



**The Effect of Human Capital Development on the Performance of NGOs
Operation In the Case of Save the Children International Ethiopia
Country Office**

**A Thesis Report Submitted to the School of Graduate Studies of Jimma University
in Partial Fulfillment of the Requirement for the Award of the Degree of Master of
Business Administration (MBA)**

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DECLARATION

I hereby declare that this thesis entitled “The Effect of Human Capital Development on the Performance of Non-Governmental Organization Operation in the Case of Save the Children International Ethiopia Country Office”, has been carried out by me under the guidance and supervision of Dr. Mekonnen Bogale and Mr. Megersa Wodajo.

The Thesis is original and has not been submitted for the award of any degree or diploma to any university or Institutions that I knew.

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CERTIFICATE

This is to certify that the thesis entitled “The Effect of Human Capital Development on the Performance of Non-Governmental Organization Operation in the Case of Save the Children International Ethiopia Country Office” submitted to Jimma University for the award of the Degree of Master of Business Administration (MBA) and is a record of research work carried out by Mr. Wondwossen Abebe Teferi under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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Abstract

Human capital is getting wider attention with increasing globalization and the saturation of the job market due to the downturn in the various economics of the world. Developed and developing countries put emphases on a more human capital development towards accelerating the economic growth by devoting necessary time and efforts. So, human capital development is one of the fundamental solutions to enter the international ranges. Specifically, organizations must invest necessary resources in DHC-, which tend to have a great effect on performance. This paper examines the extent to which human capital have direct effect on organizational performance from various critical perspectives. Presently, Organizations operates in a complexly competitive and changing environment including non-governmental organizations. To cop up with internal and external factors that impose on the growth and operations of the organizations; there is a need to develop human capitals. The research conducted explained the effect of human capital development on the performance of the organization in enhancing factors of human capital development in Save the Children International to achieve performances of success criterion of the organization at its country office –Addis Ababa. Judgmental sampling technique was used to select samples. Quantitative and qualitative data was collected from respondents through structured close- and open-ended questionnaires. The data is analyzed using descriptive statistics, SPSS- and qualitative data in a percentage and narrative forms. Findings of the study illustrated that the effect of human capital development on the performance of the organization is mainly positive with majority of the respondents perceived; the human capital development practices supported the achievements of performances of success criterion of the organization. Projects are completing with budgeted financial resources timely in line with the organization's standards set, education support is encouraging, training, skills and knowledge utilizations need further improvement to improve positive effects on the performance of the organization. Respondents indicated their dissatisfaction with the promotional opportunities after education attained. Supply chain sourcing and purchasing efficiency, effectiveness of fleets and assets management in programme implementation remained need attention for improvement. In conclusion, many of respondents have commented that SCI is a good place for education, training and skill development, and knowledge need to be better utilized. The organization is to improve human capital development packages, reduce staff turnover, maintain high performing staff, and consider education level and skills for promotion to increase performance of the organizations to be competitive in the NGO world. Finally, it is recommended that the organization is to more invest on human capital development to improve performances of success criterion of the organization. Like supply-chain sourcing and purchasing efficiencies, assets and fleets utilizations effectiveness, provide prompt feedback to improve skills that can be further acquired and applied to improve financial resources utilization. Consider education level for higher positions, retaining high performing staff and keep improving benefit packages comparing with other similar organization, and improve utilization of supplies within the project lifetime and reduces volumes of stocks under expired projects, financial and materials resources management activities. In the future, the organization is to put emphases more on human capital development elements to improve performances of the organization by devoting necessary time and resources.

Key Words: Human capital, workforce, Human Capital Development, Organization, and performance.

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Acronyms

GO: Governmental Organization

GDP: Gross Domestic Product

HCD: Human Capital Development

HRM: Human Resource Management

HR: Human Resource

JU: Jimma University

KPI: Key performance Indicator

NGO: Non –Governmental Organization

SCI: save the Children International

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

In current global market, competitor regardless of competitive industry composes companies. To develop a competitive advantage, it is important that firms truly leverage on the workforce as a competitive weapon. A strategy for improving workforce productivity to drive higher value for firms has become an important focus. Firms seek to optimize their workforce through comprehensive human capital development programmes not only to achieve business goals but most important is for a long-term survival and sustainability. During the past few years of economic downturns, which constitute industry crises, bank failures, closings of plants and stores, changes in global operations, and other factors have significantly affected organizations, and managers. Therefore, organization, HR executives, managers, and employees are to deal with various ways of human capital development. According to surveys, some of the biggest problems include adjusting benefits programmes due to increasing costs, attracting and retaining key employees; Planning for replacement of “baby boomers” when they retire using talent management to train and develop capabilities of employees for future job needs (Mathis and Jackson, 2010).

In current global market, competitors, regardless of industry, and companies, they need to develop a competitive advantage. It is important that firms truly leverage on the workforce as a competitive weapon. A strategy for improving workforce productivity to drive higher value for the organization has become an important focus. Organization seeks to optimize their workforce through comprehensive human capital development programs not only to achieve business goals but most important is for a long-term survival and sustainability. To accomplish this undertaking, organization will need to invest resources to ensure that employees have the knowledge, skills, and competencies they need to work effectively in a rapidly changing and complex environment. In response to the changes, most organization have embraced the notion of human capital has a good competitive advantage that will enhance higher performance. Human capital development becomes part of an overall effort to achieve cost-effective and firm performance. Hence, firms need to understand human capital that would enhance employee satisfaction and improve performance. Although there is a broad assumption that human capital has positive effects on firms’

performance, the notion of performance for human capital remains largely untested. Hence, the study will attempt to look into the connection between human capital and organization's performance.

Human capital development is the process of helping people to acquire expertise. In an organizational context, organizations help their employees in a continuous and planned way in order to acquire or sharpen the abilities required to perform various functions associated with their present or expected future roles, develop their general skills as individuals, discover and utilize their inner potential for their own and/or organizational development purposes, develop an organizational culture in which supervisor subordinate relationships, teamwork and collaboration among sub-units are strong and contribute to the professional well-being, motivation, and pride of employees.

While analyzing the issue of what contributes to competitive advantages, more emphasis has been laid on the internal resources, which are seen, as crucial to sustain effectiveness rather than on external positioning in the industry and the relative balance of competitive forces. Resource Based View (RBV) has established significance for an organization to build a valuable set of resources and binding them in different and unique ways to develop firm success. Unlike traditional assumption, competitive advantage does not depend on natural resources, technology or economies of scale. Because According to Resource Based View (RBV), which is an approach to achieving competitive advantage that emerged in the 1980s and 1990s, depend on the valuable, rare hard to imitate resource that sets within organization. Human capital truly is an invisible asset. The importance of the human capital pool (the collection of employee capabilities), and how it is managed through HR processes, becomes apparent, then, to the strategic aims of the organization (International Journal of Science and Research (IJSR), ISSN (Online): 2319-7064).

1.2 Background of the Organization

Save the Children International (SCI) is one of the non-governmental organizations registered and operational in Ethiopia. The story began in 1919 when Eglantine Jebb launched the Save the Children Fund in London in the wake of World War I. Save the Children has been operational in Ethiopia since 1973GC, as Save the Children UK. In October 2012, seven countries Save the Children Organizations that are; United Kingdom, United States of America, Finland, Norway, Sweden, Denmark and Canada merged together in Ethiopia and formed as one NGO called Save the Children International (SCI). Merlin-UK- later in July 2014 joined the consortium as the eighth member of Save the Children International.

The Country office is based in Addis Ababa, other field and project offices in Somali, Amhara, Southern People Nations and Nationalities, Afar, Oromia and Tigray Regional States. The organizations has 1,800 employees across all offices. Out of which 350 staff are based in Addis Ababa. Save the Children is implementing a number of well-integrated development projects in different zones including: Water and Sanitations in rural communities; supporting schools, education, health, and livelihood, emergency responses, as well as development of early warning systems and household food economy programmes.

Save Children has the following Visio, Mission and Goal:

Vision: A world in which every child attains the right to survival, protection development and participation. **Mission:** To inspire breakthroughs in the way the world treats children and to achieve lasting and immediate change in their lives. **Goal:** Support government in delivering high quality, high impact nutrition services throughout the year across the country in a sustainable way to eradicate stunting children, and deliver water, sanitation, and hygiene, to improve child health and resilience through effective and child centered development and humanitarian-emergency responses programmes.

1.3 Statement of the Problem

When a fabricated or natural disaster breaks out, donations from each country are channeling through the international aid agencies and non-governmental organizations situated in a given country on to partners and beneficiaries in the affected countries. In most cases, the NGOs who are closest to the affected population and of the same culture provide the relief services to the affected populations and deliver various developmental and non-developmental programs in a given targeted areas so as to support governmental development endeavors and to mitigate social problems.

Many years of work experiences in this area of field has shown that there are two main external factors that impose on the growth and operations of international non-governmental organizations. Firstly, the number of disasters and the number of simultaneous operations around the world are increasing, and stretching the existing resources of the humanitarian community. It is clear that the sector as a whole has to find ways to become more efficient in order to be able to respond to the needs of the food insecure, ever increasing numbers of people. Secondly, donors are becoming increasingly demanding with respect to performance and impact. With an increasing number of aid agencies, the competition for donor funding is getting more intense, and data-demonstrating impact is likely to be the differentiator. Furthermore, donors are becoming less tolerant of obvious and expensive duplication of effort and are strongly encouraging aid agencies to collaborate around the creation of common services. Therefore, aid agencies have become more aware of the need to strategically use their resources (Save the Children International Country Strategic Paper, 2019)

Moreover, International NGO is said to be a better sector and considered as having a more developed systemized activities, which contributes significant amount in gross domestic product (GDP), and creating considerable job opportunities. The organization need to have highly qualified, skilled/professionals' employees to meet its regional, global and country obligations by improving human capital development. Currently, NGOs are required to be high performing organizations, which human capital development has major impact to increase

organizational performances secure awards from donors and the NGO to be a promising potential biggest winner in the strive in managing and obtaining resources. However, it is hugely dependent on the rate of the NGO's success in its operations, and particularly in the extent to which the NGO's capabilities and determination to deliver faster and better programmes at a rate compatible to the swift response that the programme delivery needs in the country.

Organizations are dependent highly on trained professionals so as achieve set goals. Many researchers have indicated that, human resource management, reference, recruitment timings, invalid standards, environment influence, technology, socio-economic demands, political, methods, or sources of recruitment, unavailability of skills needed, lack of independencies, increasing work pressure from the applicant, individuals cultural back ground, unfamiliarity with jobs, hiring quotas, premature decision and many others are to dealt with.

To this effect, human capital development is characterized by potential difficulties and it is necessary to keep well informed of development in research in the field. Challenges associated with exclusion from the work place also highlight the need for professional, fairness, and ethical behavior on the part of those engaged in this activity. Researchers need to identify challenges hold back human capital development exercises in the organization, and recommend solutions to reduce challenges hindering human capital development practices.

The human capital development will have significant effects on supporting the trained professional labors to achieve organizational goals and support the processes of undertaking activities in timely manner. Organization need to take care of and consider human capital development of employees with much greater concern and ethical standards to enhance skills, knowledge, and support education to increase organizational performances.

Research Gab

I did not find published research on the effect of human capital development on the performance of the organization operation among non-governmental organization (NGO) particularly in Ethiopia. In view of this, this study will contribute its part to fill this gab and

consider undertaking research in the future. The study has attempted SCI's human capital development exercise and the effects on the performance of the organization by raising the following related research questions.

Research questions:

1. Does training contributes to the completion of projects within the planned time?
2. Does Education utilizes for projects completion within the planned financial budget.
3. Is skill contributes to supply-chain sourcing and purchasing efficiencies, assets and fleets management used for intended purposes for the success of the performances of the organization?
4. Does knowledge of staff better used and creates opportunities to all to complete projects with budgeted financial resources?
5. How is training support assets management to meeting KPIs frequently to ensure that the organization is performing high?
6. Does the education support build staff capacities and reduce staff turnover resulting economical fleet management tracking professionally?
7. Which key performances indicators and human capital development factors are best achieved?
8. Does knowledge of staff better used to increase performances assets, fleet, and supply chain efficiencies?
9. Are there opportunities in-terms of getting: education, training skill and knowledge development in the organization and how is best managed and brings impact to the performances of KPIs, reduce staff turnover and retain high performing staff?

1.4 Objective of the Study

1.4.1 General Objective

The general objective of the study is to explain the effect of human capital development on the performance of the organization operations in the case of Save the Children International Ethiopia Country Office.

1.4.2 Specific Objective

More specifically, this study is intended to:

1. Investigate the performance level of the organization in terms of project, supply chain sourcing (purchasing), assets, fleets, inventories, child safeguarding, and working procedures implementation.
2. Explain the effect of training on project implementation, supply-chain purchasing, assets and fleets management efficiencies.
3. Explain the effect of education on supply-chain purchasing, assets and fleets management efficiencies, child safeguarding activities, meeting project management standards, and implementation of working procedures.
4. Explain the effect of skill on project implementation child safeguarding activities and implementation of working procedures.
5. Explain the effect of Knowledge on child safeguarding, project management standards, and implementation of working procedures.
6. Investigate how success criterion and human capital development factors accomplishment, and the impact of human capital development opportunities existing to employees in the organization.

1.5 Significance of the Study

The result of this research will have various significant aspects in-terms of human capital development and the effects on the performance of the organization. The conclusions drawn from the study has pinpoints in human capital development practices in the organization those insights to take corrective actions. The study can contribute to the efforts in the formulation and practices of better human capital development schemes, in providing appropriate training and development to employees to achieve organizational goals. It creates opportunity to the researcher to gain further knowledge in existing practice of human capital development practices in the organization. It also serves as an additional source for those researchers who are interested to undertake study in the future.

1.6 Scope and Limitation of the Study

The research has been conducted in Addis Ababa Save the Children International, Ethiopia Country Office. Many of the studies conducted on the recent literatures shows that the scope is characterized by an opinion that HCD is multifaceted. The scope is the effect of human capital development on the performance of the organization with employees' education, training, skills and knowledge of HCD factors towards the effects on the success criterion of the performance of the organization. The information collected through questionnaires are limited to the employees' perceptions towards HCD practices of the organization and the level of successes in the performance of the organization. Employees working in different department at different level of positions were included in the study.

The limitation of the study was, the responses were delayed, and some of the respondents' feedbacks on the qualitative, open-ended questions were compromises generalization. However, the responses helped to give an insight in to what are the challenges in terms of human capital development practices that have effects on the performance of the organization.

1.7 Definition of Key Words

The following definitions of words used in this study are adapted from related literatures and modified to customize the study.

Human Capital: refers to the group of people who work for, or are qualified to work for an organization the 'workforce', in a large sense, the various elements needed to create an adequate supply of available labor form the basis of human capital theory and are social health of the world's nations.

Huma Capital Development: it is a framework for helping employees developing their personal and organizational skills, knowledge and abilities to meet current and future job demands

Performance: the accomplishment of a given task with application of knowledge, skills and abilities that can be measured against present known standards of accuracy.

Organization: is executive organs established in a given country with a collection of people working together in a coordinated and structured fashion to achieve on or more goals, and induce certain rules and procedures within the organization with regard to work relationship.

Workforce: The people engaged in or available for work either in a country or area or in a particular firm, or industry.

1.8 Structure of the Study

The study contains five chapters. Chapter one deals with Introduction, Background of the study, statement of the problem, objective of the study, significance of the study, and scope of the study. Chapter two: states related theoretical and empirical literature review on the study topics: The effect of human capital development on the Performance of non-governmental organization operating in Ethiopia In The Case Of Save the Children International Ethiopia Country Office. Chapter Three: focuses on Research Design and Methodology. Chapter Four: reveals major findings and discussions. Chapter five: discusses Conclusions and Recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature

2.1.1 The Evolution and Development of Human Resource Management

Human resource management as a practice happens wherever there is more than one person. It starts at the family level where family members take different roles and responsibilities for the accomplishment of family objectives. Indeed, the division of labor depends on the philosophies, values and expectations of family members and which are rooted in the wider society, be it a clan, a tribe or religion. Managing people in an organizational setting is well documented throughout the history of humankind (Munsterberg, 1913; Taylor, 1960; Cuming, 1985; and Jackson and Schuler, 2000). For more than a century, human resource management, as a discipline and practice in the management of people in an organization, has evolved and developed into different areas. These disciplines and practices have gone through a process of trial and error, theory building and testing of various concepts by practicing managers and academics (Farnham, Pimlott, 1979; Storey, 1989; Armstrong 1995).

According to Organization life cycle theory, Cameron and Whetton (1981), advanced organization life cycle theory, which characterizes organizational development from formation, growth, maturity, decline and death. According to the theory, the driving force in all these stages is the nature of workforce. At the maturity stage, the organization cannot continue to grow or survive if there is no organizational structure that supports human resource creativity, innovation, teamwork and high performance, which will withstand pressure from competitors. According to Comparative advantage theory, that nations should produce goods in which they have a domestic comparative advantage over others (Ricardo, 1891). Since then, organizations and nations have focused on strengthening internal capacity in order to have more advantages relative to competitors and hence to reduce production and distribution costs per unit. Improving internal capacities include having

the best human resources who are best utilized to produce cheaper and better quality goods and services (Porter, 1980; Grant, 1991).

According to different writers, the evolution of HRM; before 1900, enlightening the working life of employee was a major concern of reforms. Some employees attempted to start unions or strike for improved conditions. Nevertheless, Human Resource Management as a specialized function in organization began its formal emergence shortly before 1900. Before that time, individual supervisors made most hiring, firing, training and pay adjustment decisions. During the 1990s, organizational restructuring continued, that a study on HR executives involved in reengineering the HR management in their companies found that the traditional HR functions began shifting its emphasis. Changing demographics and increasing shortages of workers with needed capabilities have grown in importance. Related to the demographic shifts, HR management has had to address the issues and implications of workers diversity. Grows in issues involving employee rights, such as drug testing and smoking restrictions are affecting how HR activities are managed (Mathis and Jackson 2003).

2.1.2 The philosophy of HRM

Based on Armstrong (2010), stated that, as originally conceived by the pioneers in the 1980s, the concept of HRM was based on a philosophy, which was fundamentally different from the personnel management practices of the time. Today, many pressures are demanding a broader, more comprehensive and more strategic perspective with regard to the organization's human resources. These pressures have created a need for a longer-term perspective in managing people and consideration of people as potential assets rather than merely a variable cost.' Beer and his colleagues (the Harvard school) were the first to underline the HRM tenet that it belongs to line managers. They suggested that HRM has two characteristic features, first, that line managers accept more responsibility for ensuring the alignment of competitive strategy and HR policies, and second, that HR has the mission of setting policies that govern how HR activities are developed and implemented in ways that make them more mutually reinforcing (Beer et al.; 1984).

2.1.3 Human Resource Management Philosophies and Objectives

Philosophies of human resource management, the Harvard and British human resource management schools and the two definitions cited from John Storey and Michael Armstrong and (Terrington and Hall, 1991; Farnham and Pimlott 1992), suggest that human resource management is not without philosophy. There are six elements on which human resource management philosophy and practices are based on:

First is ownership. Human resource management is and has to be owned and driven by the top management in the interests of the key stakeholders. This is unlike the old tradition in which personnel management functions were mostly vested in designated officers under a personnel department. Under human resource management, the philosophy is that the top management owns and drives the agenda for effective people management in an organization.

Second, business or organizational strategies form the basis for human resource strategies, and there should be a strategic fit. This opposes putting emphasis on routine activities, reactive decision-making and limited vision that seemed to characterize traditional personnel management. The implication is that an organization cannot have a strategic approach to managing the workforce without organizational and business strategy. Here, an aspect of flexible human resource planning comes in, and the ability to use the best forecasting techniques is a precondition for human resource acquisition, utilization, development and retention.

Third, considering employees as assets rather than liabilities. Under traditional personnel management philosophy, training and development of employees were quite often seen as a cost that should be avoided whenever possible. Investment in people, like any other capital investment, is necessary for better returns in the future

Fourth's getting additional value from employees. Employees are capable of producing benefit. It is the role of the management to obtain such benefit through human resource development and performance management systems. The concept of benefit is borrowed from production economics. It stipulates that an employee can be utilized to produce marginal output if properly trained, does the right job and is rewarded accordingly. Work measurement and matching jobs with the right people as well as measuring performance against the set targets and standards stand out clearer under human resource management school of thought.

Fifth, employee commitment. Organizational success comes from the employees' total commitment to the organizational mission, goals, objectives, and values. Employees'

understanding of the future of the organization and their own future in the organization triggers commitment and hence sustained productivity.

Sixth, it is also based on employees' commitment. Building a strong organizational culture gives managers an advantage in stimulating employees' commitment. Effective communication, training, coaching, mentoring and performance management processes are effective tools for building a strong corporate culture.

These philosophies have been accused of being insensitive to the human face of working relationships. Because, they are in many ways about tightening the details in every aspect of employment. As a strategy to reduce what seemed to be extreme hard-nosed human resource management philosophies and practices (that is employers were becoming too selfish, individualistic and greedy – trying to maximize whatever possible benefits at the expense of employees), the focus in the 1990s changed somewhat. The direction changed more towards team working, employee empowerment; organizational learning and competence based human resource management. Human resource management debates of the 1990s and 2000s became focused on trying to understand these new concepts and how useful they are in improving human resource management functions in modern organizations.

The objectives of human resource management is derived from the philosophies, which tie the emergence and development of human resource management together, both as a discipline and profession (Beer & Spector, 1985; Cuming, 1985; Armstrong, 1995; Dessler 2005).

First, the whole aim was on trying to achieve an organizational mission, vision, goals and objectives using people as valuable resources. Unlike with the traditional personnel management theory whereby employees were seen as instruments needed to accomplish work in organizations, human resource management managers recognize and appreciate the need for putting people at the top of the agenda in achieving organizational objectives. As the power of the organization depends on the nature of the workforce, putting employees first in all human resource management functions in the organization and making them feel that they are at the top is seen as a step further in putting the organization first among competitors.

The second objective concerns the utilization of staff capacity. Successful organizations are those that can fully utilize the potential of their employees. This manifests itself in different

approaches used in job design, recruitment, and placement. This includes redesigning jobs so that one person, recruitment of multi-skilled employees, part time work arrangements, sub-contracting etc, can do related jobs.

The third objective involves ensuring that employees are committed to their jobs, teams, departments and the entire organization. Striving for total employee commitment is intended to minimize unnecessary conflicts between the employees and the management that could result in low morale among the employees, high employee turnover and ultimately low productivity. Commitment is fostered by using various strategies including employees being nurtured through coaching, mentoring and the provision of lucrative reward.

The fourth objective is to ensure that organizational systems, processes and activities are integrated and synergized through a strong organizational culture. Organizational culture is made up of values, attitudes, norms, myths and practices that is 'how things are done around. Different Categories of jobs, professions and departments are seen as a whole rather than disjointed. Organizational symbols, songs, artefacts etc-are used to foster a culture of uniqueness, which makes employees feel proud of their jobs and the organization.

The fifth is optimal utilization of available resources. In the language of economics, resources are always scarce. Organizations cannot succeed if resources (employees, finance, machinery and equipment, energy) are over utilized, underutilized, or are utilized at the wrong time or in the wrong place. Each of these scenarios would suggest that there is a waste of resources because some will be easily depleted unnecessarily leaving them idle or are being used unwisely.

In this case, matching resources with performance is a mechanism for monitoring organizational efficiency. Quite often time/activity/outcome and budget schedules are used to match resources with performance. Observed underutilization or over utilization of resources has implications in terms of how the human capital is developed and used and measures are taken accordingly.

The sixth reason for *embracing* human resource management effects derived from organizational automations and systems theory whereby the underlying principle is that 'the sum is less than the whole'. From a human resource management perspective, each job, organizational unit, section, department and all categories of staff are seen in their totality. Working together instead of as an individual is a method for improving synergy at all levels. Departmental outdoor training programs are some of the initiatives used to improve synergy at functional level. The last

but one objective covers the utilities of creativity, innovation, teamwork and high quality management as key drivers in organizational excellence.

Human Resource Management in more companies is becoming a part of organizational strategy decisions to address strategic HR management. HR management is an important strategic contributor to the success of the organization. The book examine factors in the changing environment in which the HR function operates. It looks at human capital, HR as a core competency, HR ethics, and HR challenges. The necessary competencies for HR careers are also fundamental to addresses strategic HR management, environmental analyses, global competitiveness, HR technology, and metrics to evaluate the effectiveness of HR management. In addition, Equal Employment Opportunity (EEO) is a key HR concern, both legally and operationally. The book addresses the laws, regulations, and court decisions that determine the legal framework of EEO. Furthermore, HR is to implementing equal employment and dealing with affirmative action. (Mathis R. L. and Jackson, J. H. 2010).

People as human assets are the “glue” that holds all the other assets, such as financial and physical ones, together and guides their use to better achieve results. Certainly, the cashiers, supervisors, and other employees at Wal-Mart or Walgreen’s or the doctors, nurses, receptionists, technical professionals, and other employees at a hospital allow all the other assets of their organization to be used to provide customer or patient services. How effectively people at all levels contribute to organizational results is part of the challenge. Productive, creative people working in flexible, effective organizations that provide rewarding work for individuals is important for all managers, not just those in HR departments. People in organizations can be a core competency (Mathis and Jackson, 2010). According to general systems theory, Haken (1980), and Robbins, (1990), the system approach to understanding organizations considers the human resource department as a component of the organization’s system that also has other departments such as accounting, engineering, and marketing etc.

2.1.4 Human Capital Theory

The theory of human capital is rooted from the field of macroeconomic development theory (Schultz, 1993; Becker, 1993). Classic book, Human Capital: A Theoretical and Empirical

Analysis with special reference to education, illustrates this domain. Becker argues that there are different kinds of capitals that include schooling, a computer-training course, and expenditures on medical care. Moreover, 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 capital. These are not simply costs 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 very much 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 distinguishes firm-specific human capitals from general-purpose human capital. Examples of firm-specific human capital include expertise obtained through education and training in management information systems, accounting procedures, or other expertise specific to a particular firm. General-purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development. Regardless of the application, Becker considers education and training to be the most important investment in human capital development.

The key relations in human capital theory and the assumptions underlying the relationships which 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. As per conclusion, human

capital does contribute to the organizational advantages and in increasing performance (Journal of International Social Research, summer, 2009).

The Relationship between Human Capital and Firm Performance, the human capital focuses on two main components, which is individuals and organizations. This concept have further been described by (Caravan et al., 2001) that 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 add values to individual and organizational outcomes.

Various findings incorporate human capital with higher performance and sustainable competitive advantage (Noudhaug, 1998). Higher organizational commitment (Iles et al., 1990) and enhanced organizational retention (Robertson et al., 1991). Hence, all these debates fundamentally focuses on individual and organizational performance. 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 firm gains a competitive advantage when they own firm-specific resources that cannot be copied by rivals. Thus, as the uniqueness of human capital increases, firm have incentives to invest resources into its management and the aim to reduce risks and capitalize on productive potentials.

Hence, individuals need to enhance their competency skills in order to be competitive in their organizations. The human capital theory has undergone a rapid development. Within its development, greater attention has been paid to training related aspects. This is much related to the individual perspective. Human capital investment is any activity, which improves the quality (productivity) of the worker. Therefore, training is an important component of human capital investment. This refers to the knowledge and training required and undergone by a person that increases his or her capabilities in performing activities of economic values. Some recent literature shows the importance of training. In any case, it is fitting to point out that the workforce's lack of training is related to low competitiveness (Green, 1993).

In turn, a greater human capital stock is associated with greater productivity and higher salaries (Mincer, 1997). Likewise, training is linked to the longevity of companies (Bates, 1990). A study by Doucouliagos (1997) has noted human capital as a source not only to motivate workers and boost up their commitment but also to create expenditure in R&D and eventually pave a way for the generation of new knowledge for the economy and society in general. For small businesses, it is a valuable asset, which is positively associated with business performance. Finally, investment in training is desirable from both a personal and social perspective. From the organizational level, human capital plays an important role in the strategic planning on how to create competitive advantages. Following the work of Snell et al, (1999), it stated that a firm's human capital has two dimensions, which are value and uniqueness. Firm indicates that resources are valuable when they allow improving effectiveness, capitalizing on opportunities and neutralizing threats. In the context of effective management, value focuses on increasing profits in comparison with the associated costs. In this sense, firm's human capital can add value if it contributes to lower costs, provide increased performances. Another study by Seleim, Ashour, and Bontis (2007) analyzed on the relationship between human capital and organizational performance of software companies. They found that the human capital indicators had a positive association on organizational performances. These indicators such as training attended and teamwork practices, tended to result in superstar performers where more productivity could be translated to organizational performances.

According to Dooley (2000), who found a significant positive correlation between the quality of developers and volume of market shares also supported this. Based on the above arguments we can conclude that human capital indicators enhanced the firm performance directly or indirectly. A study by Bontis and Fitzenz (2002) found that the consequences of human capital management and they established the relationship between human capital management and economic and business outcomes. In this study, 25 firms in the financial services companies were selected, and measured human capital effectiveness with four metrics; revenue factor, expense factor, income factor and HC ROI. The fundamental aspects of any organization are to generate more revenue and income per employee. Human capital has a direct impact on the intellectual capital assets that will yield higher financial results per employee. The development of human capital is positively influenced by the educational level of employees and their overall satisfaction.

A causal model using a set of cross-sectional data developed by Selvarajan, (2007) indicates that human capital enhancement paves a way for greater innovativeness and this in turn offers positive implications on firm performance. In the meantime, firm performance and human capital could also be viewed in the context of high performance work systems (Hsu, 2007). It is argued that the formation and emphasis on the human capital enhancement will result in high performance or rather high performance work systems.

Human capital development and enhancement in organizations tend to create a significant contribution on organizational competencies and this in turn becomes a great boost for further enhancing innovativeness and the current literature to a large extent supports the fact that firm performance is positively impacted by the presence of human capital practices (Noe, 2003 and Youndt 2004). Some even endorsed that human capital development is a prerequisite to good financial performance (Delaney & Huselid, 1996) and in addition, Hsu,2007) further supported the importance of organizational human capital with regard to firm performance.

In addition, evidence shows that the relevance of human capital to firm performance has also become prevalent among the technology-based new ventures, and it seems that the use of human capital tool emphasizing quality of employees per say in small technology based new ventures tends to have a great impact on the firms' success (Shrader & Siegel, 2007). In the meantime, human capital enhancement can also be viewed in the context of top management team (TMT). Heterogeneity or sometimes is called diversity in TMT will tend to lead to greater performance because the argument is heterogeneity promotes various characteristics to be absorbed into the workforce team; this includes people of different age groups, functional backgrounds, education backgrounds, tenure and gender. These characteristics have a positive impact on firm performance as argued under the upper echelon theory (Ham brick & Mason, 1984). Studies reveal that heterogeneity cultivates greater knowledge, creativity and innovation among the team members (Watson,1993, Maimunah & Lawrence, 2008).

Heterogeneity is positively linked to better problem solving and offering creative solutions (Michel and Hambrick 1992). Hence, diversity is positively related to performance. Even in the context of an organization, the implementation of certain management approaches or philosophies also deals with the infusion of human capital (e.g quality circles, team of employee's

experts) especially when faced with problems (Kanji, 1997). Again, in a very broad discussion, especially in the context of total quality management (TQM), firms can be assessed using financial and non-financial performance. The financial performance includes employee productivity, defect rates, market share, and non-financial performance that include workflow improvement, innovation, customer satisfaction and skills development (Kaplan & Norton).

2.1.5 Human Capital Development

The economics literature illustrates, human capital refers to the productive capabilities of people (Becker, 1964). Skills, experience, and Knowledge have economic value to organizations because they enable it to be productive and adaptable; thus, people constitute the organization's human capital. Like other assets, human capital has value in the market place, but unlike other assets, the potential value of human capital can be fully realized only with the cooperation of the person. Therefore, all costs related to eliciting productive behaviors from employees including those related to motivating, monitoring, and retaining them-constitute human capital investments made in anticipation of future returns (Flamholtz and Lacey, 1981).

2.1.6 Training

Training is the process whereby people acquire capabilities to perform jobs. Training provides employees with specific, identifiable knowledge and skills for use in their present jobs. Organizational training may include teaching of “hard” skills, such as teaching sales representatives how to use internet resources, a branch manager how to review an income statement, or a machinist apprentice how to set up a drill press. “Soft” skills are critical in many instances and can be taught as well. These skills may include communicating, mentoring, managing a meeting, and working as part of a team.

What kinds of activities usually require training? The most common training topics include, amongst others are: safety, customer service, computer skills, quality initiatives, dealing with sexual harassment, and communication. Further, documented benefits of well-done training include (for both individuals and teams) enhanced skills, greater ability to adapt and innovate, better self-management, and performance improvement. For organizations, research has shown that

training brings improvements in effectiveness and productivity, more profitability and reduced costs, improved quality, and increased social capital (Mathis, Jackson, 2010)

Training can be designed to meet a number of objectives and can be classified in various ways. Types of Training: Job and Technical Training: enables employees to perform their jobs well. Examples: product knowledge, technical processes, procedures, customer relations, Developmental and Career Training: Provides longer-term focus to enhance individual and organizational capabilities for the future (e.g., business practices, executive development, organizational change, and leadership)• Interpersonal and Problem-Solving Training: Addresses both operational and interpersonal problems and seeks to improve organizational working relationships. Examples: interpersonal communication, managerial/supervisory skills, conflict resolution. It is common for a distinction to be drawn between training and development, with development being broader in scope and focusing on individuals' gaining new capabilities useful for both present and future jobs (Mathis, and Jackson, 2010).

2.1.7 Education

Different authors, educationist, and philosophers have defined education that it is a word we hear very familiar in everyday life. Because education is considered the most significant activity in any society. Education by different authors defined as follows: education is a process of training man to fulfill his aim by exercising all the faculties to the fullest extent as a member of society,(Aristotle). Education is every interaction that happens is every association that occurs between adults with children is a field or a stage where the educational work in progress. .Education efforts that are deliberately chosen to influence and assist children with the aim of improving knowledge, physical and morals that can gradually deliver the child to the highest goal,(Socrates). Education means the bringing out of the ideas of universal validity, which are talent in the mind of every man, (John Dewey). Education is all one with growing, it has no end beyond itself.(Education is everything along with, education itself has no final destination behind him. In the broadest sense, education is the device by which a social group continued existence renew yourself, and defend his ideas (<https://examplanning.com>).

2.1.7.1 Importance of Education Quotes

Education is a process of imparting knowledge from teachers. This process may contain a different variety of steps depending on the stage and quality of education. It is a key process, which plays a significant role in maintaining the culture and ethics of the society. Education thus is an extremely important element and prior condition of revamping the society. It empowers the people to comprehend the world out of the box and help them to become humanist and self-reliant. Modern education is most suitable open and liberal. The education brings freedom, equality and humanist to the life of the individual and the society as well. There are varieties of subjects taught in different fields. i.e. technology, linguistics, economy culture, agriculture, health and many more (<https://examplanning.com>).

2.1.7.2 Advantages of Education

Knowledge gained through education open the door of a lot of opportunities and betterment. Education marks out humble, polite, and courageous. Education creates awareness and expands our vision. We become more aware of our-self, about society, about everything that surrounds and affect our life. Education brings discipline in life. Discipline is of utmost importance in every field of life. An educated person commands respect in society. Education enables us to earn our livelihood. Education empowers individuals to get a good job. The knowledge of science and technology empowers development in many fields.

2.1.7.3 Steps for Improvement in Education

Keeping in view the importance and advantages of education, the following can be taken for improvement of education. Foreign research material should be translated in to a local language. It would be helpful in gaining more knowledge and advancement in different fields of life. Keep a check in distinctive education, increase in incentive of teachers. Announcement of scholarship and

financial support for students. Different steps should be taken to enhance the creativity of students. In conclusions, the countries with a high level, effective and more focused system of education are the leaders of the world both economically and socially. Education serves as the backbone for the development of nations. Education is very helpful for us because it helps to grow in every lifestyle.

2.1.8 Skills

According to Madhuri (2019), in today is fast changing economy, traditional education in the form of degree or diploma will not help in meeting the job requirements. We need to learn new skills that improve our employability. Developing one's skill involves a systematic process of learning in a practical environment at the workplace or in a simulated context. It calls application of theoretical knowledge to solve a problem. When you are skilled, you know how to do something like perform on the job and this is what will improve employment and career development.

2.1.8.1 Possible Skills Development Focuses

Some important and common management capabilities that may require development include an action orientation, quality decision-making skills, ethical values and technical skills. One point about development is clear: in numerous studies that asked employees, what they want out of their jobs, training and development marked at or near the top. The primary assets that individuals have are their knowledge, skills and abilities (KSAs), and many people view the development of their KSAs as an important part of their jobs.

Lifelong learning, learning and development are closely linked. For most people lifelong learning and development are likely and desirable. For example, lawyers, teachers, dentists and nurses must complete continuous education in most states to keep their licenses to practice. For other employees, learning and development may involve training to expand existing skills and to prepare for different jobs, for promotions, or even for new jobs after retirement; learning often enhances an individual confidence, ideas and enthusiasm.

2.1.9 Knowledge

Knowledge is a familiarity, awareness, or understanding of someone, or something such as facts, information, descriptions, or skills, which is acquired through experience or education by perceiving, discovering, or learning. Knowledge can refer to a theoretical or practical understanding of a subject, and knowledge helps to make informed decisions. Internet (<http://en.m.wikipedia.org>). It is no longer a controversy that we live in a globalised world characterised by fast information. Transfer of knowledge across large geographic areas by means of the Internet is the consequence of globalization. The emergence of knowledge-based economies where importance is placed on effective management of human capital to ensure that workers continue to create the right value for the economy. Nowadays, organisations no longer compete solely based on financial capital and strength, rather knowledge is the new competitive advantage in business. In fact the Gross Domestic Product (GDP) growth rate is now determined, amongst other factors, by the quantum and quality of knowledge stock harnessed and applied in the production process in sectors of the economy. These knowledge-based economies require that Knowledge Management Put (KM) good practices in place to improve organisation effectiveness.

There is a popular saying that knowledge is power. Based on this assertion, it can be said that the management of Knowledge is the key to power. KM as a discipline has been a focal point of discussion over the past decades. In recent years, the Importance of KM has been widely recognized as the foundations of industrialized economies shifted from natural resources to intellectual assets. Since 1995, there has been an explosion in the literature surrounding the developing concept of KM. Today, there is hardly a conference or published journal without seeing literature referring to the concept, KM. The importance of knowledge management as a critical tool in organisation and the society can therefore be overemphasised. As Dsouza(2011), put it, knowledge management has become a trendy slogan. Much of the interest in KM came from the realization that organisations compete on their knowledge-based assets. Even non-competitive organisations (e.g. governmental institutions and non-profits organisations) succeed or fail based on their ability to leverage their knowledge-based assets. The importance of knowledge

management is no longer restricted to knowledge intensive firms in the high-tech industries but to all sectors of the economy state it (Teng and Song, 2011). A study by Zack (2003), further says that even companies in the traditional industries, such as cement, can benefit greatly from knowledge management. In essence, knowledge management is beneficial to all sectors, be it educational, banking, telecommunications, production/manufacturing, and even the public sectors.

2.2 Empirical Literature Review

2.2.1 Definition of Human Capital and Firm Performance

What is human capital? According to Schultz (1993), the term “human capital” has been defined as a key element in improving a firm assets and employees in order to increase productive as well as sustain competitive advantage. To sustain competitiveness in the organization human capital becomes an instrument used to increase productivity. Human capitals refer to 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 the employee’s satisfaction, performance, and eventually on a firm performance. Rastogi (2000), stated that human capital is an important input for organizations especially for employees’ continuous improvement mainly on knowledge, skills, and abilities. Thus, the definition of human capital is referred to as, the knowledge, skills, competencies, and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being (Organization for Economic Co-Operation and Development or OECD, 2001: 18).

The constantly changing business environment requires firms to strive for superior competitive advantages via dynamic business plans, which incorporate creativity and innovativeness. This is essentially important for their long-term sustainability. Undoubtedly, human resource input plays a significant role in enhancing firms’ competitiveness (Barney, 1995). At a glance, substantial studies were carried out on human capital, their implications on firm performance were widely covered, and obviously, human capital enhancement will result in greater competitiveness and performance (Agarwala, 2003 and Guthrie, 2002).

In the meantime, there is a significant relationship between innovativeness and firm performance under the human capital philosophy (Lumpkin and Dess, 2005). In relation to this, the definition of firm performance could vary from one and another. Nonetheless, some clear definitions of firm performance in the context of human capital enhancement could be put forward. In some cases,

financial performance measures such as percentage of sales resulting from new products, profitability, capital employed and return on assets (ROA) (Selvarajan, 2007). Besides, return on investment (ROI), earnings per share (EPS) and net income after tax (NIAT) can also be used as measures of financial performance (Grossman, 2000). Interestingly, researchers also tend to benchmark managerial accounting indicators against the financial measures in six dimension; ‘workers compensation’ (workers’ compensation expenses divided by sales); ‘quality’ (number of errors in production); ‘shrinkage’ (e.g. inventory loss, defects, sales return); ‘productivity’ (payroll expenses divided by output); ‘operating expenses’ (total operating expenses divided by sales) (Wright, 2005). On the other hand, firm performance can also be measured using ‘perceived performance approach’ (also referred to as subjective performance measure) where Likert-like scaling is used to measure firm performance from the top management perspectives (Selvarajan, 2007).

2.2.2 Training

Training is an action of teaching a person, a particular skill or type of behavior. Training refers to the methods used to give new or present employees, the skills, knowledge, behaviors and other abilities they need to perform their jobs (Amin, 2014). Training is improving one's capability, capacity, productivity, and performance. Training is intended to modify individual's skills or attitudes (Harold, 2003). Training is positively associated with the job satisfaction, and job satisfaction is positively associated with the organizational performance. (Jones, and Sloane, 2009). Complexities of tasks are increasing, so there is the need to learn modern skills. Amin, and Selemani, (2014), cited in International Journal of Engineering and Information Systems, 2017)

According to Ooi, and Chong (2009), training is the planned and designed efforts in the development of knowledge through learning experience so that the main objectives can be achieved. Based on Swanson (1999), the main objective of carrying out an extensive training is to improve the employees’ performance through a work-related knowledge and skills development process. A regular or frequent professional extensive training are particularly crucial in the field of specialized and knowledge workers (Robertson and Hamersley, 2000).

Training helps employees to gain better understanding in the area of Knowledge Management and this will enhance their stock of knowledge. Extensive training providing the continuous development, such as on-the-job training, training programs and workshops can be a driving factor for the Knowledge management activities in the firm (Australian Journal of Basic and Applied Sciences, 2010).

Training on Organizational Performance: Training is an important factor for productivity as higher productivity observed in firms that result of training (Tan and Batra, 1995). If the employee could not understand the job, then he/she would prefer another job, so the company can enhance the employee productivity by investing more money in the employee training. There is a relationship between job training and productivity. However, job training tends to be losing value when the workers change job. Therefore, the organization or firm increase the cost of keeping trained position filled (Tooksoon, 2011). A high level of a skilled and competent workforce can contribute to the firm's success by developing a comprehensive and internally cohesive human resource management system (Beh, 2013).

In-depth Training for Managers: In-depth training for managers is essential as managerial role is of the most stressful jobs within an organization. Managers are often exposed to many competing pressures and demands. Managers who are skilled in managing the pressure not only are more effective role models, but also better able to recognize common signs and symptoms of stress-related psychological disorders, to make confident risk assessment of staff and providing appropriate support .Ethics play a vital role in HRM. The management should consider ethical issues relating to health and safety of employees. There has been a vivid change and growth in the workplaces. The changes in the workplace are causing the employee to be sick because of more work pressure, less secured job and more responsibilities. Lack of communication, more workload, lack of appreciation, lack of autonomy are the another biggest sources of stress. Companies are dealing with these sources to eliminate stress in a prudent way but still there is need for more improvements. Employers should provide proper health and wellness programs so that they could reduce stress in the workplace, to ensure health and safety, enhance good communication with their employees in order to have deep understanding with each other, which consequently, there will be more employee satisfaction with more productivity (Glenn & Klaas, 2001).

2.2.3 Knowledge

Knowledge management relates to knowledge development, application and sharing within the organization to gain sustainable competitive advantage (Petersen and Poufelt 2002). The application of Knowledge Management within the organizations provides better decision-making, increased productivity and profitability. The goal of knowledge management is therefore refers to as strategic actions applied by the right people with the right knowledge and derived at the right time so that the circulation processes can be improved in an organization (O.Dell and Grayson, 1999& Lang, 2001). According to Polanyi (1967), individual knowledge classified into explicit and tacit. Tacit knowledge is naturally within an individual's mindset that the articulation is applicable and transferable in the form of doing and watching through learning process. Many organizations consider the tacit knowledge to be the primary source of sustainable competitive edge over their competitors. Chen and Edington (2005), added, explicit knowledge can be recorded in documentation and is readable and transferable through technologies or formal communication among the organizational units. According to Keskin (2005) and Lee (2003), overall organization's knowledge refers to a collection of individual knowledge that is generated and stored. Usually, new knowledge is created when knowledge is applied in a dynamic and systematic manner during the knowledge management activities.

Knowledge management generally refers to the efficient management of using knowledge and knowledge worker with the ability to establish strong collaborations among workers in the process of knowledge creation, knowledge integration, and knowledge sharing and knowledge application. (Rowley, (1999), and (Shanks and Tay, 2001). A successful knowledge management is deemed as the primary foundation for organizations to attain competitive advantage (Cepeda, 2006) and (Grant, 1996). Knowledge management also enables firms to achieve competitiveness in the market and retention of customer loyalty by building a close relationship with the customers.

Knowledge management consists of five components: knowledge acquisition, knowledge codification, knowledge dissemination, knowledge development and knowledge application.1, knowledge acquisition is a new knowledge integration in the organization;2, knowledge codification as making knowledge explicit and readable by other persons; 3, knowledge dissemination as knowledge transmitting across individual and group; 4, Knowledge development as combination of new insights into existing knowledge to form new knowledge; and 5, Knowledge application as new knowledge is then being applied and used by the organization(Paquette, 2006). Arthur Andersen Business Consulting and APQC (1996), divided the knowledge processes into seven elements: creation, identification, collection, adaptation, organization, application and sharing. Although knowledge management concepts are perceived differently, knowledge acquisition, knowledge application and knowledge sharing are generally the major accepted components of knowledge management (mentioned in the article and as cited by Sprenger, (1995), and (Van and Spijkervet, 1995).

According to Funk (1992), teams are important as the products and processes are growing in complexity as it requires a wide range of knowledge, and knowledge sharing should be implemented to

overcome the complexity. In other words, team provides the learning environment for knowledge management activities so that individual's knowledge is embodied in human mind could be shared and applied at the organizational level.

2.2.4 Education

Educative system is classification as proposal, comprising formal, non-formal and informal education, their features and relations at the level of concepts and practical utilization is presented. Considering the problems arising from formal education, alternatives that displace the "center of gravity" from formal, to non-formal education processes are herein advanced, with regard to the advantages offered by the latter. The aspects relating to the creation of non-formal systems and their perspectives are also analyzed in the search for solutions to current educational problems. In educational literature, the study of alternative education systems often mentions "open systems", "non-formal education", "distance learning", "non-conventional studies", among other terms. In some cases, these are employed as substitutes, whereas in others, there is no agreement as to their meanings, making it impossible to reach a consensus for their concepts. A more precise definition of such concepts is fundamental, as is their possible classification, aimed at better understanding and practical utilization. We shall therefore analyze the concepts of formal, non-formal and informal education, in an attempt to define their features, advantages, limitations and inter-relation (American Institute of Physics, New York, 1988).

2.2.5 Education in Ethiopia

Ethiopia is not a member to the Organization for Economic Cooperation and provided the structures, human resources, budget and administrative support over the last decade, Ethiopia has made tremendous development gains in education. (Values with readings, case studies, and Ethiopian grade 11 English teacher guide). This finding collaborates the literature that argues that education is not associated with entrepreneurship (Bosma,2008). This is particularly relevant in the Ethiopian situation where the education system has been criticized for promoting rote learning at the expense of creativity and independence.

2.2.6 Skills

Organizational performance and its growth depend upon the skills and knowledge of the employees, which considered as the assets of the firm. The knowledge, development, abilities and skills are the dimensions of the process of training and development. However, the results of training impart major contribution in the better performance therefore, considered at strategic level in the organizations. To understand the training and development the literature review is carried out in three facets one is to understand the organizational performance, second to elaborate the strategic training and developments and its process and the last is training need in employees and its implementation. (Journal of Business and Management- IOSR-JBM).

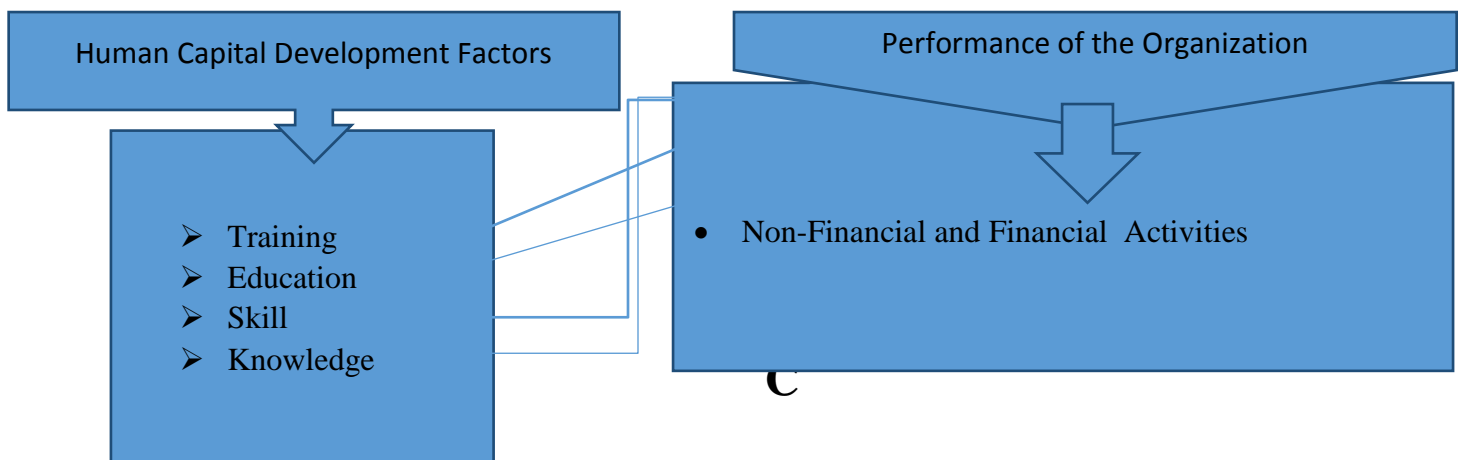
2.2.7 Organizational Performance

A growing body of empirical research has examined the effect of certain human capital development on the firm performances. Although there is a long list of human resource practices that can affect independently or collectively has effects on the organizational performances (Beh and Loo, 2013). Human capital are considered the most important asset of an organization, but very few organizations can fully harness its potential (Ahmed, Schroeder, 2003). The study taken some important human resource practices, which affect the organizational performance. There is increasing interest in the notion that complementary bundles of human resource practices enhance organizational performance (William, 2010). Today, work attributes involve mental challenge, which leads to satisfaction and dissatisfaction (Becker, 1997).

2.3 Conceptual Framework

This framework highlights HCD practices using various methods like: taking courses and trainings on the job training, off the job and on-line, participating workshops and meetings and covering staff education fees. An employee, who gets the necessary knowledge, skills and capacity in the organization, is contributing in the achievement of organizational goals. Finally, the organization is benefited from HCD practices in meeting performances of success criterion of the organization, increase career competency on employees' and employee retention. This is mainly to provide the necessary skills and knowledge that will bring effects on efficiencies in the organization. In addition, financial activities in terms of budget utilizations, and non-financial activities in terms accomplishment of success criterion of performance of the organization.

Figure 2.3.1 Conceptual Framework of HCD and Performances of the Organization.



Source: Save the Children International-Ethiopia Country Office

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

Descriptive, and explanatory research designs are used to collect data and assess the practice of human capital development and its effect on the performance of the organization in save the children international Ethiopia Country Office Addis Ababa. Descriptive research design describes the characteristics of objects, people, groups, organization, environments, and describes the state of nature or affairs, as it exists at present. It serves to achieve a variety of research objectives. Moreover, explanatory research design allows making explanatory inferences and support to identify cause-and effect relationships.

3.2 Data and Main Sources

Both primary and secondary data were the sources of data and collected accordingly. The primary source is first-hand information collected from different department staff at different levels in the organization through designed close and open-ended questionnaires; which were distributed, collected, and analyzed. The secondary sources of data were books, periodicals, management performance reports, articles, journals, project reports, websites, and used to gather relevant data that can demonstrate the effect of human capital development on the performance of the organization.

3.3 Sampling Design

Sampling technique used is non- probability-judgmental sampling, as the technique does not afford any basis for estimating the probability that each item in the population has a chance of being included in the sample. Non-probability sampling is known by different names such as deliberate sampling, purposive sampling and judgmental sampling. In this type of sampling, the researcher selects items for the sample deliberately.

Furthermore, non-probability, sampling is convenience sampling in which the population elements are to be selected based on the judgement of the researcher as the technique supports to select respondents from all level of staff. The technique involves the selection of a group from the population based on available information, and thought. It is to be representative of the total population. The technique of sampling is also economical. The process of selecting a sample using judgmental sampling involves the researchers carefully picking and choosing each individual to be a part of the sample. The researcher's knowledge is primary important in this sampling process as the members of the sample are not randomly chosen.

[\(https://www.questionpro.com/blog/judgmental-sampling/\)](https://www.questionpro.com/blog/judgmental-sampling/)

Accordingly, the target population is save the children International country office based 350 employees. To adequately represent the population, the sampling size for this research is 70 selected staff from different departments including human resource department at different levels.

3.4 Method of Data Collection

The study has applied both quantitative and qualitative data collection method in order to study the practices of human capital development towards the effects on the performance of the organization. The study used questionnaire instrument to collect primary data. In addition, the questions were designed based on the objective of the study to capture the central issues that are considered fundamental in the smooth operational of performances of the organization. The questions were 39 closed ended and 3 open ended questions, which were placed at the last in the questionnaire, as they are explanatory and gave flexibility to respondents to state issues that were not adequately covered by the close-ended questions.

The questionnaire was formulated specifically to collect primary data in such a way suitable to collect and measure attitudes of respondents on a range of responses from extremely negative, 'strongly disagree to extremely positive,' strongly agree were used. Quantitative and qualitative data constitutes the examination of performances of success criterion of the organization (dependent variables), and education, training, skills and knowledge (independent variables) in the research questions. Questionnaires are helpful in collecting varieties of data from large number of respondents and help respondents to fill the questionnaire at their suitable time without bias.

Hence, by applying the mixed data collection method, the researcher has ensured the strength of the findings towards being more objective to the target.

3.5 Method of Data Analysis

The questionnaires were analyzed and summarized using the 5-point Likert Scale by dividing in to three sections. First section to measure the basic information about respondents. The second section consists the perception of the respondents about the performance of the organization and the third was assessment on HCD factors (Independent) variables on human capital development. Data was analyzed using descriptive statistics, involved coding information about specific characteristics or attributes. Quantitative data was analyzed by the use of statistical package for social science (SPSS) software. Descriptive statistics such as numbers, frequencies, percentages, means, median, mode, standard deviation, correlation coefficients and regression analysis were done. Tables and bar graphs are produced as appropriate. The qualitative data has been collected through open-ended questions, analyzed, percentages calculated and written in a narrative form to strengthening the results obtained based on close-ended questionnaire.

Table 3.5.1 Reliability and Validity Test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.886	.915	38

Reliability and Validity Test

Cronbach's alpha a coefficient of reliability is used as a measure of the internal consistency; Which was first named by Lee Cronbach in 1951).According to Lombard (2010), Coefficients of .90 or greater are nearly always acceptable, .80 or greater is acceptable in most situations, and .70 may be appropriate in some exploratory studies for some indices. By drawing this literature, the researcher tested the reliability of the items, which were developed for respondents. Therefore, as shown in table above the reliability of the items, Cronbach's Alpha is .886 and Cronbach's Alpha Based on Standardized Items is .915, this means the whole items were reliable and acceptable. The response

from the employees of the organization through questionnaires, and the research instrument are found to be valid for the study.

3.6. Ethical Consideration

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from research activities. The three major stakeholder, the researcher, the subject or respondent, and the sponsor or client or the financier ethical issues, the rights and obligations are explained on the questionnaires. The researcher keep up scientific methods throughout the study, that every person involved in the study is entitled to the right of privacy and dignity of treatment. No personal harm is to be caused because of the research. Information obtained is held confidential by the researcher. All assistance, collaboration of others and sources from which information was drawn is acknowledged. The ethical considerations listed below were the principle of this research. a) Fairness b) Openness c) Disclosure of methods d) Respect or the integrity of the individuals) Informed willingness on the part of the subjects to participate voluntarily in providing feedback were stated as introduction, and guidance while filling the questionnaires.

3.7 Model Specification

A Regression model specification as much is a science as it is an art. The need for selection often begins when a researcher wants to mathematically define the relationship between independent variable and the dependent variable. Multiple Regression A regression formula is very useful for predicting behaviours, future performance in a variety of areas, and even how long we will live. In multiple regression, you can predict a Y score using several criteria. For example, the equation for two predictor variables would be as follows: $Y = a + b_1X_1 + b_2X_2$

which tells you that the Y score you are trying to predict, the criterion variable, will be a function of the score on the first predictor variable, X₁, and the slope associated with it, b₁, plus the score on the second predictor variable, X₂, times the slope for the second predictor variable b₂

Therefore, Multiple regression, ($Y = a + b_1X_1 + b_2X_2$) model, the most commonly used form of regression is selected as it supports to use the values from an existing data, consisting of

measurement of the values of that allows predicting behavior based on information from the variables. To derive a regression first establish a relationship between two variables. The correlation serves as basis for prediction. The regression equation should contain independent variables that can be specifically tested as part of the study plus other variables that can affect the dependent variable ([statisticsbyjim.com/regression/model-specification –variable selection/](http://statisticsbyjim.com/regression/model-specification-variable-selection/))

CHAPTER FOUR

4. DATA ANALYSIS, INTERPRETATIONS AND PRESENTATIONS

This part of the report focuses on the analysis, and presentation of data collected from selected respondents. The employees selected are who have involvements in the performances of success criterion of the organization; that are completion of projects within the planned time, completion of projects with planned financial budget, supply Chain sourcing and purchasing efficiency, assets management efficiency, economical fleet management and supports to programme deliveries, inventories/stocks management systems and efficiency, child safeguarding performances, project implementation, national and international quality standards, following organizational/ donor and government working procedures/compliances applications in financial and material resources utilization attached to human capital development (HCD) factors practices in the organization: training, educations, skills and knowledge which are supposed to improve overall performances of the organization.

Outcomes and the descriptive statistical results are presented in table, graph and narrative formats to show the existing similarity and differences of the respondents.

Response Rate

To collect research primary data, questionnaires were distributed to 70 employees of Save the Children International (SCI) at different levels in position at its head office. All the respondents, 70(100%) have filled the questionnaires, and returned.

4.1 General Information of Respondents

Demographic information of respondents in a research is considered as a determinant factor to undertake a study. The background of the respondents are analyzed in terms of their views of current positions in relation to the effect of human capital development on the performance of the organization's success criterion. The demographic data of this study are assessed in terms of Age, Sex, Position, Marital Status, Level of education, and Work Experiences in the Organization. The profile of the respondents are illustrated in the Table below.

Table 4.1.1: Demographic Data of the Respondents

<i>Variables</i>		<i>Frequency</i>	<i>Percent –</i>	<i>Cumulative Percent</i>
Age	20-25	5	7.1	7.1
	26-30	4	5.7	12.9
	31-35	14	20.0	32.9
	36-40	15	21.4	54.3
	41-45	13	18.6	72.9
	46-50	11	15.7	88.6
	51-55	6	8.6	97.1
	>55	2	2.9	100.0
Total		70	100.0	
Sex	Male	46	65.7	65.7
	Female	24	34.3	100.0
Total		70	100.0	
Position	Director	2	2.9	2.9
	Head of Department	3	4.3	7.1
	Chief of Party	3	4.3	11.4
	Manager	26	37.1	48.6
	Coordinator	24	34.3	82.9
	Officer	5	7.1	90.0
	Other	7	10	97.1
Total		70	100	100.0
Marital Status	Single	18	25.7	25.7
	Married	52	74.3	100.0
Total		70	100.0	
Level of Education	High School Complete	2	2.9	2.9
	Diploma	2	2.9	5.70
	Degree	21	30.0	35.7
	Masters	44	62.9	98.6
	PhD	1	1.4	100.00
Total		70	100	

Work services- Years	<2	3	4.3	4.3
	2-4	29	41.4	45.7
	5-10	17	24.3	70.0
	11-15	12	17.1	87.1
	>15	9	12.9	100.0
Total		70	100	

(Source: Research Questionnaires)

4.1.2 Age Group of Respondents

As revealed in the table above, out of the 70 respondents, 15 (21.4%), majority of them are in the age group of between 36-40 years, the second majority is the age group from 41-45 by 13(18.6%) of the respondents.

4.1.3 Sex Group of Respondents

In relation to sex: 46(65.7%) male, and 24(34.3%) are female. This implies that the number of male staffs are greater than the female staff.

4.1.4 Positions of Respondents

With regard to positions; 3(4.3%) Head of Departments, 3(4.3%), Managers, 26(37.1%), Coordinators, 24(34.3%), Officers, 5(7.1%) and 7(10%) of them are others. The distribution of respondents by position shows managers and coordinators are sequentially greater than the other positions and this is the reality in the organization, which this is relevant for the study in terms of selection of samples from all levels of the positions.

4.1.5 Martial Status of the Respondents

Out of the total respondents, 18(25.7%) single, and 52(74.3 %) are married, shows most of the responders are married.

4.1.6 Level of Education,

High School Complete, 2(2.9%), Diploma, 2(2.9%), Degree, 21(30%), Masters, 44(62.9 %,) PhD, 1(1.4%), depicted most of the respondents are masters' degree holders, which this shows staff are benefited from the educational support provided by the organization.

4.1.7 Work Services in Years:

of the total 70 respondents, 3(4.3%), <2 years, 29(41.4%), 2-4 years, 17(24.3%), 5-10 years, 12(17.1%), 11-15years, and 9(12.9%) have served the organizations. The status shows, the staff served for 2-4 years are greater than the others service year categories because of most of the contracts are short terms attached to the life of the project that they have been employed.

Table 4.2. -Descriptive analysis that measures Performance of the Organization

How well Key performances indicators of the organization are meeting its Objectives.	Strongly Disagree F (%)	Disagree F (%)	Neutral F (%)	Agree F (%)	Strongly Agree F(%)	Total F (%)	Mean	Median	Mode	Std-Deviation
• 4.2.1 projects are Completed within within the planned time	3 (4.3%)	2 (2.9%)	13 (18.6%)	46 (65.7%)	6 (8.6%)	70 (100%)	3.71	3.53	4.00	.84
4.2.2 Projects completed within planned financial budget	4 (5.37%)	7(10%)	14(20%)	38(54.3%)	7(10%)	70(100%)	3.53	4.00	4.00	1.003
4.2.3Supply Chain sourcing and purchasing efficiency achievement	6(8.6%)	12(17.1%)	22(31.4%)	25(35.7%)	5(7.1%)	70(100%)	3.16	3.00	4.00	1.07
4.2.4 Assets are best managed and used for intended purposes for achievement of organizational goals	1(1.4%)	3(4.3%)	13(18.6%)	45(64.3%)	8(11.4%)	70(100%)	3.80	4.00	4.00	.75
4.2.5 SCI's fleets are economically managed, and supports program deliveries as planned.	5(7.1%)	21(30%)	37(52.9%)	7(10%)	7(10%)	70(100%)	3.66	4.00	4.00	.76

4.2.6 Inventories are well managed through systems; utilized within the life time of the project and before the expiry date of the supplies	2(2.9%)	7(10%)	13(18.6%)	36(51.4%)	12(17.1%)	70(100%)	3.70	4.00	4.00	.97
4.2.7 Child safeguarding performances are achieved as planned	1(1.4%)	1(1.4%)	18(25.7%)	38(54.3%)	12(17.2%)	70(100%)	3.9	4.00	4.00	.92
4.2.8 Project implementation met national and international quality standards.	3(4.3%)	2(2.9%)	22(31.4%)	40(57.1%)	3(4.3%)	70/100	3.94	4.00	4.00	.81
4.2.9 Organizational/ donor/ government working procedures and policies are best followed to meet financial and material resources utilization compliances.	2(2.9%)	3(4.3%)	13(18.6%)	39(55.7%)	13(18.6%)	70(100%)	3.94	4.00	4.00	123
Group Mean and Std. Deviation							3.74			.51

(Source: Research Questionnaires)

4.2.1.1 Completion of Projects within the Planned Time

The results shows, Strongly Disagree 3(4.3%), Disagree 2(2.9%), Neutral 13(18.6%), and strongly agree 6(8.6%), which 46 (65.7%) of the respondents agreed projects are completing in time,

4.2.2.1 Completion of projects with Planned Financial Budget

Resulted, Strongly Disagree 4(5.37%), Disagree 7(10%), Neutral 14(20%), strongly agree 7(10%), and whom 38 (54.3%) of the respondents agreed, projects are completed with financial resources budgeted.

4.2.3.1 Supply Chain Sourcing and Purchasing Efficiency

Result, Strongly Disagree 6(8.6%), Disagree 12(17.1%), Neutral 22(31.4%), %, supply-chain sourcing and purchasing efficiency are judged by the respondents as it is the success criterion that performance is minimum by strongly agree 25(35.7 indicating needs improvements. This is the KPI that Save the Children International need to give attention and exert efforts in providing training, recruiting staff who have supply chain management knowledge, experiences and expertise to improve performance of supply-chain sourcing and purchasing efficiency to contribute significantly to the performances of the organization as per standards have been set.

4.2.4.1 Assets Management Efficiency for Achievement of organizational Objectives

Strongly Disagree 1(1.4%), Disagree 3(4.3%), Neutral 13(18%), Agree 45(64.3%), strongly agree 8(11.4%), the result shows, assets are best managed and used for intended purposes for the achievements of organizational objectives.

4.2.5.1 Economical Fleet Management and Supports to Programme Deliveries

Strongly Disagree 5(7.1%), fleets management efficiencies remains neutral by 37(52.9%) of the respondents and a considerable number of the respondents disagrees by 21(30%), which as less numbers of the respondents agreed and strongly agreed by 5(10%) each, indicating this is the KPI that the organizations need to give attention for improvements as fleets and its running costs are expensive.

4.2.6.1 Inventories/Stocks Management Systems and Efficiency

Strongly Disagree 2(2.9%), Disagree 7(10%), Neutral 13(18%), the result shows, of the respondents, 36(51.4%) agrees and 12 (17.1% strongly agree that inventories are managed through systems; utilized within the life time of the project and before the expiry date of the supplies there is a need to more improve inventories/ stocks management.

4.2.7.1 Child safeguarding performances achievements in the organization

Strongly Disagree 1(1.4%), Disagree 1(1.4%), of the respondents, by 38 (54.3%) agree and strongly agree 12(7.2%), confirmed, child-safeguarding performances are achieved as planned, with 18(25.7%) are neutral indicating there are areas for improvement.

4.2.8.1 Meeting of project implementation, national and international quality standards

Strongly Disagree 3(4.3%), Disagree 2(2.9%), Neutral 22(31.4%), strongly agree 3(4.3%), majority of the respondents by 40(57.1%), agreed, project implementation met national and international quality standards which 22(31.4% of them remains neutral, indicating needs improvements.

4.2.9.1 Organizational/ Donor/ Government Working Procedures Meeting Compliances in Financial and Material Resources Utilization

Strongly disagree 2(2.9%), disagree 3(4.3%), Neutral 13(18.6%), which, out of the total, 39(55.7%), agreed and 13(18.6%), strongly agreed, that organizational/ donor/ government working procedures, and policies are best followed to meet financial and material resources utilization compliances.

The research result revealed that performances of the organization group mean and standard deviation are 3.74 and .51 respectively, which this is meant that most of the success criterion (KPIs) are to be perceived relatively successful. Performance of the organization factors vary amongst the different experts as the scholars have also a varied understanding. In addition to what the scholars agreed, or disagree on the performances of the organization factors, The quantitative result mean of (3.74) tested on the performance of the organization parameter with a varied rate degree, can be concluded performances of the success criterion (KPIs) are successful except the supply-chain sourcing and purchasing efficiency remains minimum and need improvement.

Table 4.3 –Descriptive analysis that Measures Training Factor

4.3.Training Factor Questions	Strongly Disagree F (%)	Disagree F (%)	Neutral F (%)	Agree F (%)	Strongly Agree F(%)	Total F (%)	Mean	Median	Mode	Std-Dev-
4. 3.1 Training and development policy is well circulated to staff, implementing as intended, and have equal outcome on all employees to implement projects within the planned time	3(4.3%)	6(8.6%)	18(25.7%)	38(54.3%)	5(7.1%)	70(100%)	3.51	4	4	.91
4.3.2 The trainings provided satisfied staffs and inspired to do their best level to improve organizational financial budget performances.	5(7.1%)	11(15.7%)	18(25.7%)	32(45.7%)	4(5.7%)	70(100%)	3.7	4	4	1.03
4.3.3 The organizations recruits' and trains employees in relevant field to improve performances of supply-chain (purchasing) efficiency.	3(4.3%)	3(4.3%)	28(40%)	33(47.1%)	3(4.3%)	70(100%)	3.43	4.00	4.00	.83
4.3.4 The organization is determined to give equal training and development opportunities to staff to meet its assets management standards.	6(8.6%)	11(15.7%)	19(27.1%)	27(38.6%)	7(10%)	70(100%)	3.26	3.00	4.00	1.11
4.3.5 The organization has best staff turnover reduction strategies to retain high performing employees to achieve fleet management goals	24(34.3%)	15(21.4%)	14(20%)	15(21.4%)	2(2.9%)	70(100%)	2.37	2.00	1.00	1.24
4.3.6 The organization has good training packages and trains its employees to increase inventory management performances through web-based supplies management	6(8.6%)	7(10%)	19(27.1%)	33(47.2%)	5(7.1%)	70(100%)	3.36	4.00	4.00	1.08
4.3.7 The learning, Training	2(2.9%)	3(4.3%)	14(20%)	42(60%)	9(12.9%)	70(100%)	3.76	4.00	4.00	.84

and development strategies of the organization play a positive role in helping the organization attains its child safeguarding activities)	0%)	%))	00%)					
4.3.8 Trainings provided enable employees to meet national and international project management standards	2(2.9%)	3(4.3%)	24(34.3%)	33(47.1%)	8(11.4%)	70(100%)	3.6	4.00	4.00	.86	
4.3.9 Training provided enable staff to be aware and follow working policies and procedures to best meet financial and materials utilization compliances	1(1.4%)	4(5.7%)	14(20%)	41(58.6%)	10(14.3%)	70(100%)	3.79	4.00	4.00	.81	
Group Mean and Std. Deviation								3.46			.56

Table 4.3 the mean calculated using the rating in the questions, least weight (2.37) given to subsection the organization has best staff turnover reduction strategies to retain high performing employees to achieve fleet management goals, indicating the organizations need to consider to retain high performing staff, and reducing staff turn-over to improve performance of the organization. In the second least weighted average (3.26), frequency 27(38.6%), agree, given to the organization is determined to give equal training and development opportunities to staff to meet its assets management standards. This show, the organization need determinedly improve in creating equal training opportunities to its all staff to reduce asset management costs, and to have good assets management team who can contribute for endeavors exerting to improve performances of the organization.

In descending orders the weights, mean, (3.36, 3.43, and 3.51), given to the questions: 4.3.6, 4.3.3 and 4.3.1 are comparatively close to below and above the group mean (3.46). Means that the organization has good training packages and trains its employees to increase inventory management performances through web-based supplies management, recruits and train employees in relevant field to improve the supply chain efficiency, and training and development policy is well circulated to employees and implementing as intended. The outcomes towards completion of projects within the planned time, the highest frequency is 38(54.3%), it is a bit above average, informing the organization is to work more to complete projects as planned. The statistics, frequencies, positively rated for (Q4.3.8), trainings provided enable employees to meet national and international project management standards,

33(47.1%)agree, 8(11.4),strongly agree, and 24(34.3%), neutral, is moderately contributing in meeting national and international project management standards. In addition, 24(34.3%) of the respondents are not aware of what the standards are.

From all respondents, the contribution of training to human capital developments towards satisfying, and inspiring staff to do their best level to improve organizational financial resources rated, 32(45.7%),agree,4(5.7%), strongly agree, with mean 3.7 and standard deviation 1.03, shows training plays a positive role in financial resources utilization performances in the organization. (Q4.3.7), the learning, training and development strategies of the organization weighted, 42(60%)

agree,9(12.9%)strongly agree with a mean 3.76, and standard deviation 4.00, depicts the strategies play a major role in helping the organization attains its child safeguarding activities. The outcome of trainings provided enable staff to be aware and follow working policies and procedures rated,1(1.4%)strongly-disagree,4(5.7%)disagree, 14(20%)neutral, 41(58.6%) agree, and10(14.3%) strongly agree with mean 3.79, and standard deviation.81. The result shows that training provided supports to staff to best meet financial and materials utilization compliances. The result of the research is roundabout that training and development carrying out in the organization has major contribution to human capital development and has effects on the performance of the organization. **ource: (Research Questionnaires)**

Education is a factor for employee to further develop their expertise, to be professional, and competitive in the market, develop wider opportunities to be hired, and contributes importantly to human capital development endeavours towards improving performances of the organization with having met success criterion(KPIs) of the achievements of the organizations.

Table 4.4. Descriptive analysis that Measures Education Factor

Education Factor Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Median	Mode	Std-Dev-
4.4.1Education is used to provide employees opportunity to advance their careers within the organization and there is equal opportunity for all employees which increases timely completion of projects	2(2.9%)	3(4.3%)	5(7.1%)	39(55.7%)	21(30%)	70(100%)	4.06	4.00	4.00	.899
4.4.2The organization is recruiting people have required qualifications and education level to improve project completion within budgeted	-	7(10%)	11(15.7%)	42(60%)	10(14.3%)	70(100%)	3.79	4.00	4.00	.81

financial resources.											
4.4.3The organization implements competitive compensation/wages, which is contingent on education levels that promotes supply chain sourcing and purchasing efficiencies.	11(15.7%)	16(22.9%)	23(32.9%)	18(25.7%)	2(2.9%)	70(100%)	2.77	3.00	3.00	1.09	
4.4.4The education support to employees in the organization is concerned with establishing a high performance culture in which individuals and teams take responsibility for continuous improvement of assets management activities	1(1.4%)	5(7.1%)	17(24.3%)	42(60%)	5(7.1%)	70(100%)	3.64	4.00	4.00	.78	
4.4.5The education support builds staff capacities and reduce staff turnover resulting economical fleet management tracking professionally.	7(10%)	9(12.9%)	21(30%)	28(40%)	5(7.1%)	70(100%)	3.21	3.00	4.00	1.09	
4.4.6 Education support to staff helps project delivery performances to meet national and international quality standards	2(2.9%)	4(5.7%)	10(14.3%)	47(67.1%)	7(10%)	70(100%)	3.76	4.00	4.00	.82	
Group Mean and Std. Deviation							3.64			.61	

Source: (Research Questionnaires)

Table 4.4 above contains results from respondents regarding education factor for human capital development exercises in the organization towards the effect on the performance of the organization. The question is aimed to assess whether SCI has clear education support policy, and how education is used to advance employees careers within the organization, and its implementations towards timely completion of projects. The frequencies discloses, Agree, 39(55.7), and strongly agree 21(30%) with 2(2.9%)strongly disagree, 3(4.3%)disagree, and neutral 5(7.1%), implies, most of the respondents have responded that education has provided opportunities to employees to further advance their career in the organization, and has contribution for timely completion of projects.

In relation to recruiting people who have the required qualification and education level, with no one strongly disagree, most of the respondents have agree by 42(60%), strongly agree, 10(14.3%),and disagree 7(10%) of the total 70 respondents. This shows, the organization is recruiting people who have required qualifications and education level, contributed for the improvement of completion of projects with budgeted financial resources.

With regard to compensation/wages are competitive which is reliant on education levels; result indicated, considerable number of the respondents remain neutral by 23(32.9%), with the second highest weight is given to agree by 18(25.7%, Disagree 16(22.9%), strongly disagree, 11(15.7%), and strongly agree 2(2.29%). Responses of thee distribution shows, most of the respondents remained neutral, or have no adequate knowledge whether the organization implements competitive compensation/wages or not which is contingent on education levels that promotes supply chain sourcing and purchasing efficiencies.

SCI needs to work to improve supply chain sourcing and purchasing efficiencies. Regarding education is supporting in establishing a high performing culture, 42(60%) agree, 5(7.1%) strongly agree, with 17(24.3%) neutral, 1(1.4%), strongly disagree, and 5(7.1%) disagree with the mean 3.64 disclosed, education support to employees in the organization has contributed to establish high performance culture so as individuals and teams to take responsibilities for continuous improvement of assets management activities.

How the education support builds staff capacities and reduce staff turnover resulting, agree 28(40%), strongly agree 5 (7.1%) charted with 21(30%) remained neutral, versus, 9(12.9%) reported disagree, and 7(10%) strongly agree, education support comparatively contributed the efforts by the organization to manage its fleet economically and tracking activities professionally with there is a need for improvements. Contribution of education in meeting national and international program delivery quality standards: agree 47(67.1%), strongly agree 7(10%), with neutral 10(14.3%) and disagree 4(5.7%) shows the education support to staff importantly supported delivery of quality programmes have meet national and

Table 4.5 Descriptive analysis that Measures Skill Factor

Skills Factor –Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Median	Mode	Std-Dev-
4.5.1 Human resource planning in the organization considers methods to make sure right, skilled people are employed in order to improve timely project completion performances	4(5.7%)	9(12.9%)	10(14.3%)	43(61.4%)	21(30%)	70(100%)	3.49	4.00	4.00	.99
4.5.2 The human capital skill development system in the organization provides prompt feedback to the employees and suggestion to improve skills that can be further acquired and applied to improve financial resources as budgeted.	4(5.7%)	9(12.9%)	21(30%)	34(48.6%)	2(2.9%)	70(100%)	3.30	4.00	4.00	.94
4.5.3 Jobs are designed with the efforts includes steps to ensure that employees have the responsibility and autonomy to use their skills to improve supply chain sourcing and purchasing efficiency.	3(4.3%)	2(2.9%)	23(32.9%)	40(57.1%)	2(2.9%)	70(100%)	3.51	4.00	4.00	.79
4.5.4 Skills development in the organization enable employees to continuously improve competency in assets utilization effectiveness.	3(4.3%)	7(10%)	8(11.4%)	48(68.6%)	4(5.7%)	70(100%)	3.61	4.00	4.00	.91
4.5.5 Employees are motivated to enhance their competency skills in order to be competitive in the organization and be able deliver professional fleet management activities	5(7.1%)	7(10%)	24(34.3%)	30(42.9%)	4(5.7%)	70(100%)	3.30	3.00	4.00	.98
4.5.6. Skills are developed to manage systemized inventories and to utilize	3(4.3%)	2(2.9%)	19(27.1%)	39(55.7%)	7(10%)	70(100%)	3.64	4.00	4.00	.87

supplies within project period and before expires)	%)	%)	.7%)	%)	0%)					
Group Mean and Std. Deviation							3.56				.64

Source: (Research Questionnaires)

Table 4.5 Skill Factor above results: considering skills in human resource planning from the highest to the lowest weight given, agree 43(61.4%), strongly agree 21(30%), neutral 10(14.3%), disagree 9(12.9%), and Strongly disagree 4(5.7%), shows most of the respondents agree that SCI achieves in considering right skills in human resource planning to make sure projects are completed within the planned time.

Human capital skill development exercises towards feedback to improve financial resources utilization efficiency, responded, 34(48.6%) agree, 21(30%) neutral, 9(12.9%) disagree, 4(5.7%) strongly disagree, and 2(2.9%) strongly agree. Ascendingly, 34(48.6%) close to half of the respondents have agreed, and a few of them are strongly agrees that the human capital development system provides prompt feedback to improve skills that can be further acquired and applied to improve financial resources utilization in the organization with the second majority of respondents remain neutral. This indicates that there is a need for improvements.

In relation to Jobs are designed with the efforts includes steps to ensure that employees have the responsibility and autonomy to use their skills to improve supply chain sourcing and purchasing efficiency; resulted, 40(57.1%) agree, 23(32.9%) neutral, 3(4.3%) disagree, and 2(2.9%) for strongly agree and strongly disagree. Discloses, most of the respondents agrees that the jobs are designed with the efforts ensuring that employees have responsibility and autonomy to use their skills to improve supply-chain sourcing and purchasing efficiency, while the second largest respondents are remained neutral. SCI need to work to improve supply-chain sourcing and purchasing efficiency as the weight given to agree and neutral are close in rating.

Regarding Skills development in the organization to continuously improve assets utilization effectiveness, resulted, 48(68.6%) agree, (11.4%) neutral, 7(10%) disagree, 4(5.7%) strongly agree, and 3(4.3%) strongly disagree. Reveals SCI is working to develop skills so as continuously improve assets management effectiveness to make sure assets are utilised for intended purposes.

In relation to Employees motivation to enhance their competency skills in order to be competitive in the organization so as deliver professional fleet management activities, replied, 30(42.9%), agree, 24(34.3%) neutral, 7(10%) disagree, 5(7.1%) strongly disagree, and 4(5.7%) Strongly agree. Relatively SCI attempts to motivate employees to enhance competency to undertake professional fleet management activities. Needs to work more to motivate its employees to professionally manage its expensive fleet's utilization activities.

Towards skills development to manage systemized inventories, responders have agreed by 39(55.7%) and strongly agree by 7(10%) that SCI is managing web-based supplies and works to utilise its material resources with the life of the project and before the supplies are expired, with 19(27.1%) remained neutral. Among the 70 respondents, 3(4.3%) strongly agree, and 2(2.9%) are disagree that the organization is not well managing its supplies on-line and utilizes during the project period, needs to work hard not to have supplies under closed projects(awards). Assessment results on how the organization is creating knowledge and better uses to develop capacities of employees towards the effect of performances of the organization. In addition, how knowledge of staff helps to make informed decisions in the performances (KPIs) of the organizations.

Table 4.6. Descriptive Analysis That Measures Knowledge Factor

Knowledge Factor –Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Mean	Median	Mode	Std-Dev-
4.6.1 The organization recruits staff who have practical and adequate knowledge to complete programmes in the time as planned.	4(5.7%)	4(5.7%)	16(22.9%)	39(55.7%)	7(10%)	70(100%)	3.59	4.00	4.00	.96
4.6.2 Knowledge of staff is better used and creates opportunities to all to complete projects with budgeted financial resources.	4(5.7%)	6(8.6%)	9(12.9%)	45(64.3%)	6(8.6%)	70(100%)	3.61	4.00	4.00	.97
4.6.3 The knowledge management system of the organization aims at maximizing the potential of individuals and teams by influencing them to focus on achievement of supply-chain purchasing efficiencies	2(2.9%)	8(11.4%)	17(24.3%)	40(57.1%)	3(4.3%)	70(100%)	3.49	4.00	4.00	.86
4.6.4 in SCI_ Knowledge is created and shared across departments and teams that can contribute to better assets management efficiencies	5(7.1%)	12(17.1%)	17(24.3%)	33(47.1%)	3(4.3%)	70(100%)	3.24	4.00	4.00	1.03
4.6.5 in SCI, Knowledge is created and shared across departments and teams that can contribute to scientific fleets management systems	6(8.6%)	12(17.1%)	19(27.1%)	31(44.3%)	2(2.9%)	70(100%)	3.16	3.00	4.00	1.03
4.6.6The organization recruits staff who have practical and adequate knowledge to manage systemized inventories, which can	3(4.3%)	4(5.7%)	18(25.7%)	43(61.4%)	2(2.9%)	70(100%)	3.53	4.00	4.00	.83

support stocks to be utilized with project time and before expired.										
4.6. 7 Knowledge of staff is better used and creates opportunities to all, irrespective of departments, age, nationality, religion, sex, race, doctrine, disability, or marital status to improve child-safeguarding activities.	4(5.7%))	4(5.7%))	20(28.6%))	36(51.4%))	6(8.6%))	70(100%))	3.51	4.00	4.00	.94
4.6.8. Knowledge of staff is created and better used which has met national and international project implementation quality standards	6(8.6%))	3(4.3%))	14(20%))	43(61.4%))	4(5.7%))	70(100%))	3.51	4.00	4.00	.99
4.6.9 In SCI, Knowledge is created through employees to follow working organizational policies/ procedures to meet legal requirements in resources utilization	4(5.7%))	1(1.4%))	16(22.9%))	43(61.4%))	6(8.6%))	70(100%))	3.66	4.00	4.00	.88
Group Mean and Standard Deviation							3.6			.63

Source: (Research Questionnaires)

As depicted in table 4.6. Above, the relation recruits to knowledge to complete projects in the time due is, 39(55.7%) agree, 16(22.9%) neutral, 7(10%) strongly agree and 4(5.7%) strongly disagree and disagree. As majority of the respondents have agreed, SCI is recruiting people who have practical and adequate knowledge who can support completing projects as per the schedule has been set. 16(22.9%) of the respondents are remained neutral which this shows the organization need to improve creating and make better use of staff knowledge in the improvement of performances of the organization. With regard to the deployment of Knowledge of staff to complete projects with budgeted financial resources, resulted: 45(64.3%) agree, 9(12.9%) neutral, 6(8.6%) strongly agree, and 4(5.7%) strongly disagree and 6 (8.6%) disagree. Shows, knowledge is created and used to better utilize budgets in a manner supporting completion of projects with the financial resources budgeted.

The knowledge management undertakings to maximize capacities of staff resulted; 40(57.1%) agree with mean 3.40, neutral, 17(24.3%), disagree 8(11.4), strongly agree, 3(4.3%), and strongly disagree 2(2.9%). Many of the respondents agreed that the organization is working to maximize the potential of individuals and teams with prompting them to focus on results of supply-chain purchasing efficiencies so as performances of the organization through meeting KPIs is improving.

The effect of Knowledge to assets management efficiencies are responded: 33(47.1%) agree, with 3.24 mean, 17(24.3%) neutral, 12(17.1%) disagree, 5(7.1%) strongly disagree, and 3(4.3%) strongly agree. Indicating SCI is working less to create and share knowledge across departments and teams that can contribute to better assets management efficiencies with considerable number of respondents remained neutral, which this is informing the organization to keep creating, and better use staff knowledge to efficiently utilise assets. How Knowledge is created and shared to scientifically manage fleets? Assessment results shows: 31(44.3% agree, 19(27.1%) neutral, 12(17.1%) disagree, 6(8.6%) strongly agree, and 2(2.9%) strongly disagree. Informing that the organization need to work to create knowledge across staff involving in fleets management and sharing to departments that can contribute to scientific fleets management systems with (27.1%) of the respondents remained neutral, needs to establish better Vehicles monitoring system to more improving vehicles utilization efficiency.

Recruitment of staff to manage web-based, systematized inventories, resulted, ascendingly: 43(61.4%) agree with 3.53 mean, 18(25.7%) neutral, 4(5.7%) disagree, 3(4.3%) strongly disagree, 2(2.9%) strongly agree. Shows, the organization recruits staff who have practical and adequate knowledge to manage systemized inventories, which can support stocks utilization within the project lifetime and before expired.

Child Safe Guarding is the core activity in the organization, the contribution of staff knowledge to best undertake the activity, assessment resulted: 36(51.4%) agree, 20(28.6%) neutral, 6(8.6%) strongly agree, 4(5.7%) strongly disagree and disagree. Shows, Knowledge of staff is created, and better used to undertake child-safeguarding activities irrespective of departments, age, nationality, religion, sex, race, doctrine, disability, and marital status to improve performances child safeguarding activities.

The contribution of Knowledge of staff to meet project implementation quality standards resulted: 43(61.4%) agree, 14(20%) neutral, 6(8.6%) strongly disagree, 4(5.7%) strongly agree, and 3(4.3%) disagree, shows knowledge is created, and used to meet national and international project implementation quality standards with 20% of the respondents remained neutral and a few of the responds are persisted disagree and strongly disagree, is informing the organization is subject to carry on improvement as stated in statement of the problem to compute globally and nationally in meeting compliances of donors and stakeholders.

Staff knowledge to wards following working procedures in resources utilizations assessment result shows, most of the respondents 43(61.4%) agree, 4(5.7%) strongly agree with mean 3.66 confirmed, Knowledge is created through employees to follow working organizational policies and procedures to meet legal requirements in resources utilization with 14(20%) respondents remained neutral, and few respondents disagrees and strongly disagrees as shown above, which the responses informing the organization is to more improve creating awareness amongst staff to strictly apply organizational working procedures and policies in the utilization of resources.

Table 4.7: Descriptive Analysis Group-Summary

Variables	N	Mean	Std.Dev.
Performance of the Organization	70	3.74	.51
Training Factor	70	3.46	.56
Education Factor	70	3.64	.61
Skill Factor	70	3.56	.64
Knowledge Factor	70	3.63	.63

The researcher assessed human capital development practices and the effects towards the performances of success criterion of performances of the organization at Save the Children Ethiopia Country Office. In all factors of human capital development, the distribution of weights for sample contains acceptable standard deviation and shows normal distribution for consequent analysis. To this end, the disparity amongst the data collected for each variable are acceptable with various degrees. All the total mean

value for each variable is 3.46 and above which this validates how the mean is close to the central tendency indicating the effect of human capital development on the performance of the organization. Education factor has a higher value of mean 3.64 that this is indicating the education support to staff by the organization is successful in the human capital development endeavours towards the effects on performance of the organization.

Training factor is comparatively the least mean (3.46) amongst the others show training has less efficiencies in human capital development comparing to other factors. Knowledge and Skill factors have the second group average mean of 3.63 and 3.56 respectively, which shows acceptable rate with there is a need for improvements in human capital development through creating knowledge and skills development to meet success criterion of performance of the organization and achieve organizational goals as have been planned.

In descending, orders the weights, mean, (3.36, 3.43, and 3.51), are comparatively close to below and above the group mean (3.46). Means that the organization has good training packages and trains its employees to increase inventory management performances through web-based supplies management, recruits and train employees in relevant field to improve the supply chain efficiency, and training and development policy is well circulated to employees and implementing as intended.

Per the factors of human capital development implementation assessments results, human capital development exercise is merely successful; and the performances of success criterion are implementing to the acceptable standards with there are areas need improvement, like, providing trainings did not reduce staff turnover so as the organization to be in a better position in undertaking global competition in the humanitarian organization world.

4.7.1 Correlation Analysis

The correlation is done to assess the relationship between human capital development factors with the performance of success criterion of performance of the organization. A correlation coefficient is very useful means to summarise the relationship between two variables with a sidle number that falls between -1 and +1, field (2005). A correlation analysis with Pearson's correlation coefficient (r) is calculated for all variables in this study to explore the relationship between variables to understand the strengths of the relationship between variables as per standard of Field and all the required tests to check the regression model fitness are presented below:

Multicollinearty Test

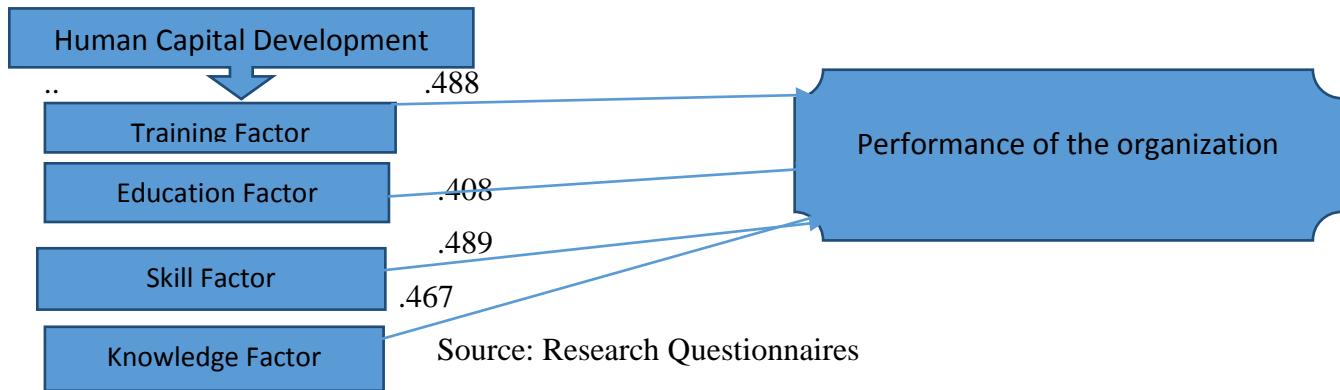
Multicollinearty occurs when independent variables in a regression equation can produce dramatic changes in coefficients and P values. It can also reduce statistical significance in variables. For this reason, multicollinearty makes model selection challenging (Zellner, A.2001).

Table 4.7.1.1: Correlation Table for Performance of the Organization with the Factors of Human Capital Development

Correlations						
Variables		Performance of the organization	Training Factor	Education Factor	Skill Factor	Knowledge Factor
Performance of the organization	Pearson Correlation	1	.488	.408	.489	.467
	Sig.(2-tailed)	.000	.000	.000	.000	.000
	N	70	70	70	70	70
. Correlation is significant at 0.01 level (2-tailed).						

(Source: Research Questionnaires)

Figure: 4.7.1.2 Correlation Model



A Pearson correlation is conducted to evaluate the relationship between the performance of the organization and the four human capital development factors: Training, Educations, *Skill and knowledge management*.

Pearson correlation measures the existence (given by a p-value) and strength (given by the coefficient r between -1 and +1) of a linear relationship between two variables. (Cohen, J. 1988).

According to Cohen, J. (1988), an absolute value of r of 0.1 is classified as small, an absolute value of 0.3 is classified as medium and of 0.5 is classified as large.

There are a positive correlation between performance of the organization and factors of human capital development as follows:

- Training factor, (r=.488,N=70,P<0.01),indicating that weighty level of training factor is associated with high level of performance of the organization. the effect is significant,

- Education factor, ($r=0.408, N=70, P<0.01$), indicating the correlation is close to an absolute value of 0.5, according to Cohen.(1988), then, the level of correlation education factor is associated with large level of performance of the organization. The effect is significant.
- Skills factor, ($r=.489, N=70, P<0.01$), indicating that high level of skill factor is associated with significant level of performance of the organization. The effect is significant.
- Knowledge factor, ($r=.467, N=70, P<0.01$), indicating that significant level of knowledge factor is associated with significant level of performance of the organization. The effect is significant.

4.7.2 Regression Analysis

Regression analysis is conducted to measure and to observe changes in the relationship between the dependent variable performance of the organization and independent variables; training, education, skill and knowledge factors of human capital development. The researcher has checked the required tests to observe the regression model fitness.

Table 4.7.2.1: Multiple Regression

Model Summary				
Model	R	R Square	Adjusted R2 Square	Std. Error of the Estimate
1	.550 ^a	.303	.260	.43473

a. Predictors: (Constant), Knowledge Factor, Education Factor, Training factor, Skill Factor

(Source: Research Questionnaires)

Multiple regression is conducted to investigate the best predictors of performance of the organization in SCI. The multiple regression model with four predictors produced, $R^2 = .303$, $F(4, 70)$, $P<0.01$. This indicates that 30.30 % of the variances in the achievement of the success criterion (KPIs) of performance of the organization can be predicted from the combination of factors of human capital development, training, education, skill and knowledge.

Table 4. 7.3 : ANOVA,

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.339	4	1.335	7.062	.000 ^b
	Residual	12.284	65	.189		

Total	17.623	69			
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a. Dependent Variable: Performance of the organization

b. Predictors: (Constant), Knowledge Factor, Education Factor, Training factor, Skills Factor

The ANOVA table indicates that the combination of the four independent variables predicts with regression mean square 1.335 and with the total sum of squares 17.623 that the constant predictors' independent variables significantly predicts the dependent variables performance of the organization. All training, education, skill and knowledge factors significantly contributing to the equation. All predictors have positive regression weights indicating performance of the organization has significant effectiveness.

Table: 4.7.4 Regression Analysis for factors of HCD-Coefficients^a

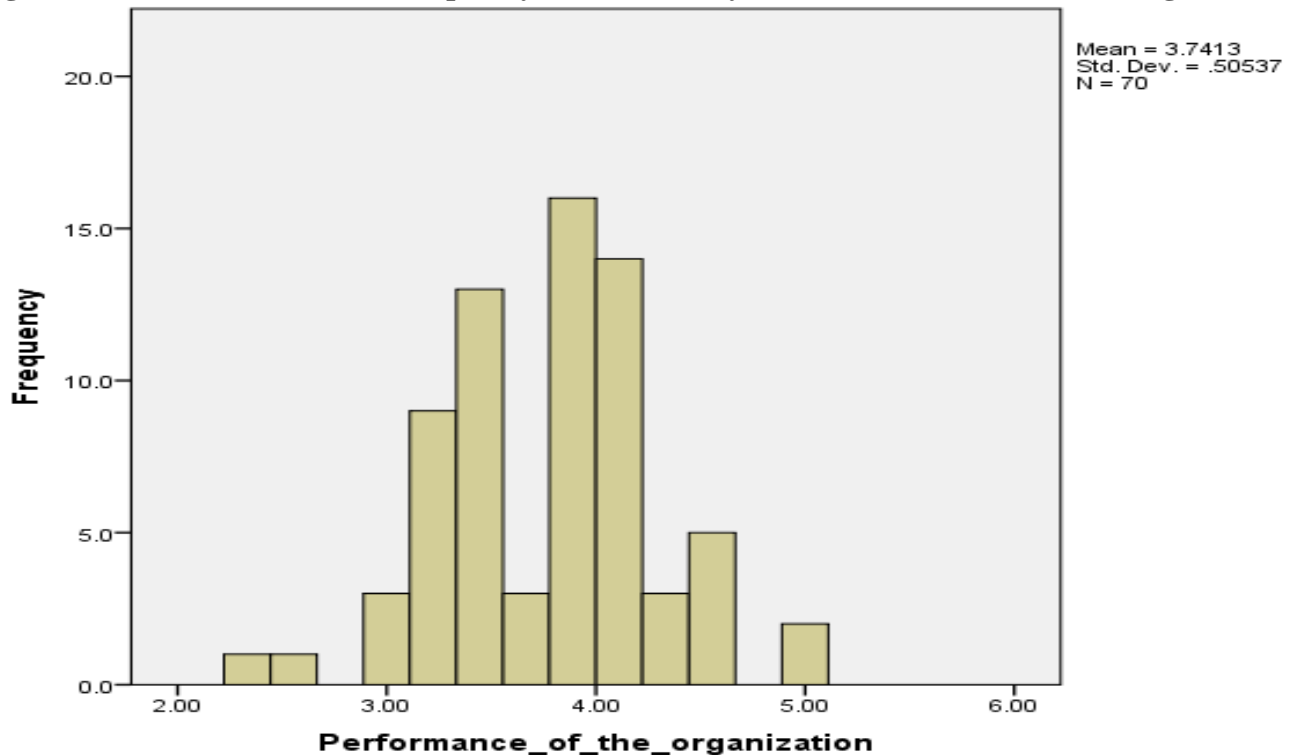
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Adjusted R2 Square	F	Signi-
	B	Std. Error	Beta					
(Constant)Human Capital Development Factors	1.892	-.364		5.199	.000		7.062	.000b
Training factor	.246	.144	.274	1.706	.093	.260		
Education Factor	.010	.129	.012	.076	.940			
Skill Factor	.198	.135	.252	1.464	.148			
Knowledge Factor	.071	.142	.088	.501	.618			

a. Dependent Variable: Performance of the Organization

Table 4.7.4 above shows the results regarding the strengths of individual variable of human capital development factor against performance of the organization (SCI). The coefficients show among the four independent variables, which influences most the variance in organizational performance. Therefore, training shows significant indicator level of organizational performance, which is .093 followed by skill by .148, while knowledge and education have significant level of .618 and, 0.940 consecutively.

The whole regression model indicated relational principal accounts for 26% of the observed variance in organizational performance with adjusted square $= (0.26)$. The column Beta under unstandardized coefficients shows that the highest number in the Beta .246 for training which is significant at 0.093. Skill is the second highest with Beta .198 at significant level of .148 followed by knowledge with Beta .071 at the significant level of .618 and education with Beta 0.01 at the significant level of .940. The relationship between two variables the numbers that falls between -1 and +1 has significant. In conclusion, the results shows human capital development has effects on the performance of the organization.

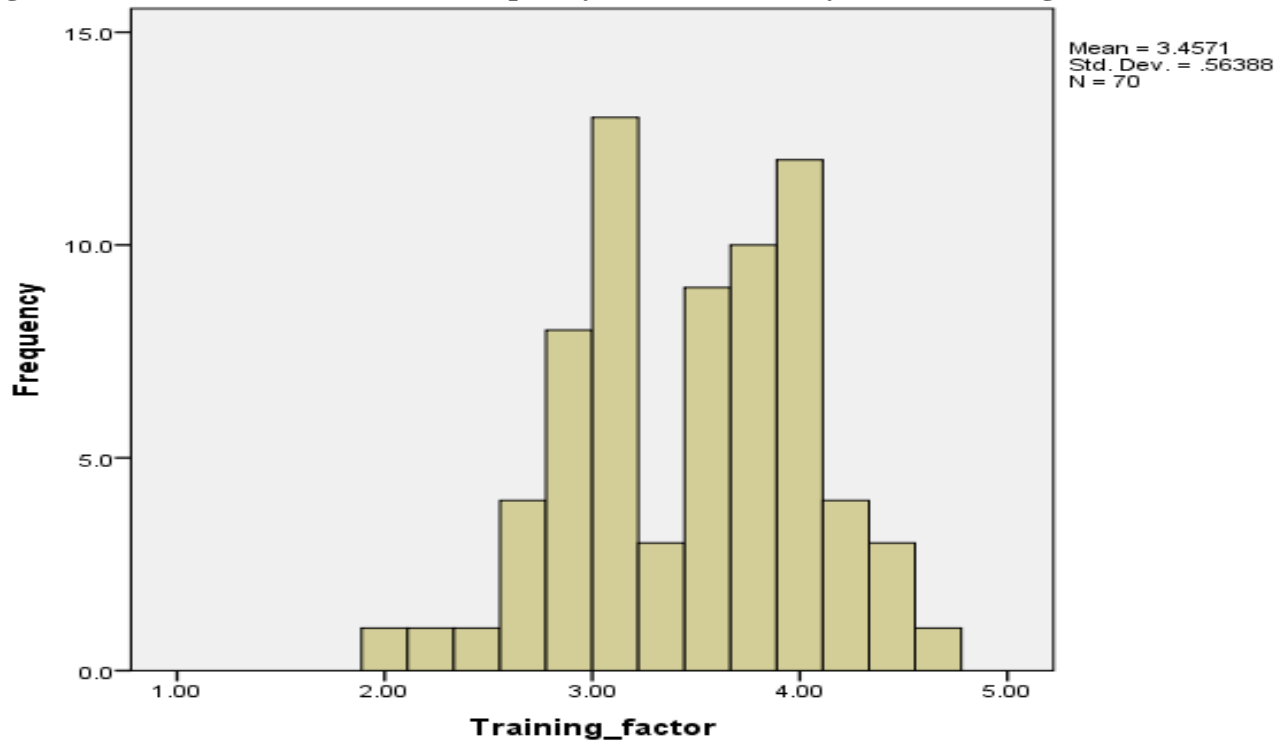
Figure: 4.2.1.1. Distribution of Frequency and Normality for the Performance of the Organization.



(Source: Research Questionnaires)

The group mean 3.7413 on the above figure 4.2.1.1 shows performances of success criterion of the organization at Save the Children Ethiopia Country Office merely successful.

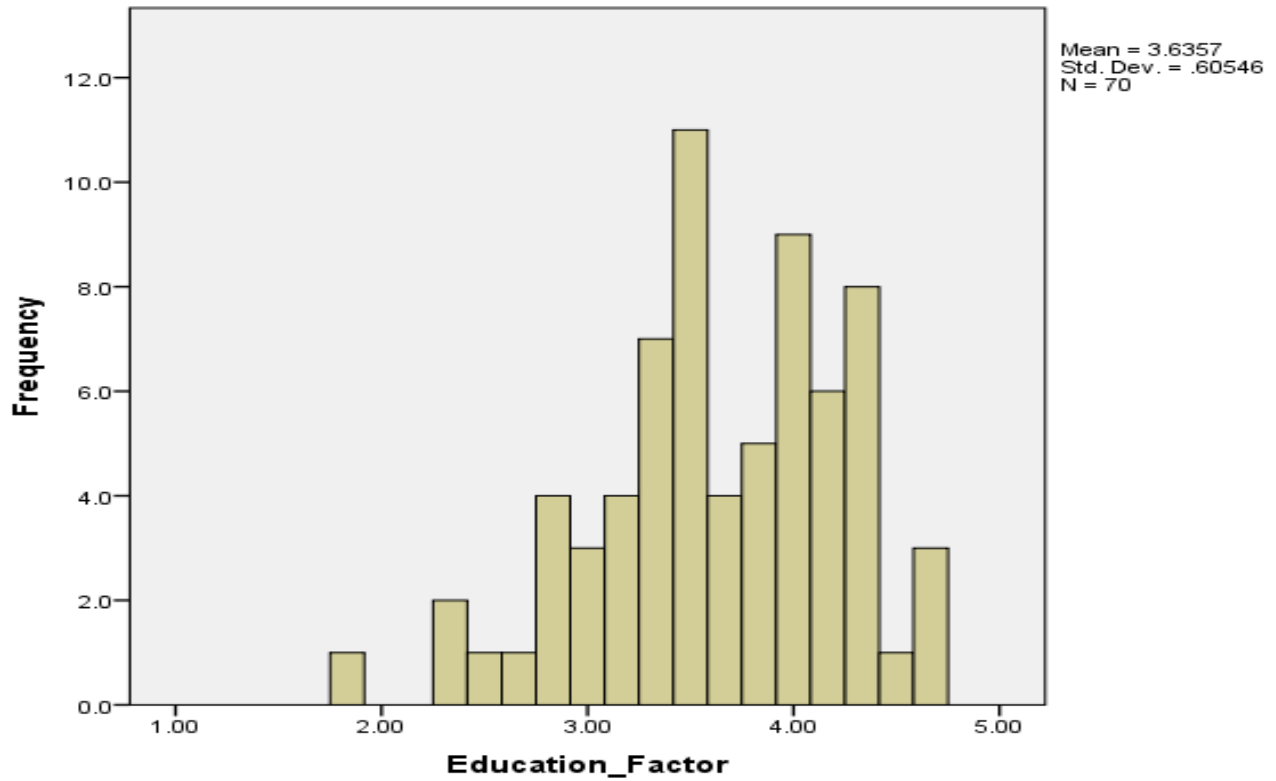
Figure 4.3.1.1 Distribution of Frequency and Normality for Training Factor of HCD



Source: (Research Questionnaires)

The total mean (3.46) for training is the least amongst the others shows, training has less efficiencies in human capital development comparing to other factors. However, it is on the acceptable standards as mean 3.00 is to be a cut point.

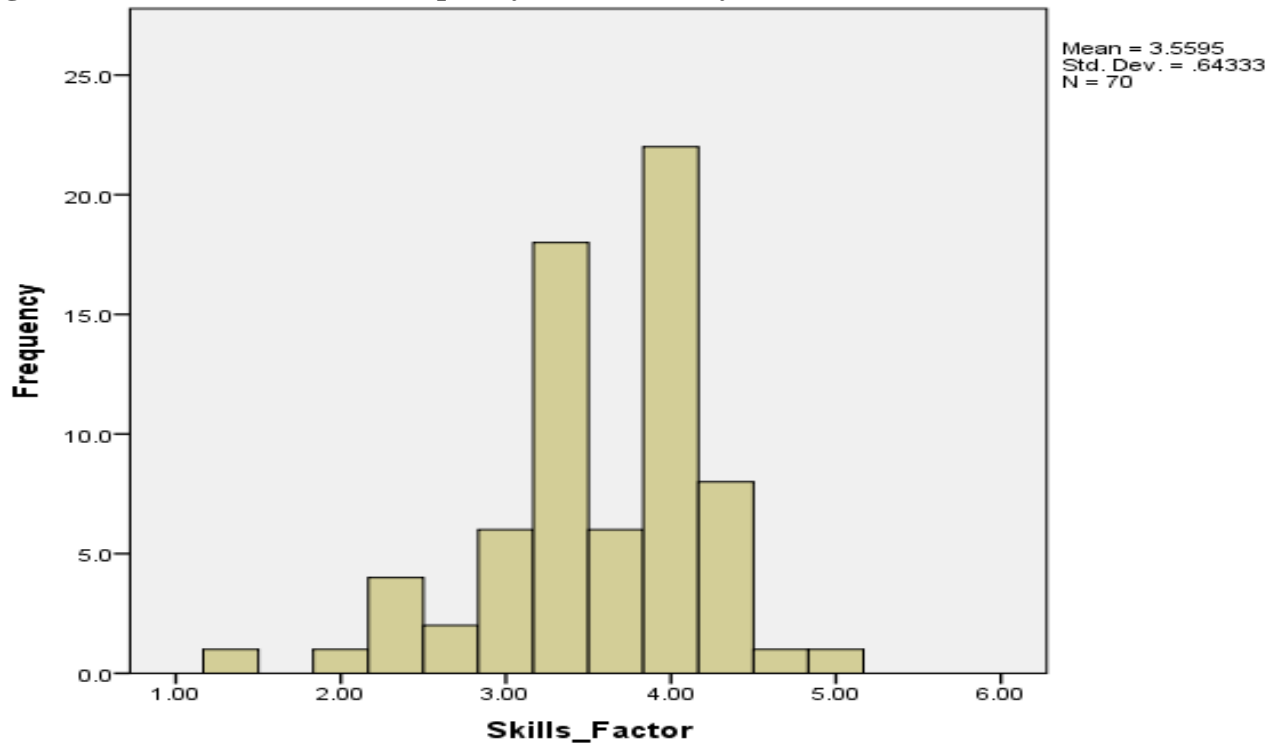
Figure: 4.4.1.1 Distribution of Frequency and Normality for Education Factor of HCD



Source: (Research Questionnaires)

Education factor has a higher value of mean 3.64 that this is indicating education support to staff by the organization is successful, has effects to staff development, on the performance of the organization, retains high performing, and reduces staff turnover.

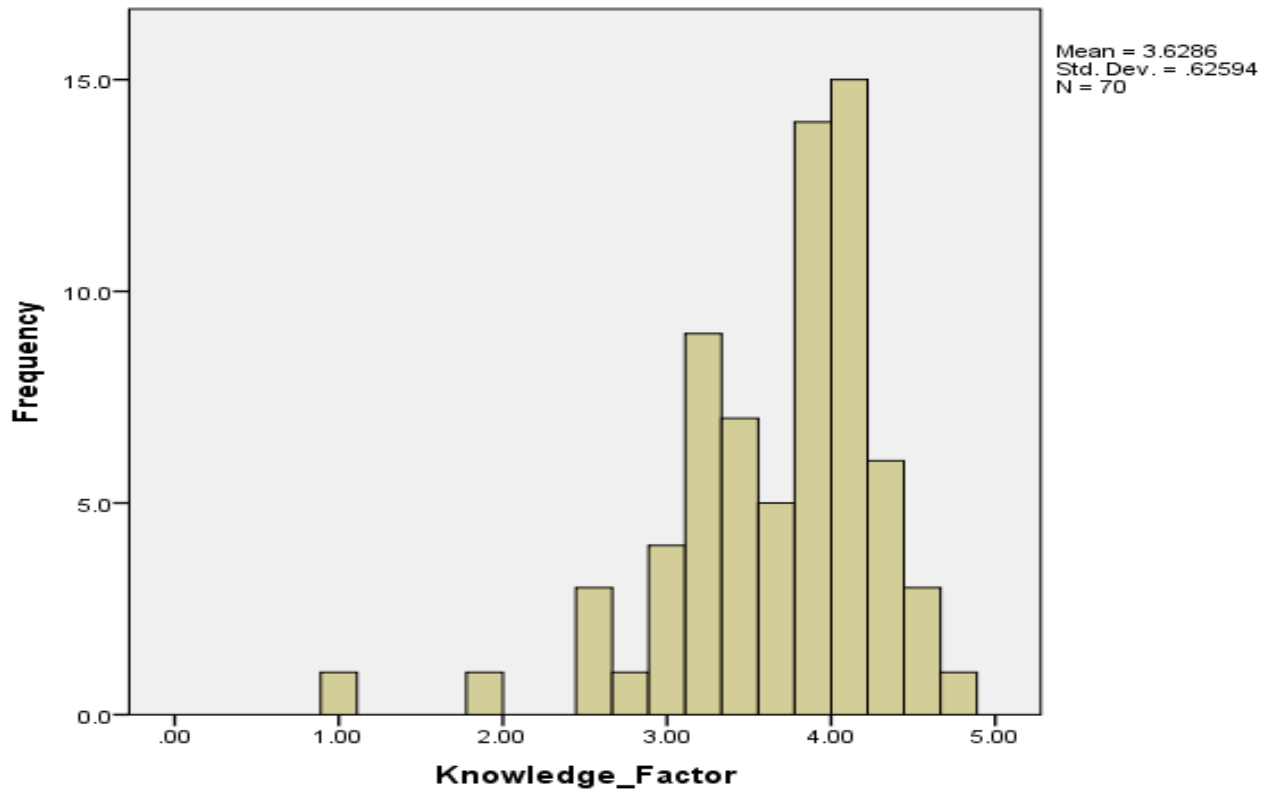
Figure 4.5.1.1 Distribution of Frequency and Normality for Skills Factor of HCD



Source: (Research Questionnaires)

The mean for skill is 3.56 which shows acceptable rate with there is a need for improvements in human capital development through creating skill sharing and has effects to HCD and on the performance of the organization.

Figure; 4.6.1.1 Distribution of Frequency and Normality for Knowledge Factor HCD



(Source: (Research Questionnaires))

The total mean of knowledge 3.63 shows acceptable level of contribution to human capital development through creating knowledge to meet success criterion of performance of the organization and achieve organizational goals as have been planned.

4.8 Respondents Comments, Suggestions, and Analysis on the Open-Ended Questions

In this part respondents replies on the open-ended questions are analysed, and presented. Comments and suggestions were given by 57(81%) of the respondents, whom among these 44(77%) are male, and 13(23%) are female. Out of the total 70 respondents 13(18%) prefer to skip this part without disclosing reasons.

4.8.1, which Key Performances Indicators are do you think best accomplished in the organization.

37(65%) of the respondents for the open-ended questions, acknowledged that timely completion of projects with budgeted financial resources, meeting standards in project implementation, supply chain (purchasing) efficiency, child safeguarding, assets and fleets management efficiencies, organizational, government, and donor compliances in financial and materials resources management are amongst the organizational performance success criterion have been accomplished better.

4.9 Which area of human capital development factors, do you feel having not given attention that as a result SCI's KPIs are not performing well?

4.9.1 Training

20 (29%) of the respondents answered, training is not provided persistently in project management to budget holders and support team to ensure coordinated effort to deliver results. Training provided to supply chain staff on assets management supply-chain sourcing and purchasing efficiency is not well cascaded to programme staff, resulted lower supply chain (purchasing) results. The training and development package is not attractive resulted less staff retention. Further, the training package is not adequate to increase inventory management performances through web-based supplies management. In addition, training is not well supporting to meet national and international project management standards.

4.9.2 Education;

8(11%) of the respondents replied, education is not properly handled to benefit staff and the organization itself. The education factor did not support staff to manage fleets in a manner professionally and economically. The education support in the organization need to result reasonable, regular, rationale,

workload, and risk based wage/salary scale, upgrading contingent on education to support them meeting supply-chain efficiency. There is a need for improvement of education support as it builds capacities of staff and reduce staff turnover, and that will result economical and professional resources management activities to the level required.

4.9.3 Skills

11(8%) of the respondents replied; the skill development schemes is not motivating employees to enhance their competency in the organization and be able deliver professional fleet management activities. In addition, number of procurement requests are completed through waiver, which this has financial management risks. Skills did not well used in designing of jobs with efforts to ensure that employees have responsibility and autonomy to use their skills to improve supply-chain sourcing and purchasing efficiencies.

4.9.4 Knowledge

7(10%) of the respondents replied Knowledge utilization factor is not properly used and managed projects are not completed as planned with the budgeted financial resources. Developing budget holders' knowledge in management of programme financial budget remains the one need attention. 2(3%) of the respondents, replied that they don't have enough information which factor of human capital is not given attention.

4. 10 What it would be like for you to work for SCI in terms of having opportunities to education, training, skills and knowledge development in the organization?

36(51%) of the respondents are optimistic to get skill development and wider training opportunities, and experience-sharing deployment in abroad. Most of them responded that they have a chance to get essential skills development trainings, education support which have supported staff to accomplish responsibilities. it is a great opportunity for personal development as other INGOs don't have education and training benefits packages if used properly. The education opportunity benefits supports staff to compute in the organization and outside for better career.

Have created an opportunity to gain the norm and policy of non-governmental organization law and procedure will link to work in different organization. Get fundamental generic job training for success of

the planned objectives. The educational support benefit is good opportunity to develop skill, Identifying key learnings areas and using them for project design and implementation activities. SCI is a learning place that can be considered as a vicinity of thought but not a good for remuneration. Staff training has impacts for staff future life and has contribution for child safeguarding activities at large, but the coverage is not enough for higher education. Provides a variety of opportunity for skill development, that the staff admire the most.

There are different opportunities like-on-line trainings –courses for its staff skills and knowledge development. What remains is the organization is to encourage and create awareness of the exiting opportunities since most of the staff are not aware of it. Moreover, education and training are the ones among from the benefits, which is a retaining mechanism to minimize high staff turnover. Got the opportunity to effectively and safely address most of the organizational objectives and increase productivity. Education support of the organization is encouraging for further development of staff career. The organization education support, training experience sharing with other colleagues at different SCI offices are best opportunities benefiting staff for self-career developments.

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

This part deals with conclusions and recommendations drawn from the findings of data analyzed and presented in the study.

5.1 Conclusions:

Regarding performances of successes criterion of the organization, the result indicates, the respondents judge and

- ❖ The quantitative result group mean of (3.74) and standard deviation .51 respectively tested on the performance of the organization parameter with a varied rate degree can be concluded performances of the success criterion (KPIs) are successful except the supply-chain sourcing and purchasing and fleets management efficiencies remains minimum and need improvement. The human capital development system need to provide prompt feedback to improve skills that can be further acquired and applied to improve financial budget utilization in project completion.

With regard to human capital development factors:

- ❖ Training: The mean calculated the least weight is (2.37) given to staff turnover reduction strategies to retain high performing employees to achieve fleet management goals, indicating the organizations need to consider to retain high performing staff, and reducing staff turn-over to improve fleets efficiencies.
- ❖ The second least frequency 27(38.6%), agree, in relation to giving equal training and development opportunities to staff to meet its assets management standards, Weights, mean, (3.36, 3.43, and 3.51), given are comparatively close to below and above the group mean (3.46). Means that the organization has good training packages and trains its employees to increase inventory management performances through web-based systems.
- ❖ Management recruits and train employees in relevant field to improve the supply chain efficiency, with a need there are areas for improvement.
- ❖ Training and development policy is well circulated to employees and implementing as intended. The contribution of training outcomes towards completion of projects within the planned time, the highest frequency is 38(54.3%), it is a bit above average, informing the organization is to work more to complete projects as planned. The statistics, frequencies rated for trainings to enable employees to meet national and international project management standards is 33(47.1%)agree, indicates training is moderately contributing in meeting national and international project management completion standards.

- ❖ The contribution of training to human capital developments towards satisfying, and inspiring staff to do their best level to improve organizational financial resources evaluated, training plays a major role in financial resources utilization performances in the organization.
 - ❖ The learning, training and development strategies of the organization weighted, 42(60%) agree, 9(12.9%) strongly agree with a mean 3.76, and standard deviation 4.00, depicts the strategies play a positive role in helping the organization attains its child safeguarding activities.
 - ❖ The outcome of trainings provided enable staff to be aware and follow working policies and procedures rated, mean 3.79, and standard deviation.81. The result shows the training provided supports staff to best met financial and materials utilization compliances.
 - ❖ The result of the research indicates that training carrying out in the organization has major contribution to human capital development and has effects on the performance of the organization.
- In relation to recruiting people who have the required qualification and education level, witnessed by 42(60%), strongly agree, SCI is recruiting people who have required qualifications and education level, contributed for the improvement of completion of projects with budgeted financial resources.
 - With regard to compensation/wages are competitive which is reliant on education levels; result indicated, considerable number of the respondents remain neutral by frequency, 23(32.9), with the second highest weight is given to agree by 18(25.7%), the result shows, most of the respondents remained neutral,
 - Alternatively, have no adequate knowledge whether the organization implements competitive compensation/wages or not which is contingent on education levels.
 - Regarding education is supporting in establishing a high performing culture, with frequency 42(60%) agree, mean 3.64 disclosed, education support to employees in the organization has contributed to establish high performance culture for individuals and teams to take responsibility for continuous improvement of assets management activities.
 - How the education support builds staff capacities and reduce staff turnover resulting, agree 28(40%), strongly agree, 21(30%) remained neutral, versus, 9(12.9%) reported disagree, and 7(10%) strongly agree, education support comparatively contributed to the efforts by the organization to manage its fleet economically and tracking activities professionally.
 - Contribution of education in meeting national and international programme delivery quality standards: witnessed by frequency, agree 47(67.1%), and strongly agree 7(10%), shows the education support is importantly supporting in the delivery of quality programmes.
 - ✓ From the open-ended questions, 8(11%) of the respondents replied, education is not properly handled to benefit staff and the organization itself. The education factor brings not as much of motivation of staff to manage fleets in a manner professional and economically.

- ✓ The education support in the organization need to result reasonable, regular, rationale, workload, and risk based salary scale, upgrading contingent on education to support them meeting supply-chain efficiency.
- ✓ There is a need for improvement of education support as it builds capacities of staff and reduce staff turnover, and that will result economical and professional resources management activities to be to the level required.
- ✓ Skills on human resource planning, shows majority of the respondents agree that SCI achieves in considering right skills in human resource planning to make sure projects are completed within the planned time.
- ✓ Human capital skill development exercises towards feedback; many of the respondents have agreed, and a few of them are strongly agrees that the human capital development system provides prompt feedback to improve skills that can be further acquired and applied to improve financial resources utilization in the organization with the second majority of respondents remain neutral.
- ✓ In relation to designing of Jobs, respondents discloses that the jobs are designed with the efforts ensuring that employees have responsibility and autonomy to use their skills to improve supply-chain sourcing and purchasing efficiency, while the second largest respondents are remained neutral.
- ✓ Regarding Skill is improving assets utilization effectiveness, 48(68.6%) agree, and (11.4%) remained neutral, reveals SCI is working to develop skills so as continuously improve assets management effectiveness to make sure assets are utilised for intended purposes. There is a need to utmost keep improving assets utilization efficiencies for intended purposes considering assets are expensive to acquire.
- ✓ In relation to employees motivation to enhance their skills to manage fleets professionally, replied, 30(42.9%), agree, while 24(34.3%) of the respondents remained neutral shows SCI is not as much of attempting to motivate employees to enhance competency to undertake professional fleet management activities.
- ✓ Skills development to manage systemized inventories, majority of the responders have agreed that SCI is managing web-based supplies and works to utilise its material resources within the life time of the project and before the supplies are expired. With 19(27.1%) remained neutral. indicating that the organization is still need managing its supplies on-line well and utilizes during the project period lifetime not to have supplies under closed projects.

In relation to recruitments of knowledgeable staff to complete projects in the time due, with mean (3.59), and F39 (55.7%), SCI is recruiting people who have practical and adequate knowledge who can support completing projects as per the schedule. However, 16(22.9%) of the respondents are remained neutral which this shows the organization need to improve creating and make better use of staff knowledge to improve performances of the organization.

- With regard to the deployment of Knowledge of staff to complete projects with budgeted financial resources, 39(55.7%) agree, and 4(5.7%) strongly disagree ,Shows, knowledge is created and used to better utilize budgets in a manner supporting completion of projects with the financial resources budgeted. As 16(22.9) of the respondents remained neutral, SCI need to improve use of knowledge to complete projects with the budgeted financial resources.
- In maximizing knowledge to capacitate staff, majority of the respondents agreed by 40(57.1%) with mean value 3.40 that the organization is working to maximize the potential of individuals and teams with prompting them to focus on results of supply-chain purchasing efficiencies so as performances of the organization through meeting KPIs is improving with the need there are areas for improvement.
- The effect of Knowledge to assets management efficiencies: with mean (3.24), and F33(47,1%) agree, indicating SCI need to more be operational to create and share knowledge across departments and teams that can contribute to better assets management efficiencies.
- Knowledge versus scientific management of fleets of the respondents 31(44.3%)agree, the organization is creating knowledge across staff involving in fleets management and sharing to departments that can contribute to scientific fleets management systems with (27.1%) of the respondents remained neutral, needs to establish accordingly in vehicles monitoring system to more improving vehicles utilization efficiency.
- Recruitment of staff to manage web-based, systematized inventories, the organization recruits staff who have practical and adequate knowledge to manage systemized inventories, F43(61.4%) agree with mean 3.53), which can support stocks to be utilized with project time and before expired.

About a bit more than half of the respondents, F36 (51.4%) confirmed, Knowledge of staff is created, and better used to undertake child-safeguarding activities irrespective of departments, age, nationality, religion, sex, race, doctrine, disability, and marital status to improve performances of the activities.

- The contribution of Knowledge of staff to meet project implementation quality standards: F43(61.4%)agree, SCI is creating and using knowledge of staff to support and better use to meet national and international project implementation quality standards are implementing with 20% of the respondents remained neutral and a few of the responds are persisted disagree and strongly disagree.

Staff knowledge to wards following working procedures in resources utilizations assessment result: most of the respondents 43(61.4%) agree, 4(5.7%) strongly agree with mean 3.66 confirmed, Knowledge is created through employees to follow working organizational policies/ procedures to meet legal requirements in resources utilization with 14(20%) respondents remained neutral, and few respondents disagrees and strongly disagrees as shown above, which the responses informing the organization to more improve use of working procedures.

- Child Safe Guarding is the core activity in the organization, so, the contribution of staff to best undertake child safe guarding activity is more to be strengthen.

Summary Based on the Respondents of the Three Open-Ended Questions

In Addition to HCD undertakings, SCI need to work on workload, and risks based salary scale review regularly particularly to supply-chain staff so as to meet supply-chain sourcing and purchasing efficiency standards.

Education and training opportunities are not properly handled by the organization to benefit staff and the organization itself. Designing jobs to ensure that employees have the responsibility, and autonomy to use their skills to improve supply-chain sourcing and purchasing efficiency needs improvement.

Commented, the organization has best staff turnover reduction strategy to retain high performing employees to achieve fleet management jobs. The knowledge of staff is used to improve system of the organization is maximizing the potential of teams by influencing them to focus on achievement of supply-chain purchasing efficiency.

Equity in providing training and equal opportunity for education needs consideration to reduce financial and materials management risks.

- Save the children is to cover 100% education fee as it is covering on percentages of salary scales as may not cover all the education fees for those getting lower salary scales.

- The budget allotted for training is not enough, so that would not encourage staff to fill their gap by taking competitive trainings.

- If the opportunity can include children of the employees in covering education fee to pave a way to better future. Promotion needs to be based on level of performance, education level and merits and should result job satisfaction in adjustment of living cost/benefit packages which this lead to good opportunity. The organization has good on-line training packages and trains to develop its employees to increase inventory management systems through web-based supplies management, and other success criterion of the organization.

- From the open-ended questions, Knowledge of staff by 7(10%), responded that the knowledge of staff does not support projects completion as planned with the budgeted financial resources.

- Commented, more education, training, skills development and use of staff knowledge schemes should be developed further F34 (49%).

- The organization needs to give attention to procurement requests (supply-chain efficiency) completed through waiver to minimize financial risks. Education and training opportunities are not properly handling by the organization to benefit staff and the organization itself.

- Designing jobs with the efforts includes steps to ensure that employees have the responsibility, and autonomy to use their skills to improve supply-chain sourcing and purchasing efficiency needs improvement.

- A few staff commented, the organization has best staff turnover reduction strategy to retain high performing employees to achieve fleet management jobs.

- The knowledge utilization system of the organization is maximizing the potential of teams by influencing them to focus on achievement of supply-chain purchasing efficiency.

- Equity in providing training and equal opportunity for education needs consideration so as the KPIs in the organization get technical supports from trained staff to meet and measure performances of success criterion of the organization.

Human capital development of the organization need to supports staff to know the level and picture of KPIs achievement to make sure SCI is on the right track with programme deliveries as measured by:

- Programme implementation, spend against forecast, underspend on total budgets, and supply-chain purchasing efficiency are addressed.
- Provide information in relation to donor contracts, programme completion as planned within budgeted financial and material resources.
- staff have got opportunities to develop themselves in risk and financial management measurement how well the country office is managing with Variety of risks to learn and understand what programme KPIs prioritize for measures of programme delivery quality, gender, quality of evaluation reports, quality benchmarks and taking accountability which will help for future career.
- The education and training opportunities would have been beneficial for staff if the organization for employment abroad where staff cannot access when opportunities occurs. Staff Considered, the budget allotted for training is not enough, so that would not encourage staff to fill their gap by taking competitive trainings.
- The organization has good on-line training packages and trains its employees to increase inventory management systems through web-based supplies management.
- In conclusion, Save the children is soundly develop its workforce capacities with there are areas as identified above to give attention for consideration, and as a result of human capital development exercises in the organization, performances of the success criterion(KPIs) of the organizations, with different degrees have been achieving in a manner meeting standards.

5.2 Recommendations:

Per the conclusions drained from the results of the study; the researcher suggests and assume improvements to human capital developments towards the effect on the performance of the organization are proposed as follows:

The education packages of the organization and training policies awareness are more to be created in order to exercise better human capital development practices to bring positive results in the performances of the organization.

Supply-chain sourcing and purchasing efficiency is observed, Save the Children International need to give attention to improve efficiency, exert efforts in providing training, recruiting staff who have supply

chain management knowledge, experiences and expertise to advance, and contribute significantly to the performances of the organization as per standards have been set.

The organizations need to consider that training provided is benefiting and retain high performing staff and reducing staff turnover to improve performance of the organization. SCI need to improve in creating equal training opportunities to its all staff to reduce asset management costs, and to have good assets management team who can contribute to the endeavors SCI is exerting efforts to increase performances of the organization.

SCI need to properly handle education to bring much motivation to staff to manage fleets in a manner professional and economically. Developing staff for succession to the higher posts consider, education level attained, reasonable, workload, and risk based salary scale, and upgrading contingent on education, skills, and knowledge to support employee in meeting supply-chain efficiency along with results would benefit staff and the organization itself.

There is a need for improvement of education support as it builds capacities of staff and reduce staff turnover, and that will result economical and professional resources management activities to be to the level required.

There is a need to create knowledge utmost to keep improving assets utilization efficiencies for intended purposes considering assets are expensive to acquire.

- ✓ The Education, training and skills development provided needs to work more to motivate its employees to professionally manage its expensive fleet's utilization activities.
- ✓ The organization need to more improving training packages on we-based management of supplies and utilizes its resources during the project period, and before the supplies are expired to avoid having resources under closed projects.

There is a need to improve skills development schemes, planning of resources utilization to avoid limitations in the utilization of resources in a way the skill development schemes is motivating employees to enhance their competency in the organization and be able deliver professional fleet management activities.

- ✓ SCI is to work not to entertain number of procurement requests through waiver, which this has supply-chain (purchasing efficiency) financial resource utilization risks.

The organization need to use skills to be well used in designing jobs with efforts to ensure that employees have responsibility and autonomy to use their skills to improve supply-chain sourcing and purchasing efficiencies.

As considerable number of respondents remained neutral on efficient asset utilizations, the organization need to keep creating and apply better use of staff knowledge to efficiently utilize assets. Save the Children need to establish best vehicles monitoring system to more improving vehicles utilization efficiency.

As stated in statement of the problems, SCI is to work to better create and use knowledge to compute globally and nationally in meeting compliances of donors and stakeholders. The organization need to improve creating and make better use of staff knowledge to improve performances of the organization.

Creating and using knowledge of staff to support and better use to meet national and international project implementation quality standards with(F 20%) remained neutral and a few of the responds are persisted disagree and strongly disagree, it needs further improvement to meet standards.

There is a need of developing budget holders' knowledge in management of programme financial budget utilization jobs to ensure that employees have the responsibility to complete projects with budget allocated. Supply-chain sourcing and purchasing efficiency needs improvement remains the one need attention.

The education level attained, workload, risk level, reasonable, salary scale & up grading regularly is required specifically for supply-chain staff to meet supply-chain sourcing and purchasing efficiency;

The education, training, skills development, creating and use of staff knowledge need to more reinforcing to provide adequate and reliable information in relation to project completion as planned within budgeted financial and material resources, submission of on time reports with quality and how quickly do SCI start up and close projects need successively been achieving on acceptable standards.

- The risk and financial management in project management KPIs, how well the country office is managing with variety of risks, understanding what project KPIs need prioritize in project delivery and evaluation reports, quality benchmarks and taking accountability are the areas that save the children need to focus while conducting training needs assessment, and providing education support.

Save the children is to cover 100% education fee which this can be the tool for employee wellbeing-ness, job satisfaction, reduction of staff turnover, make staff beneficial and creates opportunity for international employment where opportunities occurs.

- The budget allotted for training is not enough, so that would not encourage staff to fill their gap by taking competitive trainings.

Save the children, as international organization is to see opportunities to include education fee of children of the employees to further extend education benefit to employees and to pave children's lives to a better future.

The organization has good on-line training packages and trains its employees to increase inventory management systems through web-based supplies management. This needs focus by budget holders to utilize their resources not to have stocks under expired and expiring projects to meet donor and organizational resources utilization standards.

The respondents suggest on the open-ended questions that in addition to human capital development, the organization need to establish best reduction of staff turnover strategies, and competitive staff benefits with similar organizations.

The findings indicate for the management of save the children to improve and enhance human capital development practices, training, education, skills and knowledge development, creating and use of

knowledge of staff to have positive effect on the performances of success criterion of organizational performances. To improve human capital development of the organization, complete, and equitable, support from the top management is indispensable.

Managers at all levels will support human capital development efforts if top management reflects concern, as employees are the greatest assets of the organization. Therefore, it is necessary to create and have awareness amongst top officials, line managers and employees about the need and importance of human capital development towards the effects on the performance of the organization so as the organization can become competitive in the humanitarian organization world.

When employees' capabilities are regularly acquired, trained, educated, knowledge is created and properly used, through inclusive human capital development practices, the organization can achieve its goals, satisfy and retain employees. To this end, SCI is required to be the place for career development, retain high performing staff, and the organization keep achieving performances of success criterion of the organization as planned.

5.3 Future Research Direction:

Finally, the issue of human capital development requires further research. After a research is conducted, it would be possible to design both short and long term, training, education, skills and knowledge factors of human capital development practices strategy is aligned to the performances of the successes criterion of the organization and how in general HCD has effects on the performance of the organization.

The relationship between non-governmental organizations at various levels should be studied to improve human capital development practices since employees are assets of any organization. it is also important to link with an ongoing and planned research activities of various NGOs, and international agencies sectors to look at in to human capital dimensions of the research areas and the effects on the performance of the organization.

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Appendix

QUESTIONNAIRES FOR MBA THESIS

JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

School of Graduate Studies,

The Purpose of the Questionnaires

The Questionnaire is prepared to be distributed and collect primary data to do research on the Effect of Human Capital Development on the Performance Of Non-Governmental Organization in the Case of Save the Children International Ethiopia Country Office for the partial fulfilment for the attainment of a **MASTER'S DEGREE IN BUSINESS ADMINISTRATION (MBA)** from **JIMMA UNIVERSITY-**

Permanent employees of the organization are to fill the questionnaire. The focus of all the questions are on the Effect of Human Capital Development on the performances of the organization.

The Questionnaires has three sections, which are intended to assess demographic of the respondents, performances of the organization and human capital development factors of the organization.

The Information in this questionnaire will be used only for the thesis. None of the responses will be used against the organizations, or the Employees.

Genuine responses are appreciated as they make the analysis more realistic

NAMES OF THE RESPONDENTS ARE NOT REQUIRED.

The questionnaire shall be returned within a few days as much as possible.

Further communication is well-come through cell phone#: 0911 441073 and E-mail:
Wondwossen.Abebe@Savethechildren.org

THANK YOU FOR YOUR WILLINGNESS TO FILL IN THIS QUESTIONNAIRE

Wondwossen Abebe

DIRECTIONS TO FILL THE QUESTIONARRIES

- Please put a “✓” mark on the boxes provided for each question
- Please provide only one answer for one question.



Part One: Demographic Data

1.1 Age -Range

20-25 26-30 31-35 36-40
 41-45 46-50 51-55 >55

1. 2 Sex: Male Female:

1.3 Position: Director Head of Department. Chief of party
 Manager Coordinator Officer Partner

1.4 Marital Status:-

Single Married Divorced Widowed

1.5 Level of Educational: High School Complete – Diploma – Degree
 – Master’s – PhD

1.6 Work Service years (in SCI only): Less than 2 years 2-4 years 5-10 years 11-15
 More than 15 years

Part Two: Assessment of Performance of the Organization

S.No:	How well performances of the organization are meeting its successes criterion(KPIs)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
2.1	Projects are completed within the planned time					
2.2	Projects are completed within planned financial budget					
2.3	Supply Chain sourcing and purchasing efficiency is					

	achieved as planned					
2.4	Assets are best managed and used for intended purposes for achievement of organizational goals					
2.5	SCI fleets are economically well managed and supports program deliveries as planned.					
2.6	Inventories are well managed through systems; utilized within the life time of the project and before the expiry date of the supplies					
2.7	Child safeguarding performances are achieved as planned					
2.8	Project implementation met national and international quality standards.					
2.9	Organizational/ donor/ government working procedures and policies are best followed to meet financial and material resources utilization compliances.					

Part 3: Assessment of Human Capital Development Factors

I Training

3.1	Training and development policy is well circulated to staff, implementing as intended, and have equal outcome on all employees to implement projects within the planned time	Strongly Disagree	Dis agree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
3.2	The trainings provided satisfied staffs and inspired to do their best level to improve organizational financial budget performances.					
3.3	The organizations recruits' and trains employees in relevant field to improve performances of supply-chain (purchasing) efficiency.					
3.4	The organization is determined to give equal training and development opportunities to staff to meet its assets management standards.					
3.5	The organization has best staff turnover reduction strategies to retain high performing employees to achieve fleet management goals					
3.6	The organization has good training packages and trains its employees to increase inventory management performances through web-based supplies management					
3.7	The learning, Training and development strategies of the organization play a positive role in helping the organization attains its child safeguarding activities					
3.8	Trainings provided enable employees to meet national					

	and international project management standards.					
3.9	Training provided enable staff to be aware and follow working policies and procedures to best meet financial and materials utilization compliances					
2.Education						
3.2.1	Education is used to provide employees opportunity to advance their careers within the organization and there is equal opportunity for all employees which increases timely completion of projects					
3.2.2	The organization is recruiting people have required qualifications and education level to improve project completion within budgeted financial resources.					
3.2.3	The organization implements competitive compensation/wages, which is contingent on education levels that promotes supply chain sourcing and purchasing efficiencies.					
3.2.4	The education support to employees in the organization is concerned with establishing a high performance culture in which individuals and teams take responsibility for continuous improvement of assets management activities					
3.2.5	The education support builds staff capacities and reduce staff turnover resulting economical fleet management tracking professionally.					
3.2.6	Education support to staff helps project delivery performances to meet national and international quality standards					
3 Skill						
3.3.1	Human resource planning in the organization considers methods to make sure right, skilled people are employed in order to improve timely project completion performances					
3.3.2	The human capital skill development system in the organization provides prompt feedback to the employees and suggestion to improve skills that ca be further acquired and applied to improve financial resources as budgeted.					
3.3.3	Jobs are designed with the efforts includes steps to ensure that employees have the responsibility and autonomy to use their skills to improve supply chain sourcing and purchasing efficiency.					
3.3.4	Skills development in the organization enable employees to continuously improve competency in assets utilization effectiveness.					
3.3.5	Employees are motivated to enhance their competency skills in order to be competitive in the organization and be able deliver professional fleet management activities					
3.3.6	Skills are developed to manage systemized inventories and to utilize supplies within project period and before					

	expires					
4 Knowledge						
3.4.1	c					
3.4.2	Knowledge of staff is better used and creates opportunities to all to complete projects with budgeted financial resources.					
3.4.3	The knowledge management system of the organization aims at maximizing the potential of individuals and teams by influencing them to focus on achievement of supply-chain purchasing efficiencies					
3.4.4	in SCI_ Knowledge is created and shared across departments and teams that can contribute to better assets management efficiencies					
3.4.5	in SCI, Knowledge is created and shared across departments and teams that can contribute to scientific fleets management systems					
3.4.6	The organization recruits staff who have practical and adequate knowledge to manage systemized inventories, which can support stocks to be utilized with project time and before expired.					
3.4.7	Knowledge of staff is better used and creates opportunities to all, irrespective of departments, age, nationality, religion, sex, race, doctrine, disability, or marital status to improve child-safeguarding activities.					
3.4.8	Knowledge of staff is created and better used which has met national and international project implementation quality standards					
3.4.9	In SCI, Knowledge is created through employees to follow working organizational policies/ procedures to meet legal requirements in resources utilization					

5. Which Key performances Indicators are do you think best accomplished in the organization? (Please list)?

6. Which area of human capital development factors, do you feel having not given attention that as a result SCI's KPIs are not performing well? (Please list them down?)

7. What it would be like for you to work for Save the Children International in terms of having opportunities to education, training, skills and knowledge development in the organization?
