overcome the issues of human resources development and also to provide efficient organizational performance for the desired organizational objectives and good working environment. It studies human capital development including functions of human capital development provided by MRCS, programs and trainings of human capital development by MRCS, promoting education target to human capital development by MRCS, barriers to undergo plan for MRCS human capital development and organizational performance of MRCS.

Figure (4.1) Conceptual Frame Work of the Study



Source: Own compilation

The conceptual framework tries to identify the relationship between human capital development and organizational performance of MRCS. To improve organizational performance, every organization have to promote their human capital development. Thus, MRCS tries to make effort for human capital development and also it performs the functions of human capital development such as consideration of human capital development programs, solving the organizational strategies for human capital development issues, adoption of annual performance management system, providing the suitable working condition for human capital development and providing the staff

appropriate financial support. These functions are favorable to encourage the staff's capacity development and fulfill the required organization performance.

Training is the systematic growth of knowledge, attitude and skills and it is a continuous process to enable employee perform their job effectively. Programs and trainings of MRCS for human capital development are essential to provide organizational performance such as on job technical training, team building training, safer access and security training, financial management training, internal procedures for logistics, procurement and staffing training. These trainings are enabling to improve their competencies and skills of work performance and their job results can meet the strategic goals of the organizations.

Education is the sequence of learning as to acquire, skills, knowledge values, beliefs and habits. It is affected directly and indirectly by human capital which plays an important role in both accumulating human capital development and increasing its organization growth. Promoting education target to human capital development by MRCS such as continuous learning and further studies which can enhance the improvement of their skill and performance and continuously contribute for long-term development of the organization.

Barriers to undergo plan for human capital development such as insufficient funds for training programs and academic studies, not giving enough time for study period, inadequate international support to tailor investment programs, resigning staff who come back from further study that hinder and delay the organizational capacity development. Moreover, other challenges are lack of staff interest for human capital development and not obtain the timely guidance from leadership and senior management level for human capital development that re-tard the staff performance of organization in Myanmar Red Cross Society.

In the changing humanitarian environment of the 21st century, an organization seeks to increase the effect of the activities in achieving the mission. In this approach, skilled employees will support the formation of community groups to define their own hazards and priorities. The performance of MRCS such as, humanitarian activities for all kinds of disasters, better contribution for community-based health program, first aid and safety services, community-based training and having skilled staff and well-trained volunteers which fulfill the strategic goals and required objectives of organization and to promote organizational performance of MRCS in Myanmar.

4.4 Analysis of Survey Data

This section states the analysis of the survey data which involves reliability test (Cronbach's Alpha) and descriptive analysis of measurement scale of human capital development and organization performance including Functions of Human Capital Development by MRCS, Programs and Trainings of Human Capital Development by MRCS, Promoting Education Target to Human Capital Development by MRCS, Barriers to Undergo Plan for Human Capital Development and Organizational Performance of the Myanmar Red Cross Society.

4.4.1 Reliability Test

Reliability of a measures the concepts and helps to assess the goodness of the measure. The study was used Cronbach's Alpha as a measure of internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. Based on the survey data, for the reliability of data collected from 131 Staff, the Cronbach's Alpha values are tested for all variables for which Likert type scale questions are developed. The Cronbach's Alpha values of each variables are shown in Table (4.3).

Table (4.3) Data Reliability for Variables

No.	Variables	Cronbach's Alpha	No. of Items
1.	Functions of human capital development	0.789	5
2.	Programs and trainings	0.702	10
3.	Promoting Education Target	0.917	5
4.	Barriers	0.789	5
5.	Organizational performance	0.857	10

Source: Survey Data, 2020

According to Table (4.3), Cronbach's Alpha values for functions of human capital development, programs and trainings, promoting education target, barriers and organization performance are higher than acceptable score of 0.7. Therefore, internal consistency of items to the concept is reliable. Thus, the reliability of data for these variables are acceptable.

4.4.2 Descriptive Statistics of Human Capital Development and Organizational Performance

(a) Functions of Human Capital Development provided by MRCS

In table (4.4), it described the functions of Human Capital Development provided by Myanmar Red Cross Society. Functions of Human Capital Development by MRCS can be measured by five items

Table (4.4) Functions of Human Capital Development by MRCS

No	Statements	Mean	Std. Deviation
1	MRCS always prioritizes human capital development.	3.73	0.79
2	MRCS liaises with organizational strategies for human capital development issues.	3.71	0.71
3	MRCS adopts annual staff performance management system to assess human capital development.	3.89	0.60
4	MRCS provides the suitable working conditions for human capital development. (e.g., building, office area, aircon, computer, table and other materials, etc.)	3.72	0.67
5	MRCS provides staff appropriate financial support as salary, increment, hardship and accommodation allowance, phone bill and internet bill that is targeted to human capital development.	3.86	0.65
	Overall Mean	3.78	

Source: Survey Data (2020)

According to above table (4.4), the mean of respondent's answers range from 3.71 to 3.89. The maximum mean 3.89, "MRCS adopts annual staff performance management system to assess human capital development". MRCS has practiced the efficient performance management system for human capital development. Staff performance management system important for achieving human capital development. MRCS can track staff performance periodically and assess whether it meets the organization's functional needs in time or not. Because it is enables to reach set MRCS goals and objectives efficiently and effectively to perform the humanitarian activities.

In addition, the second highest mean is 3.86, “MRCS provides staff appropriate financial support as salary, increment, hardship and accommodation allowance, phone bill and internet bill that is targeted to human capital development”. Because MRCS can provide reasonable salaries and benefits for the development of human capital and can be attracted with incentive to all level staffs. As a result, MRCS employees are more likely to continue to perform their duties effectively without worry, as they already have reasonable incentives. The mean was 3.73, “MRCS always prioritizes human capital development”. This is because MRCS always considers its human capital development at the forefront of humanitarian action at the international level. Therefore, it can be said that the capacity of MRCS staff is qualified and they can work in accordance international standards in nowadays. Then, the mean is 3.72, “MRCS provides the suitable working conditions for human capital development. (e.g., building, office area, aircon, computer, table and other materials, etc.)”. It means that MRCS creates working environment by safely and secure and also equips the appropriate facilities for smooth operations of its working environment. This shows that MRCS gives safe and secure working environment and staff can work without worries and delay because of the safety workplace and easy access to appropriate equipment. The last mean is 3.71, “MRCS liaises with organizational strategies for human capital development issues”. This means that the MRCS incorporates the development of human capital issues (e.g., setting procedures for recruitment and development, policy formulation, retention program etc.) into institutional strategies. According to the overall mean 3.78 (greater than 3.5), most of the respondents agreed that the performance features of human capital development provided by MRCS has positive effect on the organizational performance.

(b) Programs and Trainings of Human Capital Development by MRCS

In table (4.5), it presented the programs and trainings of human capital development provided by MRCS. Programs and Trainings of Human Capital Development by MRCS can be measured by 10 items.

Table (4.5) Programs and Trainings of Human Capital Development by MRCS

No	Statements	Mean	Std. Deviation
1	MRCS plans to provide on-the-job technical training to its staff for human capital development.	3.74	0.76
2	MRCS plans to provide for human capital development, team building training programs to all level staff.	3.63	0.71
3	MRCS plans to provide for human capital development, safer access and security training program to staff.	3.68	0.81
4	MRCS enables staff to focus better prepare and response approaches for working in high-risk environment provided by Safer access and security training program.	3.61	0.85
5	MRCS plans to provide for human capital development, the financial management trainings for all level staff.	3.76	0.83
6	MRCS enables staff to handle the financial issues, reduce the financial wastes and improve their competencies and skills of financial management by providing this kind of training.	3.93	0.78
7	MRCS plans to provide for human capital development, the internal procedures of procurement, logistics and staffing training for all level staff.	3.67	0.79
8	MRCS enables staff to work efficiently in time by providing the training for the internal procedures of logistics, procurement and staffing.	3.97	0.69
9	MRCS training program help to increase well-functioning and productivity of both quality and quantity.	3.86	0.67
10	MRCS trainings are enabling to helpful in motivation of staff and their job results can achieve to the strategic goals of the organization.	3.80	0.65
	Overall Mean	3.76	

Source: Survey Data (2020)

According to above table (4.5), the mean of respondent's answer ranges from 3.61 to 3.93. The maximum mean is for statement: "MRCS enables staff to work efficiently in time by providing the training for the internal procedures of logistics, procurement and staffing" which causes MRCS provides staff the necessary trainings for their work, effectively. Thus, staff are able to handle their documentation processes well, completely and it is 3.97. The minimum mean value 3.61 is for statement: "MRCS enables staffs to focus better prepare and response approaches for working in high-risk environment provided by safer access and security training program". This presented that MRCS helps staff focus on better preparedness and response methods to work in a riskier environment. The second highest mean 3.93 is for statement: "MRCS enables staff to handle the financial issues, reduce the financial wastes and improve their competencies and skills of financial management by providing this kind of training.". It shows the respondents said that the staffs would be able to improve their financial literacy, to reduce financial waste and create clear statements by financial management course trainings.

Moreover, the mean 3.86 is for statement: "MRCS training program help to increase well-functioning and productivity of both quality and quantity." It mentioned that the respondents are assume that help to increase well-functioning and productivity of both quality and quantity for their humanitarian activities in time to community. The mean 3.80 is "MRCS trainings are enabling to helpful in motivation of staff and their job results can achieve to the strategic goals of the organization". It shows that MRCS human capital development programs and training helps motivate employees and their outcomes to achieve the organization's strategic goals. The mean value 3.74 is "MRCS plans to provide on-the-job technical training to its staff for human capital development". It describes that MRCS trainings help to get staff motivations and their outcome to achieve the organization's strategic to goals. The next mean value 3.76 is "MRCS plans to provide for human capital development, the financial management trainings for all level staff." It shows that MRCS focuses on human resources development and provides financial management training to address financial issues at all levels of staff.

The next mean value 3.68 is "MRCS plans to provide for human capital development, safer access and security training program to staff." It means that MRCS provides the training programs to all staffs for human capital development and it plan

to be more secure and safe in their workplace. The next mean value 3.67 is “MRCS plans to provide for human capital development, the internal procedures of procurement, logistics and staffing training for all level staff. It means that MRCS focuses on the training for human capital development to familiarize the internal logistics and staff procedure training. The second last mean is 3.63, “MRCS plans to provide for human capital development, team building training programs to all level staff”. It means that MRCS emphasizes team building training are conducted annually to support staff become more organized. The last mean is 3.61, “MRCS enables staff to focus better prepare and response approaches for working in high-risk environment provided by safer access and security training program”. It means that MRCS helps staff focus on better preparedness and response methods to work in hazardous environments provided by a more secure entry and security training program. In view of these factors, MRCS 'human capital development programs and trainings provide excellent human resource development for MRCS staff, and the organization's performance can be accelerated. Table in (4.5) shows the programs and trainings of human capital development provided by Myanmar Red Cross Society that overall mean is 3.76 (greater than 3.5). Thus, Programs and trainings of Human Capital Development by MRCS had good relationship with organizational performance.

(c) Promoting Education Target to Human Capital Development by MRCS

In table (4.6), it represents promoting education target to human capital development by MRCS. Promoting Education Target to Human Capital Development by MRCS can be measured by 5 items.

Table (4.6) Promoting Education Target to Human Capital Development by MRCS

No	Statements	Mean	Std. Deviation
1	MRCS allows its staff to continue learning the local Universities as a part of human capital development.	3.56	0.78
2	MRCS allows learning staff to the International University as a part of human capital development.	3.68	0.92
3	The recipients of local and international educational investments sent by MRCS are satisfied for promoting the quality of education.	3.67	0.90
4	After completing the required education course provided by MRCS, it could enhance the improvement of their skill and performance.	3.82	0.75
5	MRCS are intended to continuously contribute education programs for the long-term development of the organization.	3.60	0.78
	Overall Mean	3.67	

Source: Survey data 2020

According to above table (4.6), the mean of respondent's answer ranges from 3.56 to 3.82. The maximum mean is 3.82 shows the statement as "After completing the required education course provided by MRCS, it could enhance the improvement of their skill and performance". That statement shows the respondents said that MRCS recognizes the staff and volunteers of local and international promoting education target have developed skills and competencies. The second highest mean 3.68 is "MRCS allows staff to learn the International University as a part of human capital development." which mentioned by respondents has positively agreed to send staff and volunteers to an International University as part of MRCS human resource development for future performance. The mean 3.67 is "Recipients of local and international educational sent by MRCS are satisfied for quality of education" that the respondents are showing about the recipients of local and international investment in education sent by MRCS is satisfied with improving their educational status.

The second last mean is 3.60, "MRCS are intended to continuously contribute education programs for the long-term development of the organization". It means that MRCS aims to help those selected staff to continue who might be sustain the

organization’s long-term development. The last mean value is 3.56, “MRCS allows its staff to continue learning the local Universities as a part of human capital development”. It means that MRCS encourages its employees to continue their studies at existing universities in order to become part of the human capital development program. By looking at these points, MRCS occasionally sends staff and volunteers to local and international universities and colleges to develop the organization's human resources. By developing human capital in this way, the future performance of the organization can be carried out in line with international standards. In the table (4.6), it described promoting Education targeted to human capital development provided by Myanmar Red Cross Society. The overall mean is 3.67 (greater than 3.5) that providing education by MRCS is the necessary factors to support the organizational performance.

(d) Barriers to Undergo Plan for Human Capital Development

In table (4.7), it describes the average mean score and standard deviation are calculated for each statement regarding the Barriers to Undergo Plan for Human Capital Development by MRCS. Barriers to Undergo Plan for Human Capital Development by MRCS has 5 items.

Table (4.7) Barriers to Undergo Plan for Human Capital Development

No.	Statements	Mean	Std. Deviation
1	It is difficult to select staff to provide training and professional development for human capital development in MRCS.	3.44	0.72
2	MRCS finds it difficult to obtain international support to tailor investment programs to suit the needs and requirements of staff for human capital development.	3.40	0.76
3	It is difficult for MRCS to receive timely guidance from Leadership and senior management level for human capital development in MRCS.	3.34	0.78
4	MRCS has facing the selected staff are reject the decisions of senior management level in conducting the human capital development.	2.89	0.91
5	The skills of the staff selected by MRCS are in line with the topic to be attended.	2.89	0.93
	Overall Mean	3.19	

Source: Survey Data (2020)

According to above table (4.7), the mean of respondent's answer ranges from 2.89 to 3.44. The maximum mean was indicating at 3.44 which is "It is difficult to select staff to provide training and professional development for human capital development in MRCS". That presented, MRCS has difficulty choosing to send staff for continuing train by international and local to their profession. Moreover, the second highest barrier is 3.40, "MRCS finds it difficult to obtain international support to tailor investment programs to suit the needs and requirements of staff for human capital development". MRCS is having difficulty accessing funding for investment programs to meet staffing needs for human capital development.

The third maximum mean is indicating at 3.34 is for the statement: "It is difficult for MRCS to receive timely guidance from Leadership and senior management level for human capital development in MRCS". It means that MRCS is finding it difficult to get easy approval from above for staff skills development. Then, the next two mean is the same number 2.89. One of the statements is "MRCS has facing the selected staff are reject the decisions of senior management level in conducting the human capital development". This means that the staff selected by the organization are not interested in these issues. The next mean of 2.89 is stated that "the skills of the staff selected by MRCS are in line with the topic to be attended". The statement is that MRCS selected staff are not matched with the topic to be attended and there is bias within the organization.

According to the above table (4.7), by looking at it as a whole, most of the respondents indicated that MRCS is facing a few difficulties and barriers in focusing on developing human capital to increase the organizational performance. The overall mean is 3.19 that are less than 3.5 and this shows that difficulties are not fully accepted by the respondents.

(e) Organizational Performance of the Myanmar Red Cross Society

Table (4.8) describes the mean value; average mean score and standard deviation are calculated for each statement regarding the organizational performance of MRCS. Organizational Performance of the MRCS can be measured by 10 items.

Table (4.8) Organizational Performance of the MRCS

No.	Statements	Mean	Std. Deviation
1	MRCS provides humanitarian activities to the community within a specified period of time in accordance with the objectives and expected outcomes of the Strategic Plan.	3.82	0.54
2	MRCS is mainly focusing on Red Cross dissemination through access to services from relevant ministries and agencies.	3.77	0.69
3	MRCS is the urgently response organization for all kinds of disaster in present situation of Myanmar.	4.00	0.78
4	MRCS is one of the leading humanitarian organization which takes better contribute for community-based health program in the present situation of Myanmar.	3.97	0.73
5	MRCS is carrying out knowledge sharing about First Aid and Safety Services and community-based training that to spread to the whole country at all levels.	4.18	0.59
6	MRCS occasionally provides job opportunities for Red Cross Youth & Volunteers.	3.94	0.70
7	MRCS is able to carry out the better outcome of humanitarian activities in a timely manner because of it has the skillful and competent and subject-specific staff by sector.	3.66	0.71
8	MRCS's human capital development plan results the staff's happiness and long-term commitment and after, the organization achieves its plan and procedures continuously.	3.31	0.81
9	It is true that MRCS's performance has improved its post-Nargis operations period than before.	4.07	0.73
10	MRCS has skillful staff and well-trained volunteers not only in head office but also in all States and Regions by relevant sector.	3.97	0.76
	Overall Mean	3.86	

Source: Survey data 2020

The highest mean value is 4.18 for statement: “MRCS is carrying out knowledge sharing about First Aid and Safety Services and community-based training that to spread to the whole country at all levels”. It indicates that MRCS has performed well the knowledge sharing about First Aid and Safety Services and community-based First Aid training are to spread to across the country. The second highest mean is 4.07 for statement: “It is true that MRCS’s performance has improved its post-Nargis operations period than before” which the organizational performance of MRCS has improved after Nargis operations period. The mean 4.00 is for statement that “MRCS is the urgently response organization for all kinds of disaster in present situation of Myanmar”. The respondents described that MRCS is an emergency relief team for various natural disasters in Myanmar. The mean 3.97 is for statement: “MRCS is one of the leading humanitarian organization which takes better contribute for community-based health program in the present situation of Myanmar”. The respondents were fairly receptive to the MRCS as a leading humanitarian body that could be more involved in community-based health care in the current context of Myanmar.

And the mean 3.96 is for statement: “MRCS has skillful staff and well-trained volunteers not only in head office but also in all states and regions by relevant sector”. This means that MRCS can produce and train not only the head office staffs but also many skilled volunteers throughout Myanmar. The mean 3.94 is statement for “MRCS occasionally provides job opportunities for Red Cross Youth & Volunteers” which indicates MRCS has creating the employment opportunities for skillful youth and volunteers as nearest. The mean 3.82 is the description “MRCS provides humanitarian activities to the community within a specified period of time in accordance with the objectives and expected outcomes of the Strategic Plan”. This represents the MRCS conducts humanitarian work in the community for a specified period of time in accordance with the objectives and expected outcomes of the strategic plan.

The mean 3.77 is the description “MRCS is mainly focusing on Red Cross dissemination through access to services from relevant ministries and agencies.” This statement describes the MRCS explained in advance to aware the stakeholders and partners about the Red Cross activities. The mean 3.66 is “MRCS is able to carry out the better outcome of humanitarian activities in a timely manner because of it has the skillful and competent and subject-specific staff by sector.” This statement stated that MRCS can demonstrate the effective use of available resources and the success of the organization’s humanitarian work. However, the last mean is 3.31 which is not greater

than 3.5 in this table. Because MRCS strives for human capital development programs but lacks of employee satisfaction and long-term commitments, as well as job in security.

As summarize on these points, MRCS is usual carry out the organizational performance with various methods of Red Cross disseminations to other national partners, enable to better outcome in accordance with MRCS strategic goals by training and nurturing good employees. Again, MRCS is being performed well the Community-based First Aid programs and Safety Services as Emergency Ambulance Services and Road safety services, Community-based health programs, knowledge sharing about Red Cross Dissemination, Humanitarian activities of all kinds of disasters, job creation for Red Cross youth and volunteers. Therefore, it is clear that MRCS's current performance in the humanitarian sector in Myanmar is due to its focus on human capital development. According to the table (4.7), the overall mean is 3.86 that greater than 3.5. Also, the respondents agreed that the organizational performance of MRCS has being effective and efficient among the communities and for vulnerable people. In other words, MRCS's current best practices in human capital development must be seen as having the most effective impact of its performance on the whole society for Myanmar people.

4.4.3 Overall Staffs' Satisfaction of MRCS

This section described overall staffs' satisfaction of MRCS. The following categories stated that its own total mean score.

Table (4.9) Overall Staffs' Satisfaction of MRCS

Description	Mean Score
Functions of Human Capital Development by MRCS	3.78
Programs and Trainings of Human Capital Development by MRCS	3.76
Promoting Education Target to Human Capital Development by MRCS	3.67
Barriers to Undergo Plan for Human Capital Development	3.19
Organizational Performance of the MRCS	3.86

Source: Survey data 2020

Table (4.9) shows the mean score of human capital development on organizational performance by Myanmar Red Cross Society. The functions of human capital development by MRCS is 3.78 mean score which means that it is the most important thing because the supporting activities such as prioritizing to liaise with organization strategies and annual staff performance management system, providing suitable working conditions and also appropriate financial support as well. Then, the programs and trainings of human capital development by MRCS is 3.76 mean score which means that is also important because there are many trainings program related with staff development and these are enable to develop their professional experiments.

Moreover, the promoting education target to human capital development by MRCS is 3.67 mean score which means it is also critical things because MRCS invested allowed to send local and international institutions for staff development of their quality of education. Based on the above, MRCS's human resources are happy to be able to access their educational advancement and work experience development in a variety of ways.

The barriers to undergo plan for human capital development in MRCS is 3.19 mean score which means it is despite the difficulties but it is not important until it needs to be improved. The last one is the organizational performance of the MRCS is 3.86 mean score which means is very important in this research. Because, MRCS's human capital is rich in on-the-job training, due to its rich experience and fulfillment of educational qualification, it is gratifying to be able to participate in the main humanitarian activities of the organization at the forefront of the country. It can be concluded to clear that the current long-term plans for human capital development have greatly benefited the organizational performance of the Myanmar Red Cross Society.

CHAPTER V

CONCLUSION

5.1 Findings

MRCS is a large humanitarian organization dedicated to helping Myanmar people through the efforts of volunteers across the country. Then, according to the constitution of the MRCS, it is made up of various volunteer members from all over the country, from the rural area to the National Level. It is existing as an essential role in the humanitarian sector to the Government such as mainly Ministry of Health and Sports and Ministry of Social Welfare, Relief and Resettlement in all states and regions of country. Since then, the MRCS has been known to be at the forefront of providing relief assistance not only within country but also to any neighboring country in the world in need of assistance when disaster strikes.

The total number of respondents in this study is 131 randomly selected staff and volunteers in Myanmar Red Cross Society. 55.7% of major respondents were female while male respondents took part of 44.3%. In this survey, 82.4% of age group is 26 years to 55 years old of the respondents and 73.2% of graduate persons. This age group is middle working age group. 53.4% of respondents are total services 6 years and above. It can be seen that MRCS organizing with qualified active young people who can really perform their responsibilities, smartly.

This study also highlights the perception of staffs on the human capital development and organizational performance of MRCS. It is clear that MRCS focuses on human capital development for the organizational performance respectively. It was conducted questionnaires on five aspects of human capital development programs such as functions of human capital development by MRCS; programs and trainings of human capital development by MRCS; promoting education target to human capital development by MRCS; barriers to undergo plan for human capital development and organizational performance of MRCS.

Regarding the functions of human capital development programs have influence on organizational performance of the Myanmar Red Cross Society. The study found

that the staffs are most satisfied with annual staff performance management system to assess human capital development by MRCS. The second satisfied with staff appropriate financial support as salary, increment, hardship and accommodation allowance, phone bill and internet bill that is targeted to human capital development by MRCS. Moreover, it has always prioritized on human capital development, connected to organizational strategies, consideration with staff performance management system, provided suitable working conditions and also provided staff appropriate compensations and benefits.

Regarding programs and trainings of human capital development by MRCS, the study found that staffs are the most satisfied with enabling the staffs to work efficiently in time by providing the training for the internal procedures of logistics, procurement and staffing. The second satisfied with enabling the staffs to handle the financial issues, reduce the financial wastes and improve their competencies and skills of financial management by providing this kind of training. Moreover, training programs of MRCS help to increase well-functioning and productivity of both quality and quantity. Also, MRCS trainings could enable to helpful in motivation of staff and their job results could achieve to the strategic goals of the organization.

Regarding promoting education target to human capital development by MRCS, this study found the staffs are the most satisfied that after completing the required education course provided by MRCS, it could enhance the improvement of their skill and performance. Because MRCS are intended to continuously contribute the promotion to their required education courses for the human capital development. The second satisfied with allowing staffs to the International University as a part of human capital development. Moreover, the recipients of local and international educational investments sent by MRCS are satisfied for promoting the quality of education to promote organizational capacity.

Regarding barriers to undergo plan for human capital development, this study found staffs mostly accepted that it is difficult to select staff to provide training and professional development for human capital development in MRCS and it is difficult to obtain international support to tailor investment programs to suit the needs of staff for human capital development. However, studying on the whole category, most of the respondents indicated that MRCS is facing a few difficulties and barriers in focusing on developing human capital to increase the organizational performance.

Regarding organizational performance of MRCS, this study found that staffs are mostly satisfied with achieving knowledge sharing about First Aid and Safety Services and community-based training by MRCS that to spread to the whole country at all levels. The second satisfied with improving its post-Nargis operations period than before. Moreover, MRCS is the urgently response organization for all kinds of disaster in present situation of Myanmar and also it is one of the leading humanitarian organization which takes better contribute for community-based health program in the present situation of Myanmar. Thus, this organization provides humanitarian activities to the community within a specified period of time in accordance with the objectives and expected outcomes of the Strategic Plan.

5.2 Suggestions

According to this study on Myanmar Red Cross Society, human capital development programs are very important to improvement of the organizational development. Depends on the analysis, MRCS should maintain to provide the suitable working conditions for human capital development such as building, office area, aircon, computer and accessories, table and other materials, vehicle for office use, etc. By creating those working environments and supporting appropriate equipment, MRCS staff reduce the worries and delay for their work smoothly. Then, MRCS should directly integrate human capital development programs into organizational strategic plans and operational strategies such as producing the related policies, procedures and guidelines, etc. Moreover, MRCS have to continuously provide the training programs for the internal procedures of logistics, procurement and staffing process. Because, it is enabling staffs to handle their documentation processes well and to work efficiently in time, internally.

Moreover, it should more focus to conduct safer access and security training program to staffs and volunteers. It more helps better prepare and response approaches for working in high-risk environment. And then, it should provide periodically the internal financial procedures and budget management training to staff and volunteer. Because, it is enabling staff to handle the financial issues, reduce the financial wastes and improve their competencies and skills of financial management by providing this kind of training.

All of the MRCS training programs help to increase well-functioning and productivity of both quality and quantity of the staffs and volunteers and their

humanitarian activities in time to community assistance. Thus, these trainings are enabling to helpful in motivation of staff and their job results can achieve to the strategic goals of the organization. This study suggested that MRCS human capital development programs and training helps motivate employees and their outcomes to achieve the organization's strategic goals and improvement of performance.

In addition, MRCS should allow undergraduate staff to study their educational subjects at the Universities by giving opportunities as much as their entitlement of the leave benefits accordance with staff regulations. Also, the International University as a part of human capital development for both undergraduate and graduate staff for their professions. And then, it should invest in the educations and trainings in the development of staff and volunteer for improvement of their skill and performance. MRCS should give enough time and raise sufficient own funds to provide training and professional learning for human capital development. This organization should find and obtain international support to tailor investment programs to suit the needs and requirements of staff and volunteer for human capital development.

Again, the selected staffs of the MRCS devoted in education and trainings who should contribute continuously after completing the courses to the long-term development of the organization. They have to focus on their work and particular job for not only better individual performance and also well organizational performance without submission the resignation. Therefore, MRCS should adopt the strong policies for human capital development or guideline that focus for both staff and organizations respectively.

MRCS should conduct a workforce assessment to determine the current human capital capacity based on the training requirements with job related for future. MRCS should develop, verify and validate the proficiency scale so that the points on the scale are criterion referenced of staff, annually. The proficiency scale should account for gains in human capital from on-the job experience in MRCS intend to job analysis. MRCS senior management team should detail study in human resource management areas where the manpower readiness index can be used as a performance measure. This study suggested that MRCS should plan and prepare the training programs for each staff to enable them acquire knowledge to improve staff performance and enhance productivity. Provision of new technical and training of staff on their professions should be advised and encouraged for more development of performance for MRCS.

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Section B Questions of this study

For each of the statement below, please indicate the extent of your agreement or disagreement by ticking in the appropriate box. The response scale is as follow:

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

No.	Descriptions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Functions of Human Capital Development Provided by MRCS		1	2	3	4	5
1	MRCS always prioritizes human capital development.					
2	MRCS liaises with organizational strategies for Human Capital Development issues.					
3	MRCS adopts annual staff performance management system to assess human capital development.					
4	MRCS provides the suitable working conditions for human capital development. (e.g., building, office area, aircon, computer, table and other materials, etc.)					
5	MRCS provides staff appropriate financial support as salary, increment, hardship and accommodation allowance, phone bill and internet bill that is targeted to human capital development.					
Programs and trainings of human capital development provided by MRCS		1	2	3	4	5
1	MRCS plans to provide on-the-job technical training to its staff for human capital development.					
2	MRCS plans to provide for human capital development, team building training programs to all level staff.					
3	MRCS plans to provide for human capital development, safer access and security training program to staff.					
4	MRCS enables staff to focus better prepare and response approaches for working in high-risk environment provided by Safer access and security training program.					

Programs and trainings of human capital development provided by MRCS		1	2	3	4	5
5	MRCS plans to provide for human capital development, the financial management trainings for all level staff.					
6	MRCS enables staff to handle the financial issues, reduce the financial wastes and improve their competencies and skills of financial management by providing this kind of training.					
7	MRCS plans to provide for human capital development, the internal procedures of procurement, logistics and staffing training for all level staff.					
8	MRCS enables staff to work efficiently in time by providing the training for the internal procedures of logistics, procurement and staffing.					
9	MRCS training program help to increase well-functioning and productivity of both quality and quantity.					
10	MRCS trainings are enabling to helpful in motivation of staff and their job results can achieve to the strategic goals of the organization.					
Investment Status for Staff educational Sector Targeted to Human Capital Development		1	2	3	4	5
1	MRCS allows to learn staff to the Universities in country as a part of human capital development.					
2	MRCS allows to learn staff to the international University as a part of human capital development.					
3	Recipients of local and international educational investments sent by MRCS are satisfied.					
4	Recipients of local and international education investments sent by MRCS, improvement of their skill and performance after completing the entire course.					
5	Recipients of local and international educational investments sent by MRCS are intend to continuously contribute to the long-term development of the organization.					

Barriers to Undergo Plan for Human Capital Development		1	2	3	4	5
1	It is difficult to select staff to provide training and professional development for human capital development in MRCS.					
2	MRCS finds it difficult to obtain international support to tailor investment programs to suit the needs and requirements of staff for human capital development.					
3	It is difficult for MRCS to receive timely guidance from Leadership and senior management level for human capital development in MRCS.					
4	MRCS has facing the selected staff are reject the decisions of senior management level in conducting the human capital development.					
5	The skills of the staff selected by MRCS are in line with the topic to be attended.					
Organizational Performance of the Myanmar Red Cross Society		1	2	3	4	5
1	MRCS provides humanitarian activities to the community within a specified period of time in accordance with the objectives and expected outcomes of the Strategic Plan.					
2	MRCS is mainly focusing on Red Cross dissemination through access to services from relevant ministries and agencies.					
3	MRCS is the urgently response organization for all kinds of disaster in present situation of Myanmar.					
4	MRCS is one of the leading humanitarian organization which takes better contribute for community-based health program in the present situation of Myanmar.					
5	MRCS is carrying out knowledge sharing about First Aid and Safety Services and community-based training that to spread to the whole country at all levels.					

Organizational Performance of the Myanmar Red Cross Society		1	2	3	4	5
6	MRCS occasionally provides job opportunities for Red Cross Youth & Volunteers.					
7	MRCS is able to carry out the better outcome of humanitarian activities in a timely manner because of it has the skillful and competent and subject-specific staff by sector.					
8	MRCS's human capital development plan results the staff's happiness and long-term commitment and after, the organization achieves its plan and procedures continuously.					
9	It is true that MRCS's performance has improved its post-Nargis operations period than before.					
10	MRCS has skillful staff and well-trained volunteers not only in head office but also in all States and Regions by relevant sector.					