



**THE HUMAN RESOURCE MANAGEMENT TO PROMOTE  
GROWTH POTENTIAL OF YANGON INTERNATIONAL AIRPORT**



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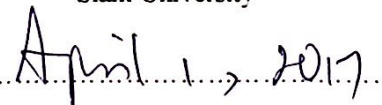
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## ABSTRACT

Training and development (T&D) (also known as Human Resource Development – HRD) and its strategic role are currently debated at the national, organizational and individual levels. General literature regarding its impact is undecided. Now days, organizations operate in a complex and changing environment that greatly influences their growth and expansion. To cope up with this changing environment they need to develop their human resources. This is because the survival and growth of any organization depends on the quality of human resources. Having this in mind this study was conducted to assess HRD practices and challenges in the selected Yangon International Airport. The study used both primary and secondary data sources. Cross sectional survey was employed taking a sample of 171 respondents from three departments (Airport, Passenger service, In flight service) selected through simple random sampling technique to collect data through questionnaire. Besides, focus group discussion and interview were used to consolidate and verify the information. Data were analyzed and interpreted using descriptive statistics based on SPSS 16.0 and qualitative technique. The finding of the study showed that the employees have good awareness towards HRD concepts and they were able to relate those concepts with HRD. However, as the results proved the sector bureaus were not in a good track in practicing training and development, career development, organizational development and performance appraisal. The finding also indicated that the sector bureaus were not in a position to doing personal analysis and confronted with the variety of challenges in the practice of HRD. Generally, based on the findings the sector bureaus did not have good HRD system. In conclusion in order to minimize problems in the practice of HRD first and foremost, in the three departments, HR should get due attention since it is an engine for other resources. In Meeting HR need, the HRD practices should also focus on career development and post training evaluation should be exercised in order to increase the effectiveness of the program. Moreover, to overcome the challenges of HRD practice there is a need for skilled human and financial resources, to differentiate high and low performers by using performance criteria and providing the necessary technical and interpersonal support to make HRD process more sustainable.

**Keywords:** development, training, satisfaction, performance, evaluate

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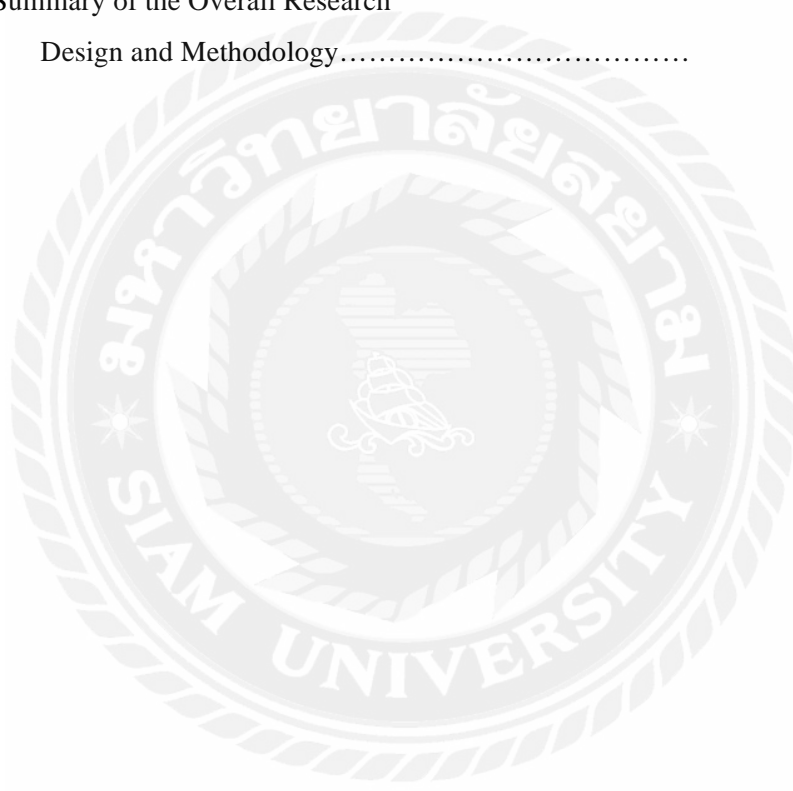
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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Statement of Problem**

The purpose of this study was to identify factors that influence HR development and promote growth at airport how these factors relate to the grade of fulfillment that have experience with choosing job. More specifically, I looked at how factors such as early aviation interests, demographics, health factors, formal education, other aviation experiences and airport size related to Yangon International airport managers' satisfaction with career choice.

#### **1.2 Purpose of the Study**

The intention of this research study is to survey whether the HRD and T&D have a tactic role in Yangon International Airport. By using an inductive reasoning, the research gives us the information and illustrates that training and development in this Yangon International airport. In order to complete this, we chose three departments in the airport to conduct this survey, and we will know how some employees may or may not see the training program as strategic.

#### **1.3 Importance of the Study**

The research study of HRD training and confrontations are the big factors aspect of establishment survey. So, the necessary information from this study maybe indicated from some other beneficiaries view:

- The main idea of the study will assist the policy formulating bodies and decision makers to give due emphasis to HRD and devise different mechanisms in order to scale up and continuously upgrade the employees' expertise to improve organizations' performance.
- The study areas will use it as a guideline to address problems and improve their understanding in the practices of HRD and other organizations, which have similar problems, can also extrapolate its findings.

- Finally, it will be served as a reference for further researchers for those who have an interest in relation to this area and it helps the researcher to acquire knowledge and skills.

#### **1.4 Scope of the Study**

The study has been relied on three main departments, which is the most important departments that is working closely with customers. The bounded systems in that study include Airports, Flight Service and Passenger Service. Three employees from each department have been selected and it stated total of the full study, it was conducted by interview: A Training Supervisor or Manager (conduct and supervise training and development programs for employees).

The reason why we selected those three departments because they are playing an important role and position in the airport, they work closely with customers, and they are the one, who can give the particular services to passengers. An aspect from the system of those departments provide us the good and clear perspective of what is going to happened as a whole if we compare to the isolated system. On the other hand, these data, which was surveyed of this analysis maybe not be transferable to some other airports or airline companies, it provided us the understanding of how airport and airline plans, develop and practicing its training and development strategy.

The workers, who have been selected for interview for this research study represented of their own departments. We used cross-section strategy for selecting the workers because it created and widespread the opinions in the particular unit of survey (Yangon International Airport).

All in all, the survey demonstrated the strategy of how everything works for all and could be managed effectively.

### **1.5 Rationale of the Study**

We will use three front departments in Yangon International Airport for this research study, in order to figure out how they work on their role effectively.

There are server questions for exploring the strategy of training and development:

- I. Do you find HRD function play a big factor in your company or organization?
- II. How do you rate HRD or training of playing tactical role?
- III. What do we need in order to improve HRD or training and development to become a complete unit in that organization?

The above questions are not important to make a clear answer as Yes or No, they are more interesting by inspiring the interviewees to demonstrate about how do they think about the HRD role or training function play a tactic role in their departments.

This research study is still be in temporary, it means it has not been developed yet, but the data and information can be used to improve the functioning in organization.

### **1.6 Definitions of Key Terms**

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

**Human Resource:** is the separation of an organization that is relied on activities to workers of employees, these actions normally combine gather, recruiting and training new employees, or current employees.

**Development:** the act of developing if the state of being developed, the act or process of growing,

progressing or developing.

**Human resource development:** it is a framework for helping employees developing their personal and organizational skills, knowledge and abilities to meet current and future job demands.

**Challenges:** For this study challenges are obstacles or impediments that hinder effectiveness of human resource development practices in the selected departments.



## **CHAPTER 2**

### **LITERATURE REVIEW**

In this chapter we will focus of literature that solve with T&D and its tactic effect in some scopes. Although, this service is poor in Airport Service Environment. Because this research is a bit unique, quick literature applying to T&D and tactic in the airport was hard to drop by. In order to start searching the tactic and strategic role of T&D in airport and airline, it is very necessary to observe contact literature and it would assist us to improve early understanding of circumstances. There are three bodies of literature, which we will research contained: aviation, airport training program, the strategic and tactic role of human resource development and training as it concerns to firm appearance and company strategy, and workers' awareness of human resource and training.

#### **2.0 Related Research**

The purpose of this chapter is to compile and organize information about the variables integral to this research. This includes references that link theory to practice and the relevant operative definitions. In this regard, qualifying concepts such as groupthink and turnover as well as to define the main operative definition in order to get better appreciation and understanding.

#### **2.1 History of Yangon International Airport**

In the World War II times, the Mingaladon airport provided service as a performing according to jet airplane Like Number 60 Squadron RAF between February 1941-1942 the airplane Bristol Blenheim I, Number 67 Squadron RAF between October to March 1942 the aircraft Brewster F2A Buffalo and Hawker Hurricane IIs, Number 135 Squadron RAF in 1942 airplane Hawker Hurricane IIs, Number 681 Squadron RAF in June 1945. There was also a Connection Flight of the Myanmarian participant Air Corps furnished with Tiger Moths and Westland Lysanders and anti enemy assistant for the airport was given by comrades of the 12th Burma Rifles. The airfield was constructed on the ex World War II airport RAF Mingaladon in 1947 by the Calcutta Metropolitan Airports Officers. It was reputed as the best airport in Southeast Asia and the first airport providing service that zone, the airfield dropped into collapse and stayed the say thing for many years, as the modern airport such as Singapore Changi Airport, Bangkok Suvarnabhumi Airport and Jakarta Soekarno-Hatta were constructed and obsoleted Yangon's resource. (Wikipedia)

An improvement agenda released in April 2003 has far consequences in a new terminal and enlarged to 11,200-foot (3414 m) pitch. Designed by the Airport Development Division of

CPG Corporation of Singapore and built by Asia World, a leading Myanmarian building company, at the price of US\$13.3 million, the new workstation can responsible for 900 arriving and 900 departing passengers concurrently. Indeed, the creative idea and particularization was analyze to meet IATA service standards and to follow and obey with ICAO security and safety sample at the price of SG\$30 million. Other remarkable aspect such as:

- Different storey for arriving and departing passengers to console gridlock
- Self-moving luggage handling program, joint check-in network
- Four air bridges, fit for handling four Boeing 747s
- Special dallier for consume with official use such as government
- Two floor car park with large for 340 vehicles.

In 2013, the agreement which cost 150m\$ will construct a good Yangon International airport in order to deal with the increasing of passengers and flights, it was given chance to one community that lead by affiliate of Asian World. This agreement combine with new local station and the expansion of recently airport.

The new terminal T1 was opened in March 2016, by replaced and previously was the international terminal T2. The domestic terminal T3 will expect to open in second semester in 2016.

This international airport can handled 2,7 million passengers a year, and also handled 800,000 for foreign passengers and 1,2 million for domestic flight in Burma in 2016. The ten international airline companies have 20 flight from Yangon international airport. In June 2011 government have announced to expand the airport to 40% and boost up its ability form 2,7 million to 3,8 million passengers every year. The airport is already over its annual capacity of 2.7 million passengers, having accepted 3.1 million in 2012[4] and 4 million in 2014. To fulfill this capacity, new international and domestic terminals are being constructed and are expected to be finished end of 2016. After upgrading, Yangon International Airport will be able to service 6 million passengers annually. (Wikipedia)

## **2.2 Airport Management**

Airport management is a very specific career path. Firstly, one must have general leader and management skills, such as the ability to make decisions, coordinate details, direct the work of others, and to work smoothly with many kinds of people (Wells & Young, 2011). In addition, it is desirable that the manager possesses a wide range of expertise within aviation. According to Gesell (1999), the most common educational field leading to airport management are degrees within management, such as business administration, public administration, or aviation management. However, the educational requirements for airport managers will vary from country to country, depending on the type of management specializations that are available from the

educational institutions in each specific country. In a large country, such as the United States, where dozens of universities offer degrees within aviation management, it will be a natural requirement for a newly hired airport manager. This would, however, differ in a small country like Norway, where there currently is only one university offering a degree in aviation management (University of Nordland, 2013). Here, a relevant college/university degree within commerce, management or transportation may be adequate (Avinor, personal communication, September 27, 2013).

Prather (1999) explored the importance of practical experience, important areas of study and important aviation academic courses for airport managers. He sent out a written mail survey to a random sample of 200 airport managers in the United States. The sample was chosen from American Association of Airport Executive's (AAAE) 1996-97 membership directory. A total of 132 usable surveys were returned. The majority of the participants were greater than 50 years old (39%), whereas only 4% were younger than 30. The rest of the participants fell within the groups of 30-40 (23%) and 40-50 (34%). Eighty-eight percent of the respondents were males, while only 12% were females. In the first section of the survey, Prather listed 15 adjectives and asked the participants to place a check in the box next to the adjectives that they believed accurately described their airport management career. The three most frequent listed adjectives were Interesting (91%), Challenging (90%), and Political (70%). Prather also asked the airport managers which fields of study they found most important for airport managers. The top five fields, rated either important or extremely important, were found to be management (100%), aviation management (89%), public administration (86%), marketing (85%), and finance (84%). Further, Prather investigated which academic aviation courses the participants found most important. The six highest ranked courses, combining important and extremely important categories, were airport administration (95%), airport finance (91%), aviation policy and planning (87%), aviation safety (87%), aviation marketing (86%), and aviation law and regulation (84%). In his conclusions, Prather highlighted that airport management is a political, stressful, and not very easy field. One should also be aware that it is not only degrees within aviation management that lead to a career within airport management; fields of study such as management, marketing, finance, public administration, and speech communications were also rated highly as preferred fields.

Graham (2001) expressed that 1978 as the date airline companies in the USA began to walk toward airline liberation, and that this would be involve a demand for airport to walk always from being owned by government giving of substructure services (Graham, 2001, p. 11) to one rely of the demand from their clients, whether that is distributor, airlines and some other companies and businesses performing and work closely with airport passengers and end user. Fodness And Murray (2007) support, mention that until 1980s, airport was being control and

monitor by government and dominated public utility. A big strength was slowly get into marketing, financial management and the capacity the create income from non-aeronautical service. Company structures changed dramatically to get more nearby similar service organization relied on the requirements of the users more than those of producer's functions with systematic operation as for their target. Graham (2001) mentioned that at the early 1984 Amsterdam Schiphol airport was creating more and more income from non-aeronautical sources more than aircraft related, although she added that the data demonstrated that on insignificant bigger airports had a bigger percentage of profitable to aeronautical revenue than tiny airport (Table 1).

Table 1: Airport operation income sources

Aeronautical	Non-aeronautical
Fees of landing	Agreement
Fee of passenger	Rents
Fee of airplane parking	Direct sale (service, catering/shop etc.)
Fee of handling (provided by operator)	Car parking
Fee form other aeronautical (lighting, air traffic control, air bridge)	Recharges service (water, gas, electricity)
	Income from other non-aeronautical

Source: (Graham, 2001, p. 55)

Graham gave a suggestion that there will always some distress about the airport system are found by some as national sign and that is why politically thoughtful and not available to do in a simply commercial aspect. Duval (2005, p. 450) in a research study about public apprehension of airline and airport connection found that openly anticipated a national airline to have occupation division that is considerably local and national. Moreover, airport service is normally in noncompetitive circumstance as there should be look upon obstacles to enter for ability competitors. As Rhoades and Waguespack and also Young (2000, p. 257), policies creator and users at the airport must now solve with questions of where, how and what their money should be spent. The primary factor of airport denationalization occurred in 1987 and it was BAA plx in the United Kingdom that owned other three four Scottish and London airports. A 2009 UK Competition Commission policies has since pushed it to exchange a number of people who owing to shudder at such a corner situation. In Pacific region, Sydney airport was private in 2001 and Auckland in 1998.

### **2.3 HRD Theory to Promote Operational Efficiency**

Zenger, 1980, the level of impact on company has been regarding as the main problem for debating in writing. During 1980s the discussion if the practicing have capacity and confirm that trends have happened. T&D was overseen like the thing for escaping, and previously that ODD turned their bigger fractional monetary unit. Who is the supporters of practicing in organization, have asked if the company or organization can successfully integrate organizational knowledge invention Argyris, 1999. Argyris (1990) mentioned that while CEO understood that the studying functions should be undivided part of the company they are not positive if HR can transport. A Researcher expand his determine practicing program from human resource management, during the time that training handles with personal learning, HRM handles with all organization or company effectiveness Hansson, 2007. The discussion about HRD and training is currently in progress today.

Recently, the function of HRD is seen as metameris, lacking rationality, and collected of disparate involvement that are about the improve personally and the learning of organization (Hamlin, 2007). Depends on Hamlin (2007), HRD's lacking of rationality hold up if from the quality of tactic and the giving a place escorted by higher administration. The research from Wang and Wang's (2006) refers to HRD along with China was illustrated the poor of rationality and the gradually breakdown to employees improvement have secretly from establishing the challenging benefits via the skill of people. One more researcher, Mabey (2004) oversee that human resource improvement is a not tactic component within Europe and in United states, where their created relationship from HD and trade tactic is poor. Although that study also focus on that human resource management turn to a big factor within company power along with human improvement with the national level as well as organization.

Other opinions human resource operates a potential through on procure within a people skill and good company bottom line. Lewis (2005) and Hassan, Ismail (2006) and Hashim dedicate different opinion. They said that workers do not have to see themselves as a resource that is going to procured or they see themselves are stuck in the association. One author also mentioned, worker would associate with merged ideas whether the human resource development involvement is associate the motivation. In the same way



Lewis, 2005. Hassan et al, (2006) mentioned that around 90% of workers of employees surveyed did have an requirement that organization or company will assist them to improve. Zeleska and Menezes (2007) due to planate company stricture and short-rage contracts, training will become more deliverable and simple as people are more movable that previously.

Ordonez de Pablos (2004) goes with the opinion that if company or organizations procure in their human capital, they will get advantages. She added that the black box between human resource management systems in place and the company outcome in essential in establishing the company's competitive benefits. In her study she summarized that the understanding stock sought at the personally, organization and group level gives to company performance. Moreover, we much guarantee that HRM training are conductive to developing the knowledge stock.

Even though, human resource development theory was assisted to establish plenty types about theories, and we want several samples. So then, if we would like to assist human resource development to have a tactic position, it is necessary that prove its effective upon company conclusions. If we want to complete so theory should give plenty of samples that proof, which human resource truth tactic and necessary.

## **2.4 Current Airport and Airline Training**

If we think about airline and airport training program, pilot simulators, so passenger service focus and the operation at the airport come to our mind. During the time these certain categories are truth part of the T&D and function, the airport focuses on service and safety first. We should survey the literature in terms of both service and safety, and it will summarize with how airline or airport culture successfully joint with human resource development function.

### **2.4.1 On Safety Training**

From the airport were relieve during 1970 a responsive has been made for achievement to join including drill the good environment and traditional via polices also training. (Lu , 2004, O'Brien, 2008) government has been playing a crucial role in creating lowest requirement of the standard of safety for this industry. In order to achieve with all together, airport and airline think about security service of line calculate to customers are recently serious with it.

Appelbaum & Fewster, 2004; Arnoult, 2000; Sweet, 2006, although, safety, would not be serious. During the time protection is the first necessarily, airport and airline will often only perform the lowest legal requirements important. For example, Maintenance Resource

Management (MRM) requires having training program in Canada, and also within Europe, and maybe not available within America due to FAA did not want to spend money of that training. Lu, 2005, airlines and airport in the USA is strongly against MRM training program due to cost, less resource from airline and airport and the FAA combine with airline intentional joining in ATOS. Sweet, 2006, safety practicing was being conducted and noted under TSA wants that have standardized training program at airfield supervisor and manager because 30 percent of average size airfield employees disable to provided the training program. This data illustrated the lowest specification for security practicing course affect on the method of airfield performs their function.

The Government is the only bearers of inspiring the safety culture. Even though, the standard of security for several points stay scarce that stated that it was a big problem because lacking of human resource. Those researchers mentioned that low standard firms or companies are lacking of factors decision. Moreover, we found the problem from the firms impress a immediate problem which helps data for repeatedly found out.

We opposed this; some investors have accepted that requirements from the country and lead training program to go far. Investors like community lead that training program with runner went frequency like airfield was moving up. A carrier base in British, work in British NSTS program in for getting cabin crew fully remembered nationally for professional ability. With assistant from their country would not just assist to limit flight attendant working operational and it would note it for the employment ability, Learmount, 2008. O'Brien, 2008, some companies and airport allied also IATA to improve their IOSA in 2003 also several other allied were just enhancing IATA's ISAGO. Air runner intends the ISAGO at stereotype the airfield security. Almost around 500 audits were carried out by IOSA as several investors were delivering to ISAGO's improvement and standards, O'Brien, 2008.

Airfield that was not able to abide with those regulatory officers could not find the good results. Kingfisher and other airline companies, for example, any company who fail IOSA will ne to wait for IATA partners Mathews, 2009. In order to follow international standard and specifications can influence agreement on code share along with worldwide partners whose runners have adjust as a lowest follow their company. Even though the Kingfisher have show some ideas, which relevant the audit of safety shown few result of surveys related to pilot itself, but not airline, which means they are not safe. It means that they need to have more practicing on their pilot and do more research if they would like to guarantee and ensure their membership of the IATA.

#### **2.4.2 On Service Training**

Airline or Airport passenger service training program is not as good as documented in the

literature as safety. For some airlines or airport safety is of firstly necessary but their services, although important, is an extra procurement some runners reluctantly invest in.

Appelbaum & Fewster 2004; Wirtz, Heracles, & Pangarkar 2008; In late 2007, the airline and the airport, which is usually identified as an example of a program to train service, Singapore Airlines and the airport. SIA buy a tremendous amount in their front office staff because they understand it is a strategy and tactics that will affect the passengers. SIA training programs in association with the goal of corporate strategy and international organizations. SIA got the strong background relying normally on employees and on the run. Wirtz et al. , 2008, SIA's TCS, ensuring distribution of refined 40-30-30 resources (40% training, 30% on 30% and more on improving new goods). The training program is the main intersection of strategy and strategic SIA. This program is presented by the basic training aircraft, which will be the longest airline company and last to 4 months.

Training program with almost all firms and companies, although, was discovered as money. Wirtz et al. 2008, mentioned that a lot of firms and organizations commit mistake of seeing the practicing program as expensive not just a procurement; thus those who think that it could be procurement, many some practicing program to views work and not intending that improve workers even atomistic.

These are the lines topics of aviation industry and airport training course actually whether is would be binding, it could not be done. T&D program shall see atomistic as tactic. We will estimate that theory will illustrate referring to HRD incorporate in the performance of aviation.

### **2.4.3 On Integrating HRD (T&D) into the Airport Function**

Incorporate the human resource operation with airport system works perfectly displayed by the tactic of SIA for integrating the 40-30-30 idea referring TCS. The position of SIA is beating in everyway and procuring in its processes, workers, along with service. Their visions depends on Chong (2007) was incorporate that practicing operation is the edge of war with passengers. Wirtz et al. 2008, the seven training schools of SIA, flight operation, flight attendant, commercial training, information technology, security and safety, airport services training program, and engineering – attest to its commitment to HR. Appelbaum notes this and Fewster (2004) is the one that wrote the record means SIA procured training up to 15%, but America carriers just put 1.5% on investment.

Appelbaum and Fewster (2004) request that human resource management genuine the improvement of firms, T&D, diversity were important on heighten the inside the tactic of market and workers dedication. Their requested the airport and airline formula epidemic of the company by ineffectiveness like lack of Crew Resource Management, maximum human nature mistakes the errors of airplane. On the other hand, Appelbaum and Fewster (2004) have, mentioned cheap

runners like Southwest Airline is successfully consuming human resource administration because they observe workers performance and find data with workers and procure in the skill and professional ability.

HRD T&D course advantage is famous (Appelbaum & Fewster, 2004). It assists with tactic of company, push workers to appear depending on the vision of company and guarantee submission with service also safety standard point with the companies.

These studies with airport or airline security training courses are enlarge to where the theory of training does not inclusive. Lastly, the study with incorporate training program is a tactic role at an airport is debated at a minor meeting according to SWA and SIA. Moreover, in order to reply on the meaning of theory has said the meaning of place and position of human resource management practicing course in the firms.

## 2.5 Career Satisfaction

**Age.** Various studies in the past have looked at how age might influence the level of career satisfaction experienced by people in organizations. In a study of 4,501 U.S. woman physicians, the researchers found that older physicians had a greater career satisfaction than younger physicians (Leigh, Kravitz, Schembri, Samuels, & Mobley, 2002). Another study investigated correlates of career satisfaction in Canada. The sample consisted of more than 13,000 employees from 43 organizations in Canada. The results indicated a curvilinear relationship between age and career satisfaction (Yap, Holmes, Charity-Ann, & Cukier, 2014).

Conversely, results obtained from a sample of 1,388 executives in the United States suggested that age was negatively correlated to career satisfaction (Judge, Cable, Boudreau, & Bretz, 1995). This imply that the older one get, the lower career satisfaction one experience. Moreover, other studies have found no relationship between age and career satisfaction. Baek-Kyoo & Park (2010) investigated various factors influencing career satisfaction. Surveying 241 employees from four Fortune 500 companies in Korea, they found that age could not be used to explain the variance in career satisfaction among the employees.

**Organization size.** A review of past research revealed several studies looking at the relationship between job satisfaction and organization size. However, literature on the relationship between career satisfaction and organization size is somewhat limited. Judge et al. (1995), though, found in their study of 1,388 executives in the United States that the number of employees in an organization positively predicted career satisfaction. As organization size increased, career satisfaction increased.

**Gender.** In a study of approximately 26,100 faculty and instructional staff in STEM disciplines in the United States, Martin (2011) found that gender did not have a significant effect on career satisfaction. The finding in his study is consistent with what Payakachat, Ounpraseuth,

Ragland, and Murawski (2011) found when examining 363 pharmacy preceptors in the South Central region of the United States. No significant relationship between gender and career satisfaction was found.

## **2.6 Development of Airport**

In this part we will review the literature of the history and improvement of airports and conduct the survey into the management of airports. (Gordon, 2008, p. 8) takes a historical potential and begins with the author and poet Rudyard Kipling's correlation of air travel with arriving by train, bus and boat and his assuming in 1907 that, the time is drawing near when men will get their normal reaction of a new country immediately and in plan, not slowly and in potential; when the word inaccessible, as set to any given point on the surface of the world, will stop to have any meaning.

Gordon expresses the necessary of an airport or airline providing a grand entry to a city or country, and indeed those who travelled were the rich people and successful elite of a country. Famous pilots such as Charles Lindbergh was used to upgrade air travel as for safe after his 1927 solo non-stop flight passed the Atlantic to Le Bourget close by Paris. Aimer, 2013; Gordon, 2008, Amelia Earhart went by his feat in 1932, and in 1934 Jean Batten flew solo from England to Australia and to New Zealand in 1936. These first pioneers were used to make attention away from the data which showed flying is risky with regular fatalities. With expanding numbers of rich business people, famous people and politicians travelling, it tuned important to find the similar to the confidence motivating grand railway stations of the 19th century. Gordon, 2008, p. 47, cities and countries remember that airports must be combined beauty as well as orderliness of technical procedures. The buildings, which is house Croydon airport located near London, UK, was correlate to a stately home and Littorio airport in Rome, Italy to the Renaissance palace, even though, there was accurately friction with both style and functionality. The compackness of these first airports was designed to build faith in air travel although, the Moorish-themed Boeing Airport in Burbank, California is mentioned to have similar to Court of Lions at the Alhambra. Le Corbusier, an Swiss artist and architect concept a city built surrounding an airport, calling it a city made for speed (Gordon, 2008, p. 69) with landing scaffolds on the roof of tall building, although he has not specifically flown on an aircraft until 1928. It was after this acquaintance that Le Corbusier is mentioned to have begun to envision airports as open, light and airy development which are just grass, concrete and sky runways...two dimensional design. An airport could be naked (Gordon, 2008, p. 84). Although, not all designers concurred with this aspects. Joseph Hudnott, Director of Architecture at Harvard University did no go for that airports had a unique position and felt that they should depend on dealing the issues of effective baggage handling service and embarkation and disembarkation of passengers. Gordon, 2008, p. 104, designer John

Wood correlated an airport terminal with gangplank between land and aircraft and against that, an effective airport should be function like a smoothly operating organism, giving an accuracy and smoothly movement of aircraft, passengers, merchandise, mail and surface automobile.

By the 1950s big airports such as New York's LaGuardia were being censured for ugly conditions, put on and drop off flights and lack of public address systems which committed to journalists feedback on the airport acquaintance being Ordeal-by-Loudspeaker.

Airport management style was also starting to reveal the perspective of large numbers of passengers with low spent of money. Gordon, 2008, p. 104, a 1947 Fortune magazine piece feedback that retail incomes made up one-third of airport incomes thanks to passengers and welcomes. Hyatt hotels ran its early hotel at Los Angeles International Airport in 1954. Schaafsma, Amkreutz and Güller (2008) remember in their documents on the economic, social and environmental effect of airports on the city they close by, such as airport city, aerotropolis, and airport corridor should be said, debated and seen if they are to be mutually advantage. Croydon worked London for airplane and Southampton city for seaplanes. While European airline industries improve to assistance remote colonies, in the USA it was the government message contracts that gave financial security and safety. Many Smaller EU countries joint together to create an airline (SAS for the Scandinavian countries) or depend on turning into international transfer point for airplane KLM's Schiphol airport, Amsterdam. Schaafsma et al. (2008, p. 101) present a sample of the airport corridor, with an airport city enhancing immediately around the airport, but also an elongated airport corridor connecting the airport city to the existing center of the city. They added request that while smaller airports benefit from functions and facilities available in the existing city, bigger airports should specifically gives facilities, which help the city more attractive. Schaafsma et al. (2008, p. 109) quote design Rem Koolhaas (1995) as saying,

The airport is a new infrastructure in the city, maybe the most rational of a next generation of post-industrial cities. In this the terminal building at the airport it is the marketplace.

## **2.7 Concept of Critical Success Factors**

In 1979 Rockhart demonstrate that Critical Success Factors (CSFs) as the limited amount of points in which satisfactory consequences will guarantee competitive operation for the company and allows it to finish its strategic and tactic goals. The pivotal importance of CSFs for a organization as stressed by Rockhart and Bullen in 1981 is, any actions or plan that the company takes on must warranty consistently high operation in these key areas; on the other hand, the company maybe not able to complete its target and consequently may fail to finish its campaign Rockhart and Bullen, 1981.

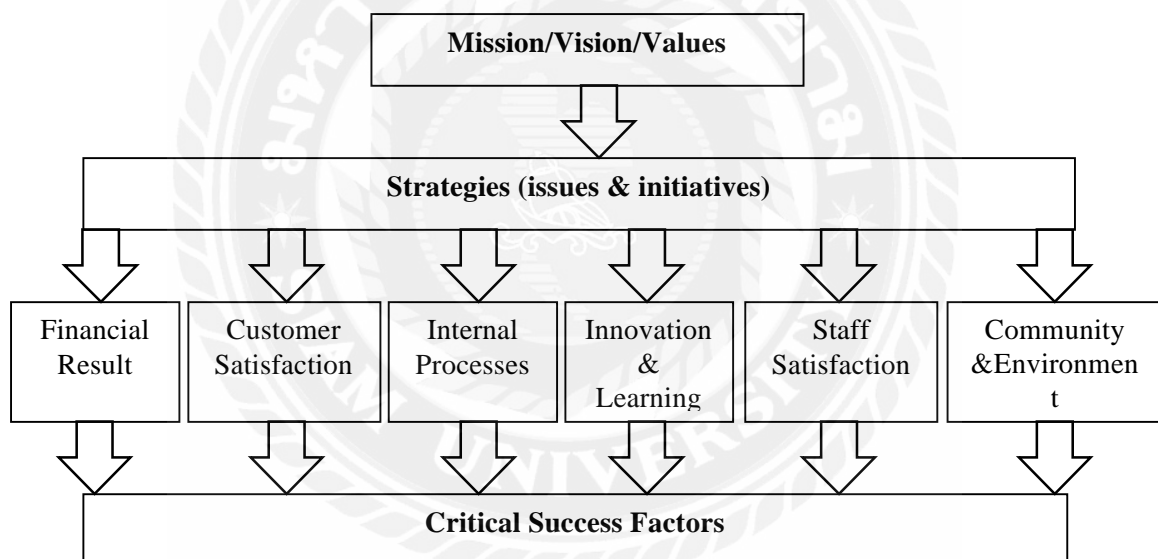
In 1981 Bullen and Rockhart also mentioned that many dimensions of CSFs that can be grouped to confirm and concentrate on the organization and how it is placed in the market:

1. Internal – in the domination of a certain manager or supervisor;
2. External – those over which manager or supervisor have little domination;
3. Monitoring – highlight the continued detail of existing circumstances;
4. Adapting – are concentrate on practicing and growing the company to reach its targets.

Grouping a CSF as either internal or external is necessary because it can give the better perception for managers in managing targets.

In 2010 Parmenter calls the CSFs the classic operation management tool consequence out of company’s target, vision, values and tactic and that should be asked as the annual planning progress and will not take external factors into account (Figure 1).

Figure 1: Relation Between Mission, Strategy and CFS’s



Source: Parmenter 2010

Depends on Brotherton (2004), CSFs are those elements suited of giving the greatest competitive weight on which resources should be concentrated. For instance, Said, Hassabelnaby and Wier (2003) have shown that CSF as a place where the company’s pricing is considered to be in the realms of correlative cost and where the company’s technical suitable can match or outstrip correlation. While showing a much boarder view Brotherton (2004) supposes CSFs to be a association of progresses and activities that are established intending to support achievement of the needed business results, defined as the company’s objectives or target. Then partial observing of those by oversee and ergo perspective overseeing may be achieved.

CSFs fade out from an amount of views of the company’s performing context, such as its

correlative tactic, said et al., 2003), step of the product life cycle, dimension, culture, and benefits (Neely, 2004), place and location, challengers activity and the price of structure, managerial commitment and financial heighten (Brotherton, 2004).

The idea of CSFs is a complicated and various. Different teachers have estimate the subject from several potentials and different aspect have been expressed, mainly differing on the area of control and effective a company may have on the CSFs.

## **2.8 Relevance of Airport Classification**

For the intention of research study it is necessary to identify the distinctive features of airports and airline, as it will commit to a better achievement of the airports' development progress and successful tactics.

Porter 1976, 1979, gave the theoretical background on tactic groups. Strategic and tactic groups in industries can be spotted depend on resemble in size, similarity of goods and services, according to their prices, certain features and quality; resemble in technology or resemble in consumer served.

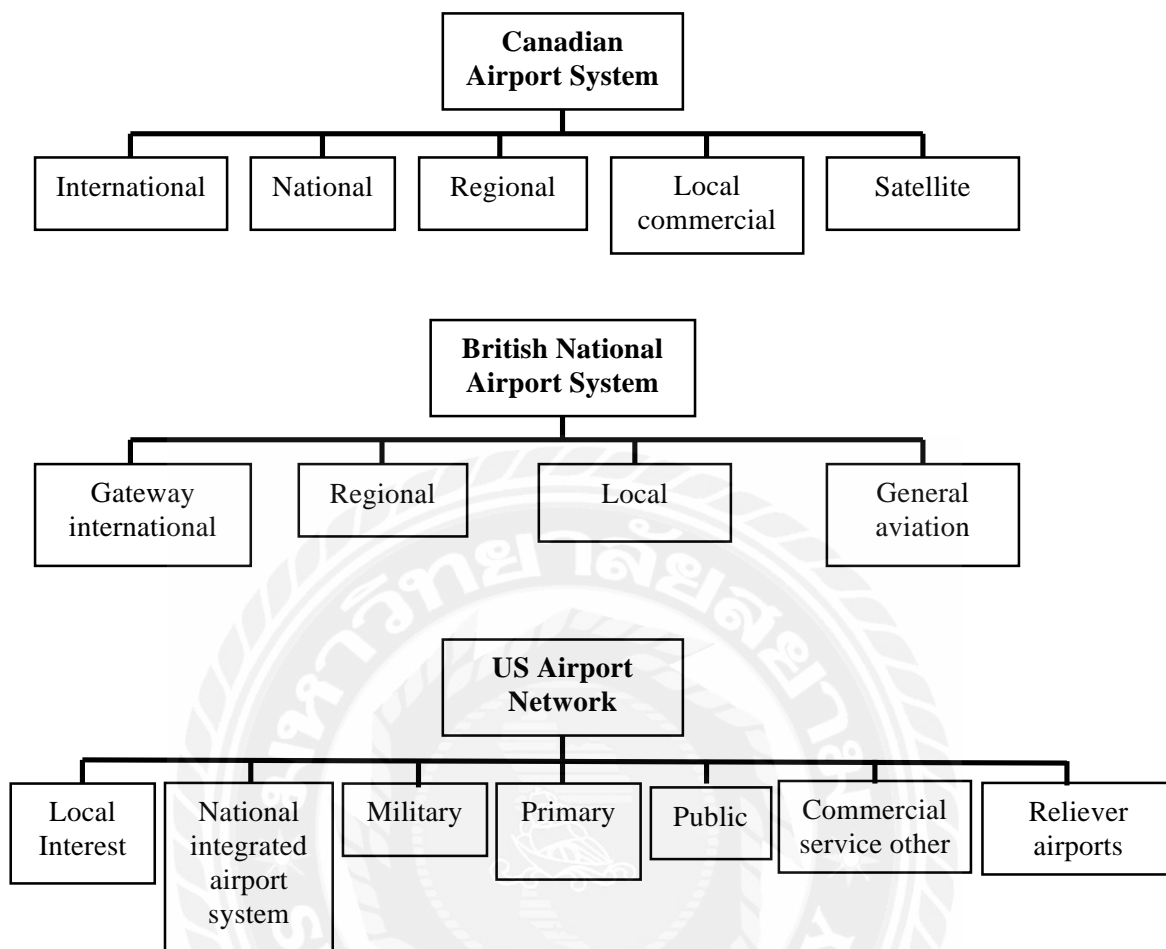
In 1977 Hatten and Schendel against that the recognition of groups in an industry could assist to oversee to estimate strategies.

The categorization of airports and airline into homogeneous groups may be a better beginning point for the breakdown of diverse issues, such as the affect of improvement rules and regulatory norms, airport gridlock, airport operation analysis and airport benchmarking learning.

There are a lot of categorization of airports given, according to their geography, operation, slot coordination, scale in terms of passenger's flows, runway and airfield parameters, occupation and others. The most generally used categorization are given by the official regulatory documents like the FAA (Federal Aviation Administration), and ICAO (International Civil Aviation Organization), the UK and Canadian generation are offered in Figure 2 below and hardly used for commercial breakdown purposes.



Figure 2. Existing Airport Classifications



Source: Kamar et al., 2002

## 2.9 The Strategic Role of HRD and Training

Human resource development concentrates firstly with improvement on private and company. Auluck, 2009; Nadler, 1981, meaning of human resource changes with career development in the company, to advertising, rules, and training. Describing of Human resource was not that simple or inclusive. With similar symbol, tactic is uncertain that is why everyone has strange idea (Kalman, 2008). The part will analyze the theory of this hypothesis, depends on proof of human resource development as tactic.

### 2.9.1 HRD as an Evidence-Based Approach

Auluck (2009) mentions the meaning of human resource development impact on a minimum due to their elimination with the process of making the decision. Lack of understanding was cannot be made that in turn minimum in their issues more and reliability (Auluck, 2009). Hamlin (2007) specifies about human resource development

should consequently turn evidence (i.e. must evident that the operation enterprise are working) to separate this cycle. Many evidence are proofed to show that human resource development is a tactic integration.

Hansson (2007) figured out whether a company operated want breakdown, with the rule regarding human resource development, and taught their workers and the powerful report for consequences, that emotion also occurrence will be increasing. Although if those factor are losing the training emotional also occurrence will decreased. He added that, Hassan et al. (2006) also notifies that ISO organization combined a lot of understanding on human resource development changes. Organizations, which have a good practicing, practicing also improvement, along with reward and identification enterprise, advertised on human resource development. They sought the companies, which procured with practicing also improvement can get advantage by top officers operation. Some other changeable sought that the satisfactory of workers consequence by workers improvement, practicing analyze also by providing gift and promotion. So the company who provide regular training program or provide more practicing course will get more result of HRM regularly, and even get more benefit.

Human resource development, although cannot be regarded as the exploration of the company's performance. The latter training was moderated by Strategic Organization's (Thang & Buyens, 2008). Thang and Buyens (2008) found a strategy, which was trained and system of performance of a company, this training program will be impact on privacy development if it connected to the company's strategy. One more variables such as high motivation is also important. Kalman 2006, the process of changing intention of researching and developing transaction is target, which company can earn incomes and the belief in administration. By getting the advice from advisories these right activities is making the company become better in their strategy and the alignment with company target. This top management speed up the ill regular plan and it will be the elements of determine their destinies.

Peterson (1997), even if they got the warning sign with the process of applying about scaling that fit to the development tactic, he said that the idea and material is American will never help anything important. Issues are the place, where we can learn to develop the company in America and no similarity in Confucian community. Although, we know the similar in Japanese ethics. A Japanese manger will be able to follow the rule in American company. Peterson (1997) the human resource development is the same as developing

the company should have culturally in the range in order to react in their works.

In general, the plan of developing human resource will never receive the aids. Mabey (2004), gave opinion that European Union the average of a job as manager position will get 2513 euros in a year for management development firms. Zheng and Hyland (2007) mentioned that the multi cultural firms which do not spend 1000 US dollars on development in a person and other firm will spend 100 per person of development. The number of employees are not accurate if they have a better training or not, but Zhen and Hyland, 2007 noted hat there are some Asian companies are seeking to develop their human resource management after facing to this issues for many the last many years. Wang and Wang (2006) mentioned that, in China, where we can find the improvement of human resource improvement, use to be the place, where impacted on HRM for last many years.

The evidence for human resource development and theory are the tow main resources for guaranteeing that it will be becoming a tactic. Other theory and scope that related to new human resource development and its tactic are being added to be the new strategy.

### **2.9.2 HRD as a Strategy**

Mabey (2003) explained about this human resource development is being broken in their own agenda and lacking of potential. Atomization and poor in management of credibility of the firm see that their human resource development is the part of improving the employees career improvement, and their skills to become more effective. Mabye (2003) asked for the specific result for human resource development. He added that it is necessary to show about what is the decision making and development and its useful. Several theories have requested that about this problem already.

Auluck (2009) gave an opinion that people who willing to improve the development of human resource the intention of transaction gave the point and focus on the learning attitude of workers. She also added that this transaction has changed from T&D in order to follow the combine of other HRD together. By her investigation in condition of any circumstances in human resource development in the last five years, she noted that 69.9% of human resource development and training scholars and 68.6% if worker believe that it will turn to development tactics while other 47.4% of managers believe so, Auluck 2006. By making everything better while improve the human resource development of an organization along with individually raise up the workers opinion and their own situation, which is the lowest involvement among experts was not human resource, Hamlin, 2007; Auluck 2009.

However, the condition of human resource development is setting to lowest rules of the national firms in order to against these variables. In fact, some of the topics emphasizes about the relationship between policy and the guarantee of human resource that was created, Halsson 2007

and Hassan et al, 2006; he added that this rules will crease the improvement for sure. At the time of Hasson 2007, added that this regulatory was written in order to enlarge and the improvement of developing human resource, Hassan et al 2006, remembered that the organization will have to obey the standard (ISO) by promoting to have a better human resource development in the society. Gray and Mabey (2005) emphasize the similarity with the sample of small company in Europe that they have rules, which may develop their human resource because they want to perform their own firm to everyone that they have their own HRD.

It can demonstrate to develop human resource in the opening for cultural part in this company. Caldly, 2008, noted bout strategy of big institution such as federation of American government have successfully created the rules of human resource development rules in order to lead and control on distribution of this training course. In Japan, this training course (MTP) was established in 1952 workers to support the construction managers, Robinson & Stern 1995. Since that time MTP had been developing, adjusting and using until now in the some company activities such as the processing of purchasing of JAL, Toshiba company, Toyota and Nissan, and some other firms. Recently, MTP is having their new reform, it is essential for everyone requirements before getting into the center of top supervisor. The reason that leads to distribute in Japan is very big because of companies' demand and outfit standard locally. At the other final point of this type in China still does not have rule, which focus on developing and training human resource that they have been worrying about their own management style and this new experience, Wang and Wang, 2006.

At the lowest level, McIntyre 2004, said that for developing human resource, which against to the active integration within the enhancement of joining will show A to Z that getting from on reason referring to HRD will support two choices and human opinion, while integrating together. Changing frequently sometimes create the lack of cooperation and usually checking the receiving process and failure due to human vision. McIntyre (2004) shows that human resource needs to be trained perfectly in order to solve the problem and the variables especially, in the range of people and it will be regards as the one reason to develop their own company's tactic and business. In the private company level, Enz and Siguaw 2000, is giving many opinions that encourage the company, and refers to a lot of hotels can be the place, where human resource can be develop because hotel plays a important role to meet multi culture environment and commitment. For these examples have shown about the method of developing human resource along with tactic and cooperation method in this culture and society.

## **2.10 Employee Perception of HRD and Training**

If we talk about theory, the improvement of strategy of this human resource development is necessary for all level of worker and they will regard as the one who have been educated for

sure. General manager, supervisor line and workers have their own visions of what is human resource development and their benefits.

Many training departments agreed that the respectful from top supervisor should be concern and worrying. The more important thing of the management is to oversee everything that is below our ability and to make sure, control and estimate about the value of training. It does not always an easy way for manager to process the transaction of training program and see it as valuable rather than procurement, Hamlin, 2007, Giangreco. By the way, the top management should be rechecked the value of organization and their human resource such as the teaching style and training style depends on their management style also it will increase the moral of the firms. Kalman, 2006, has also studied that what does the manager wants for their T&D it would become the priority with their partner in order to distribute to the increasing also changing the economy. Gray and Mabey 2005, remember that the main idea of the company is to see the wrong thing happens and to see the relationship between human resource development and tactic.

For line manager (job market), the idea to control human resource has been changed in the small firms, Gray and Mabey 2005 wrote about the meaning of teaching human resource course officially is better than standardize style. Moreover, LMS in small firms is turning better also related to the career in the intention of integrating together for better job performance. Due to the lost of their vision LMS, the owners of small enterprise cannot find the advantage of having the standard training program. In the bigger companies such as, Hilton, which LMS was assumed that they would have better distribution channel and their human resource management, Watson & Maxwell, 2007. When the estimation is set automatically of human resource development, LMS in Hilton has many focus points and pressure on more temporary target; they cannot totally integrate in the company transaction and T&D, then they will need to accept their recently demand of training their human resource inside the firms and guarantee the standard training also evaluate the results. LMS does not play any role in human resource development, but in a shot period it will store the working pressure and are not allowed to do such a big work. Santos and Stuart, 2003, said that even if LMS is integration in improving the training course they will it also more interesting.

To sum up, the opinion of the workers about human resource development is positive if everything works smoothly. Montestino, 2002, notice about the minimum to average positive between the comparison of training and goals and vision of strategy. Even he has noticed and compare the understanding of optimistic also commitment between the target tactics. It means that trainees, who understand well will note the relationship between training and target direction that is being practiced their skills rather than someone who does not train. Hiangreco, el al. 2009, also remembered that the training strategy has changed and getting the benefits such as, (1) the training style and transaction, (2) how the training arranges, (3) what are the benefits. If these

three factors was showing about the commitment of organization we know that this is the enlargement of minimum, Giangreco et al. 2009. In a study of Tsai and Tai 2002, found that workers, who were ordered to training course get motivation more than volunteer. This training course even if it has been separated and not launch. It is allowed to dedicate the training course to workplace if the attitude of employees changed and make them better, Santos 2003.

## 2.11 Management Practice

In 1931, the policy, which created by the industrial safety system from Heinrich, the amount of money from the four government these reasons is about the dangerous factor, they do not have proper attitude and physically fit, poor of education and ability, Petersen 1997, pp 15-16.

Inappropriate attitude, Petersen 1975, shown that attitude plays a very important role in committing the accident. The reasons in 1997 assumed that behavior of transaction was impacted by the company's culture. Company culture that is directly influence to the flight operation and safety because this transaction has very powerful affective on the personal commitment also command policy and practicing of organization. So that, the safety culture has been improved about their transaction because it regards as the safety place that factors of this flight transaction. The administration in one aviation company is in the best position in order to create a better culture via creating safety environment also attitude with appropriate value that is being created among their employees in the whole activities and level. Attitude can be changed via the proper training and educating program, Garand and Hopkins 1999. Providing the good training course will help to increase the commitment and safety environment.

Petersen 1975, did not mention about this issue. The physically in this condition can have two different meanings, which related to safety. First is the physique of employees or operator. For example, the distance of hands and legs have very good benefit on working with aircraft. So ergonomics is a part of designing, Garland and Hopkins 1999. Second is the real situation of operator: What is the condition of operators to have better practicing course, to have physically fit or mentally fit? This topic has been heavily discussed in the safety training in aviation these days. As the result, the healthy check needs to be scrutiny for pilots especially, for those who are more than 40 years old. From 1920, pilots need to have to have US air regulations in order to check their health frequently, Orlandy 1999.

Lacking of professional ability: Depends on Davenport and Prusak, 1998, Knowledge is the part of earning experience, value of contextual and the understanding from expert. This education provides the stage of estimation also give the good experience. This is the main issue that train and educate also psychomotor zones. Poor in education: depends on the lacking of education can lead to abuse the national defense which was mentioned in the section above, it is the last line to prevent dangerous or escape from it that have mentioned in 1997. Drilling with

working different scenario in the flight simulators will create the important ability that need for this transaction from one to another days. Flight simulators are the best simulator in serving scenario of pilot in bad situation had happened. It is impossible in order to do so in the real airplane.

Improper Environment: the inside environment does not refer to the habitat of ecological. It demonstrates the learning environment, which is flight performance occurred and we can see the accident prevention. Pilot cannot control the whole environment, but via the human resource training program, they can make it happen also see the accident and its prevention methods. This improper environment shows to group about their energetic, and the leadership of manager. If this domination has been controlled, so this environment will be protected.

The four type of motivation, the data of responsible to flight accidents and flight training will be decreased if they their training result is good and the whole transaction and training human resource enhances outside the country.

The above sentence has been demonstrated directly to the heavy impact on company safety. The below example will also illustrate about these issues.

The administration of Unocal Thai, which is the dynamic company in Thailand via deputation with many duties and they have a better performance in environment and safety improvement, rechecking the project also three main rules and topics are the integration. Those three important rules that is the policy of agreement along with environment preservation also safety control and loss prevention.

The Compliance Rule: The firm is determined to agree with all legal and regulatory needs that apply to the transaction of the firms.

The Environmental Care Rule: The company is determined to arrange its performances in agreement with local and international environmental care demand. This is to best take care of global natural situation.

The policy of safety and lost prevention, company has set their own rules that related and linked to their own vision, which safety and lost prevention must have detail transaction inside company.

The administration of Unocal Thailand, has committed to train assistant and issue the rules also estimate in order to put theses policies along with their links to all levels of activities in the company. This caused to reduce the loss of any important production through injuries the results via airplane crashes, and the crash that related to work and sickness. This is very good administration and assistant.

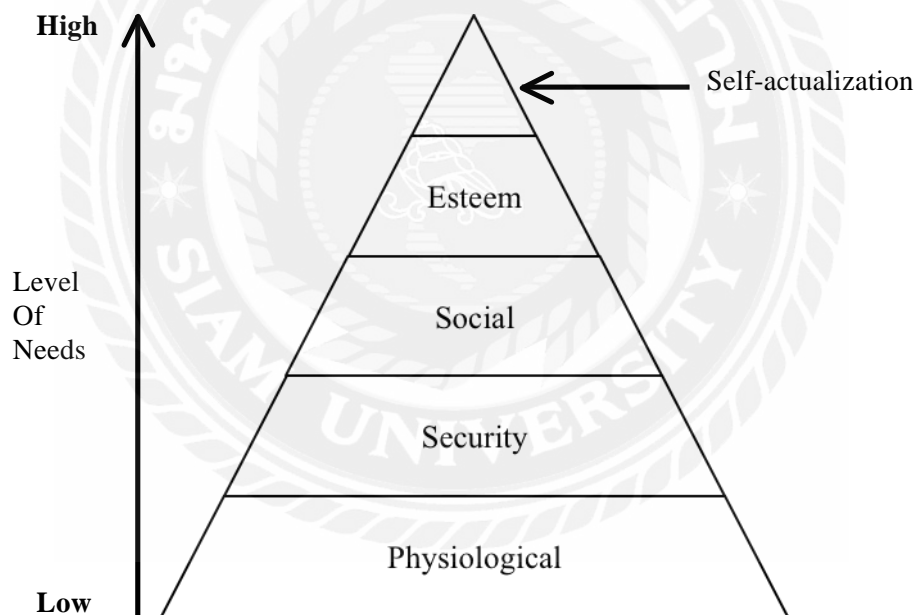
The four policies of Heinrich that refer to safety industry and who has health rules also safety in Thailand. Unocal has focused on the changing in safety and daft on safety assistant.

## 2.12 Human Resource Development

Thomson and Mabey 1994, noted that Garavan 1991, the meaning of human resource development which titles: the increasing of human resource is the tactic of training management and the correction for training also educating, so this effort is the main topic for all companies while this guarantee the fully function of education and employees' ability, Thomson and Maybey, 1994, p.20. This meaning of human resource refers to their background, mixed with elements of training and human resource improvement.

One factor among all intention of human resource development is to motivate and commitment in developing and job performance in safety improvement. One vision in motivation is hierarchy of Maslow. He added that to be a human, living need to motivate in order to get education and it is the foundation of needs from food, house, medicine, texture, and move their places depends on their needs, as shown in Figure 3.

Figure 3: Maslow's Hierarchy of Needs



*Source: Taken from Thomson and Mabey, 1994, pp. 143-144, Orlady and Orlady, 1999, p. 184.*

Even if, Alderfer relies on Thomson and Mabey 1994, against that people need their own requirements for all levels of needs at the same time. This improvement is not accompany by Maslow hierarchy.

Thomson and Mabey (1994), thinks that survival of one of the requirements might not obviate other requirements.



Table 2: A Comparison of Needs Theory

Maslow's terms	Alderfer's terms	McClelland's terms
Self-actualization	Expansion	Successful
Esteem	Involvement	Association
Social	Survival	Energy
Protection		
Hypothetical		

Source: Taken from Thomson and Mabey, 1994, p.144.

If they have those three needs, the needs to survive, the needs that related to involvement and need of enlargement are shown, that one person maybe has been motivated, Thomson and Mabey, 1994.

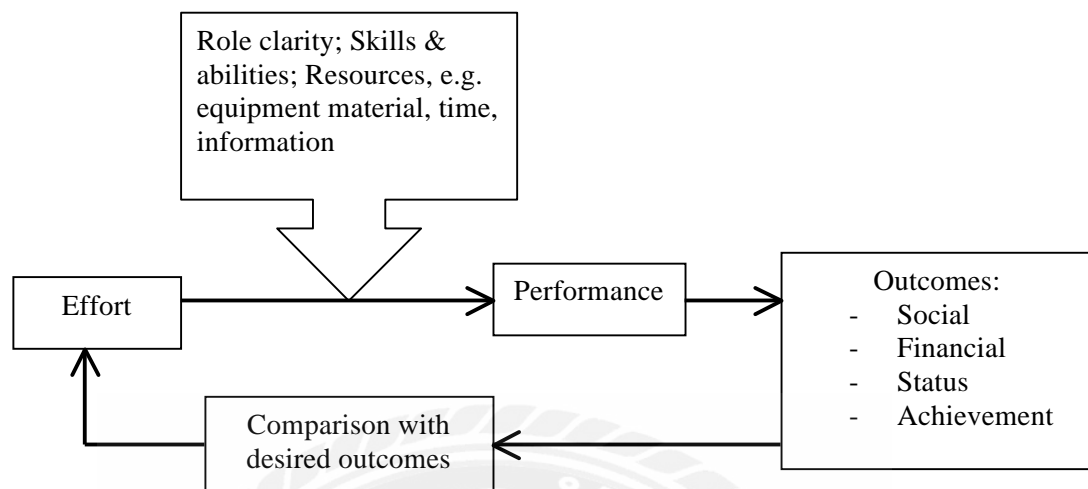
If those commitments have more than motivations they will relevant to other commitments, the struggle of a person is the obligation depends on the level of their morality and responsibility.

The Estimation of hypothesis or the way-goal, which demonstrate the motivation, effort and the relationship between bottom lines above. From a theory of Thomson 1994, concluded that the attitude of people will always relevant to the calculation of people and the relationship between their attitude and the results. Since there is a motivation, the transaction of attitude and behavior is the transaction is belief, Myers, 1994, which can be change the size via human resource development, it can help to push up the development of human resource idea, Orlandy and Orlandy 1999. The safety attitude is result of the lowest risk in the duties that was given to.

Thomson and Mabey (1994) summarize there are many factors as an optimistic culture through HRD are:

- (1) The chosen of training winner among top management
- (2) For controlling and system of training,
- (3) The line supervisor has negative idea via training will help to set the level of managing and to alleviate on expense and the time of works.
- (4) Inside needs for training of safety and health controlled by aperture bodies.

Figure 4: The Link between Effort, Performance and Outcomes



Source: Thomson and Mabey, 1994, p.63.

Whether the top manager is met to meet the specific for training manager on employees and to motivate in order to include in an exciting human resource development. The checking the schedule and send the training activities. The intention in order to help the hope, although the culture of human resource development will always rely on level of contribution of HRD for spending of time and productivity. Especially, for safety and health training also aviation management from labor community officers, will help to boost the idea of optimistic via human resource development. We can see that the administration management affect on human resource development.

Depends on the data that is collected from theory, which was written by Thomson and Mabey 1994, Orlandy 1999, and other scholars, the explorer has expressed the obstacles in human resource development agreement with other company in Thailand. Those obstacle will be shown as below.

(1) Finance: The financial management and data of decision making means that the temporary training can overcome on permanently of human resource development. Administration thing that the first HRD is being worried in financial short-term and permanently defeat this.

(2) Culture: Hofstede and Hofstede, (2005) demonstrated that the mixture of culture, the northern influence by culture and the power distance from obsessed, did not support to have better HR. Due to the general manager culture bound does not know about the worker activities on extra knowledge. The influence of culture will need to check.

(3) Encouragement: Here is lack of attraction for workers and managers in order to deal with worrying among first human resource development. The taking care of worker tax that

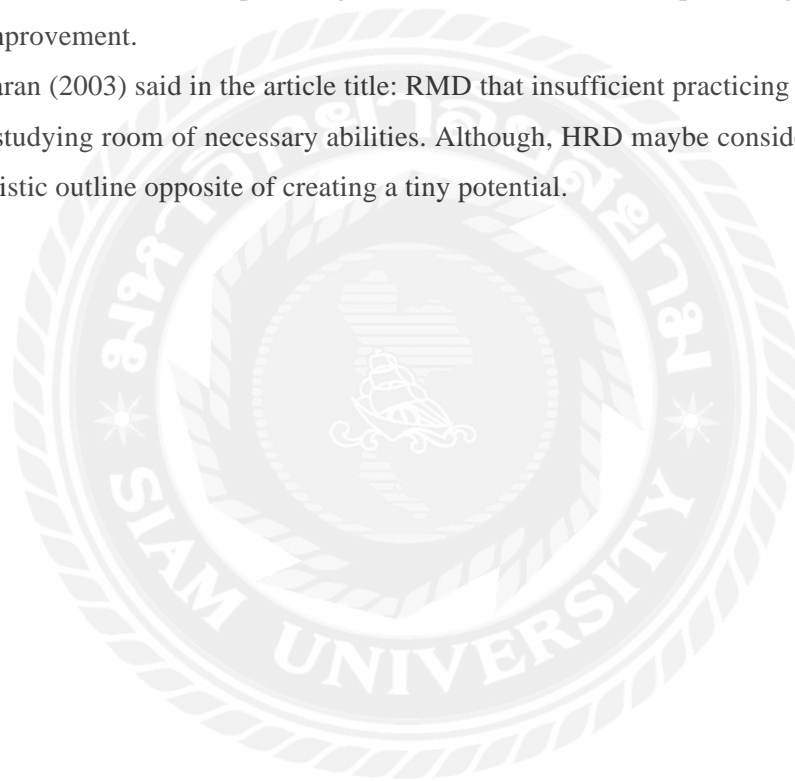
distribute the affect on training program and on salary for outside office to train human resource, for example, it was thought that the attraction for workers and manager since food and accommodation has been paid.

(4) Economy: For economic purpose, the spreading of agreement consumption that will not have on financial development. One outside agreement must be checked.

Formal administration training and impact on connection can defeat such obstacles.

Thomson and Mabey (1994) stated that human resource development would consume as an appliance to continue the quality: The best HRD agenda can form attitude simultaneous with the requirement, impact, prearrange sample that upgrade safety. They pointed out that a well-designed human resource development agenda could also establish a practicing environment and assist self-improvement.

Sekaran (2003) said in the article title: RMD that insufficient practicing of crew can make insufficient studying room of necessary abilities. Although, HRD maybe considered at from a big image or holistic outline opposite of creating a tiny potential.



## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Description of the Study Area**

Yangon International Airport located in Mingaladon, at 15 kilometres (9.3 mi) north of suburb of Yangon city, is the first and hectic international airport of Myanmar and the biggest. The previous terminal is consumed officially for inbound flights, and the latest terminal, in performance since May 2007, responsible outbound flights. The capability of this airport has been developed to 6 million in 2016, but it is still inadequate and there are many other plans to construct a latest airport Hanthawady Int. Airport on a lot bigger terminals and far away from Yangon city. (Wikipedia). Three subdivisions surveyed to teach front office workers were chosen for this research. Certainly, the education subdivision chosen combined with Airports that educate passengers agents in passenger handling, safety assurance and ground servicing of airplane, Passenger service that educate passengers service agent in booking, emergency feedback and demand and trend of timetable, and Flight Services that educate cabin crew in in-flight security and service process.

The model consumed for this study area combines a Manger of Training, a Curriculum Developer/Instructor, and Front Office employees from every subdivision. Totally of nine wokers were consumed for survey and research. The purposes for including this model contains: (1) working a cross-section of workers from many levels; (2) warranting all trial have worked in or gotten education, so, they relevant straightly with practicing one way or other; (3) guaranteeing division of data, as a result perspective boosting its legality; and (4) perspective getting a well-rounded or commissioner aspect of the occurrence, whether T&D is tactic.

#### **3.2 Research and Philosophy Selection**

To be familiar with research philosophies is very crucial to identify the most appropriate methodologies. In turn, most appropriate research methodologies have paramount importance to gather the relevant data to address the study objectives. According to Creswell (2008), there are three major research philosophies, which include positivism, constructionist and pragmatic that the researchers should consider in selecting appropriate methodologies for their studies. For this study the researcher selected the pragmatic one. This is because for the mixed methods researchers, pragmatism opens the door to multiple methods, different worldviews, and different assumptions, as well as to different forms of data collection and analysis. As a philosophical underpinning for mixed methods studies Patton (1990); Tashakkori and Teddlie (1998); and Morgan (2007), conveyed its importance for focusing attention on the research problem in social

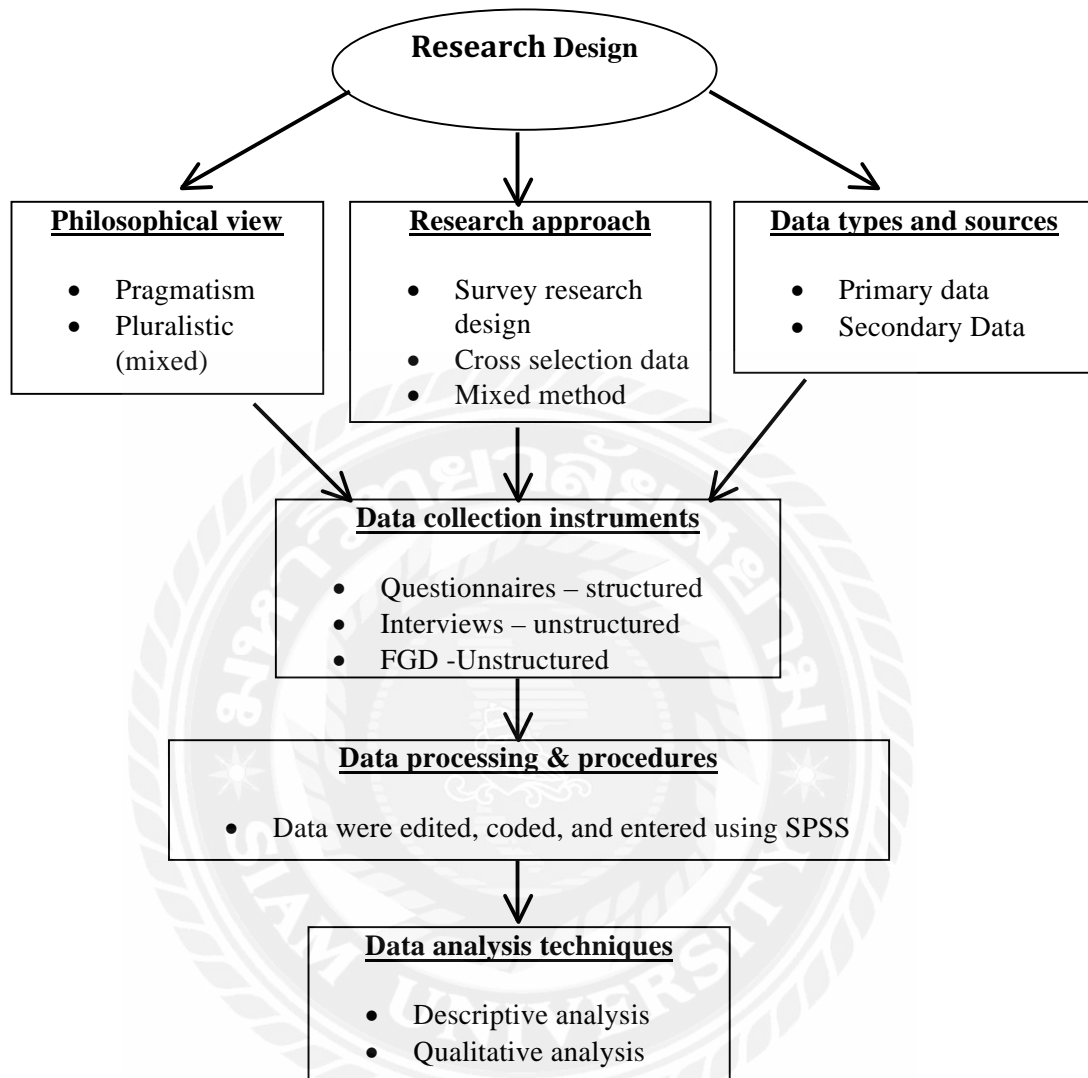
science research and then using pluralistic approaches. That is why pragmatists do not see the world as an absolute unity (Creswell, 2003). Similarly, mixed method enables researchers look at many approaches for collecting and analyzing data rather than subscribing to only one way quantitative or qualitative (Creswell, 2008). Thus, in mixed methods research, investigators use both quantitative and qualitative data because they work to provide the best understanding of a research problem.

### **3.3 Research Design and Strategy**

Research design is a blue print for selecting the sources and types of data relevant to the research questions. It basically, provides answers for such questions like: what techniques to be used to gather data? And what kind of sampling to be applied? (Zikgmund et al., 2003). In order get more information the questioner consumed the research design. Because the research design is better to analyze the research working a large amount of candidates asking about their behaviors and ideas through the certain problem, situation or occurrence (Marczyk & Dematteo, 2005). It also allows the questioners to successfully manage the work when the process of getting information happens. The research used cross-sectional survey since the information was collected at one point in time from the sample respondents to describe the total population.

With regard to research strategies, the study employed both qualitative and quantitative ones. Now a day's joint approach is thought as a appliance to divide the outcomes of one hypothesis toward many approaches (Johnston, 2010). A quantitative method was selected because it is viewed as an effective to gather large data and comprehensive issues at a specified period of time (Ngwenya, 2010). While the qualitative method was selected based on the assumption that it enables the researcher generate meanings and phenomena within the real context of the research participants and to fill the gap left by the quantitative one (Kothari, 2004). Therefore, mixed method was adopted in order to make the study more reliable through triangulation.

Figure 5: Summary of the Overall Research Design and Methodology



Source: Adapted from Cresweel (2008) with own modifications

### 3.4 Data Types and Sources

As explained in the above article, the research used both qualitative and quantitative information. Thus, using those kind of information is essential to redeem the restriction presence with an approach with the power of other approach (Creswell, 2003). This research consumed both basic and subordinate information sources to collect stabilize information so as to reach on precise outcomes. The basic information of data was composed from the candidates recently working in their particular subdivision. As part of primary sources data were also obtained from key informants and discussants. To supplement the primary data, secondary sources were collected through extensive review of published and unpublished documents. Apart from this,

human resource management guidelines, personnel training manuals and workshop proceedings about the subject under study were used. Other key documents such as national policies, development strategies and academic journals relevant to the research main ideas were revised to enhance the bottom line of the research.

### 3.5 Data Collections Instruments

In order to boost up the broadness of data combines from the candidates in involvement with HRD learning and competition in Yangon International Airport, the chosen subdivision in this research consumes three kinds of information collection materials. Those subdivisions worked to educate front office workers were selected for research. Importantly, the instructing subdivisions selected contained Airports that train passenger sale officer in customer handling, safety and ground servicing of airplane, Passenger service that passenger service officers in handling check in & out, emergency demand and trend to boarding time, and Flight Services that instruct cabin crews in flight security and service progress.

**Questionnaires:** In this study-structured survey form arranged in the formula of Likert scale was to gather the necessary information in connection to instruct, management, and understanding of workers and competition of HRD from the model candidates. Such as information gathering material has been improved in order to collect more information and prevent pressure on interviewees (Creswell, 2003).

**Interview:** Is the flexible method of seeking everything. People language is very important in running of faking behind people activity (Zikgmund, 1994). Interview permits face to face debating that can support to strengthen perception in to interviewees' ideas, emotion and attitude on essential problems of HRD. Other benefits that could be extract from the questioning are its adaptability in showing various opinions on the objective under research. So, important point was interview method in order to gather depth data during working hours by asking questions. The cooperators were chosen via awareness way due to their nearness to implement the problems.

**According to group debating:** This was led in such a method that after getting the important information from the essential tattler via interview, uncertain opinions and data relevant to the topic were considered revised. The surveyors carried out one according to group debating in five isolated subdivisions with cooperators to collect related and latest information through the object of research. As the result, totally five depend on group debating were started in this research. In each study of each subdivision ten candidates were chosen for group debating due to the closeness to the problem by the research. Replying on Krueger and Richard (1994), candidates for group debating are categorized from 8-12. Those candidates whose not combines in survey form and interview were chosen.

### **3.6 Data Collection Procedures**

To gather the necessary information in connection to the education, understanding of the workers through HRD, how HRD is managed and competition preliminary visits were made in study subdivisions. During this time, secondary data sources pertaining to the subject under study were reviewed and discussions were also held with the respective staff on how and when to make discussions with the respondents. In order to administer data collection through questionnaires the researchers selected three departments and gave them one day training with regard to the entire purpose of the study. Then, the questionnaires was administered in the selected regional public department during working hours (Monday and Friday) through the researcher's close supervision. This is because the respondents were available only during working days in morning and afternoon. After data were conducted by the researcher with key informants and discussants. To this end, the researcher has successfully complete the fieldwork by creating smooth relationship with employees working in the departments.

### **3.7 Data Processing and Analyzing**

Succeeding of information gathering information progressing was breakdown via purifying inexactitude, unreliability, rawness and incomprehensibility of the incomplete information to conduct survey easily. In order to deal with this issue edit manually, writing, , and regularity scrutiny finished. To breakdown information both quantitative and qualitative methods were consumed. The information gathering from questionnaire was breakdown through quantitative expressive sampling material like proportion and constancy, mean and standard variation using SPSS version 16.0 software. While qualitative information combined via interviews and according to group debating were broke down effectively. To Sum up, the consequences were talked and translated to catch specific summary, guidance and suggestion.

### **3.8 Ethical Considerations of the Study**

In the first place, the subdivisions agreed the theory scheme. Moreover, the surveyors go behind valid system in each part of information gathering progresses. Actually, the candidates were told about the aiming of this research then notified approval from all candidates and accountable legal of the subdivisions dominated by this research was included to debated with and examination them about topic. As the result, on the arrangement of these moral rules, achievement were conducted and personally can be guarantee and store right though the progress of this survey.



## CHAPTER 4

### RESULTS AND DISCUSSIONS

The study tried to assess HRD practices and challenges in selected regional in Yangon International Airport. In this chapter the major findings of the study were analyzed and discussed in line with the stated specific objectives that lead to draw conclusions and recommendations.

#### 4.1 Response Rate on Questionnaire

For this study, a total of 171 questionnaires were distribute on the employees currently working in five selected regional in the airport to assess human resource development practices and training in three departments and challenges. All distributed questionnaires were filled up and returned with response rate of 100%. To supplement data collected through questionnaire interview and focus group the researcher administered discussions with key informants and focus group participants in each selected departments concerning the subject under study.

Department	Questionnaire distributed	Questionnaire returned	Response rate
Airport	87	87	100%
In Flight Service	45	45	100%
Passenger Service	39	39	100%

#### 4.2 Reliability Test Result

The reliability test is an important instrument to measure the degree of consistency of an attribute which is supposed to be measured. As stated by Mahon and Yarcheski (2002), the less variation of the instruments produces in repeated measurements of an attribute the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of measuring tool. Cronbach's alpha is one of the most commonly accepted measures of reliability. It measures the internal consistency of the items in a scale. It indicates that the extent of which the items in a questionnaire are related to each other. It also indicates that whether a scale is one-dimensional or multidimensional. The normal range of Cronbach's coefficient alpha value ranges between 0-1 and the higher values reflects a higher degree of internal consistency. Different authors accept different values of this test in order to achieve internal reliability, but the most commonly accepted value is 0.70 as it should be equal to or higher than to reach internal

reliability (Hair et al., 2003).

Table 3: Cronbach’s Alpha for each field of the questionnaire

Field	Number of Items	Cronbach’s Alpha test
Awareness of HRD concepts	4	0.771
Training and development	7	0.797
Career development	5	0.780
Organization development	9	0.839
Performance appraisal	8	0.825
Processes of HRD practice	10	0.847
Challenges of HRD	13	0.834
	<b>56 (entire)</b>	<b>0.849</b>

The Cronbach’s coefficient alpha was calculated for each field of the questionnaire. The table 3 above, depicts that the values of Cronach’s Alpha for each field of the questionnaire and the entire questionnaire. As it can be seen from the Table, for each field value of Cronbach's Alpha is in range between 0.771 – 0.849. This range is considered as high; the result ensures the reliability of each field of the questionnaire. Crobnach’s Alpha equals 0.849 for the entire questionnaire, which indicates very good reliability. So, based on the test results are reliable.

### 4.3 Demographic Characteristic of the Respondents

This part commences with the analysis of the demographic data gathered from the respondents using frequencies and percentages. Accordingly, the general respondents’ characteristics including: sex, age, marital status, educational level and work experience are presented in Table 4 below.

Table 4: Demographic Characteristics of the Respondents

Respondents' characteristics	Categories	Frequency	Percept
Sex	Male	110	64.3
	Female	61	35.7
	<b>Total</b>	<b>171</b>	<b>100</b>
Age	18-29	10	5.8
	30-45	99	57.9
	46 & Above	62	36.3
	<b>Total</b>	<b>171</b>	<b>100</b>
Marital status	Single	16	9.4
	Married	155	90.6
	Divorced	-	-
	<b>Total</b>	<b>171</b>	<b>100</b>
Education level	Diploma	20	11.7
	Degree	110	64.3
	Master & Above	41	24.0
	<b>Total</b>	<b>171</b>	<b>100</b>
Work experience	1 year & above	5	2.9
	2-5	23	13
	6-10	37	21.6
	11 & above	106	62.0
	<b>Total</b>	<b>171</b>	<b>100</b>

From the Table 4 above, it is possible to deduce the following facts. The overwhelming majority of the respondents were 110 (64.3%) males and the rest 61(35.7%) were females. This implies that the three departments were dominated by male employees and females' participation was low relative to male.

Another description pointed out in the Table 4.3 above, is that the age interval of the respondents. In this regard, the majority 99 (57.9 %) of the respondents in the selected three

departments were found in the age interval of 30-45 years which signifies that the three departments have mature and well experienced staffs who have productive and potential prospects. Following 62(36.3%) of the respondents were found in the age of 46 and above and the rest 10(5.8%) of the respondents were fall under the age category ranging between 18-29 years. Generally, the majority of the respondents of the three departments were middle aged by taking ILO (2013) as a reference implying that they could have good productive prospects. With regard to marital status, as it is indicated in the Table above, the majority of the respondents 155 (90.6%) were married and the rest 16(9.4%) were single. This has an implication that if the employees are married turnover could be slightly reduced as result of settled life.

Educational background of the employees is an important factor in undertaking their respective responsibilities and to make critical decisions in their working departments. Considering the respondents' level of education, 10 (11.7%) of the total respondents were diploma holders. Whereas, the majority 110(64.3%) and 41(24%) were first and second degree holders respectively. This signifies that the majority of respondents were first degree holders in terms of their educational level and the departments should plan for the development of its workers to masters' level so as to increase of their job performance.

Table 4, also depicts that the work experience of the respondents. The majority of 62% of the respondents have relatively longer service times above 11 years. Following 21.6 % of them have 6-10 years work experiences and the rest 13% ranged from 2-6 years. The rest 2.9 of the respondents were new for the institutions with one year and less than work experience. From this we can conclude that most of departments' staffs have good work experiences which can help them to do their responsibilities effectively and efficiently. In other words, the three departments were in a good track in capturing well experienced staffs.

In general, the results of the demographic characteristics of the respondents indicate that they can clearly understand and respond to the questions provided to them to gather the primary data.

#### **4.4 Descriptive Statistics of Scale Type Questionnaire**

In this part descriptive statistics in the form of mean and standard deviation were presented to illustrate the feedback of the respondents. The feedback of the respondents for the variables indicated below were measured on five point Likert scale with measurement value 1= Strongly disagree; i.e. very much dissatisfied with the case described; 2= Disagree, i.e. not satisfied with the case described; 3= Neutral, i.e., uncertain with the case described; 4= Agree, i.e., feeling all right with the case described and considered as satisfy; and 5 =strongly agree, i.e. very much supporting the case described and considered as highly satisfy. To make easy interpretation, the following ranges of values were reassigned to each scale: 1-1.8= strongly

disagree; 1.81-2.6 = Disagree; 2.61-3.4= Neutral; 3.4-4.20= Agree; and 4.21-5 = Strongly Agree Best, 1977 (cited in Yonas, 2013). To analyze the collected data in line with the overall objective of the research undertaking, statistical procedures were carried out using SPSS version 16.0 software. While the results of the interview questions and focus group discussions were integrated to the responses obtained through questionnaire.

#### 4.5 Measuring Employees' Awareness towards HRD Concepts

Awareness of the respondents towards human resource development concepts was measured based on questionnaire provided to them which comprise: training and development, career development, organizational development and performance appraisal which are crucial for better performance of every organization. It is possible to say that employees have awareness of human resource development concepts if they recognize all sub-constructs indicated below as part of human resource development. Having this lead, the statistical tools such as: mean and standard deviation were used to analyze the results for all sub-constructs stated in the following Table.

Table 5: Respondents' Awareness of HRD Concepts

Items	N	Mean	Std. Deviation
Training & development	171	4.31	0.698
Career development	171	4.19	0.757
Organization development	171	4.15	0.745
Performance appraisal	171	3.98	0.739

The Table 5 above, shows that the awareness of the respondents towards HRD concepts. The scored mean value of the employees' awareness of human resource development from training and development standpoint as indicted in the table above was 4.31 with a standard deviation 0.698. This indicates that the respondents strongly agreed with a relative homogeneity in their responses. We can conclude that the employees of the three departments were aware of training and development as a component of human resource development and they have excellent understanding of human resource development from training and development point of view. Kebede and Smbasivama (2013), in their study in public sectors found that consistent findings concerning the awareness of the organizations' staff towards training and development as a critical HRD aspect. The implication is whenever the employees have good understanding about training and development they may update themselves to enhance organizational

performance.

As it is also evidenced in the Table 4.4 above, the scored mean value of the second sub-construct, i.e. employees' awareness of human resource development from career development viewpoint was 4.19, indicating that the respondents agreed on and feel all right with the case described and the sub-construct's standard deviation was 0.757. The results of this analysis proved that respondents of the three departments were aware of career development as a component of human resource development. From this it is possible to deduce that the respondents have very good understanding and knowledge about career development from human resource development point of view that could result both individual and organizational improvement. This has also an implication to three departments to link their plans with career development. Kilam and Neeraj (2012) found that good awareness and understanding of employees pertaining career planning and development and it was perceived to be the most important HRD sub-system as it has a very strong bearing on the individual and organizational growth and development in India which supports this study finding. It is this very sub system of HRD, which greatly contributes towards individual and organizational goal integration.

The scored mean value for the third sub-construct i.e. employees' awareness of human resource development from organizational development standpoint was 4.15 indicating that the respondents like the above sub-constructs agreed on this sub-construct. The sub-construct's standard deviation was 0.745, which is low conveying that the relative similarity of the respondents' responses. This implies that staffs of the three departments have recognized organizational development as a component of human resource development. From this description one can clearly conclude that the respondents were familiar with and have good understanding about human resource development concept from organizational development point of view. Saxena and Monika (2010), in their comprehensive research found that low level of employees understanding and awareness of organizational development as part and parcel of HRD in five business companies which contradicts with this study finding due to organizations' reluctance in empowering the employees' skill and knowledge. The awareness of organizational development may have an implication on the three departments to enhance their effectiveness and coping with changes and innovations.

Table 4.4 above, displays that the scored mean value for the fourth sub-construct i.e. measuring employees' awareness of human resource development concept from performance appraisal perspective was 3.98 with a standard deviation of 0.739, which signifies that the respondents agreed on rating with a relatively high homogeneity in their responses. The scored mean value of this sub-construct points out that the respondents were well equipped with the concept of performance appraisal as part of man power development. Most employees of the

departments understood that periodic evaluation of employees' performance as part of human resources development; however, some have not still understood it well. Thus, high proportions of employees of the regional departments were able to relate the performance appraisal system with the outcomes and objectives of human resource development. The research finding by Akuoko and Baffoe (2012) supports this study finding as to them effective building of employees' competencies helped them to be familiar with performance appraisal in relation to HRD in the public sectors. With this lead, one can conclude that employees of the departments were aware of performance appraisal as a component of human resource development in this study. The implication of employees' understanding performance appraisal is that it may have practical significance for appraisers, appraisees, HRD planners and the department as a whole.

Table 6: Summary of Respondents' Awareness of HRD

Item	N	Mean	Std. Deviation
Employees' awareness HRD concept	171	4.16	0.735

As it is shown in the Table 6 above, the scored mean value of the major construct i.e. employees' awareness of HRD concepts in the three departments was 4.16 which is the average scored mean value of each sub-construct means. The scored mean value shows that the respondents of the three departments were well equipped with the concepts of HRD i.e. training and development, organizational development, career development and performance appraisal and the standard deviation was 0.735. The standard deviation was relatively low indicating that the relative homogeneity of the respondents in their responses. Based on this finding one can deduce that employees have good awareness of human resource development from its components perspective. Sheikh (2009) found that the employees' awareness of training and development, career development, organizational development and performance appraisal in Yangon International Airport supports this research finding. This could make HRD conducive for both enhancement of the capacity of employees and achievement of organizational goals.

The information gathered through interviews and focus group discussions with key informants and focus group participants concerning their understanding about HRD concepts confirmed that as they have good awareness and understanding. This implies that they were clear with T&D, career development; organizational development and performance appraisal concepts from HRD point of view. Generally, based on the findings one can infer that respondents were acquainted with and have better understanding of HRD concepts that could enable them better functioning of their respective work responsibilities.

#### 4.6 Employees' Perception in the Practice of Training and Development

It is undeniable fact that the organizations' productivity is determined by the motivation level and effectiveness of its workforce. Training and development implies to the systematic process of developing the competencies relating to the job of employees for the present and future roles and responsibilities. Today we believe that an organizations' competitive success is achieved through people. It follows that the skills and performance of people are critical. Many organizations spend much money on training, believing that training will improve their employees' performance and productivity. Recruiting, selecting, orienting and then placing employees in jobs do not ensure success. In most cases, there may be the gap between employees knowledge and skill and what the job demands. The gap must be filled through training and development programs. Hence, personnel training and development is one of the major ways that work organizations attempt to maintain the competency levels of their HRD and increase their adaptability to changing organizational demands. With regard to the respondents' reaction with the practice of TD the following statements were given to indicate their degree of agreement in Table 7.

Table 7. Statistical review of T&D practice

Items	N	Mean	Std. Deviation
Clear training and development programs	171	3.53	0.753
Assessing employees training needs	171	2.57	0.629
Setting performance goals and objectives	171	3.09	0.656
Planning developmental strategies	171	3.03	0.715
Assessing aids for internal and external T&D	171	2.17	0.801
Developing strategies for training, schedules & modules	171	2.37	0.768
Evaluating training efforts	171	1.82	0.702

As it can be seen from the Table 6 above, the scored mean value of the first sub-construct i.e. the organizations have clear training and development program was 3.53, indicating that the respondents' agreed in their agreement response showing that they feel all right with the case described. The standard deviation of this sub-construct was 0.753 this implies that the relative



homogeneity of the respondents on their responses. From this result one can infer that three departments have clear training and development programs that may help to upgrade employees' knowledge and skills to improve their performance and achieve organizational objectives in the desired way.

The Table 6 above also reveals that, the scored mean value of the respondents to the second sub-construct i.e. the assessment of the employees training needs was 2.57 signifying that "disagree." This shows that the respondents were dissatisfied with the case described and the standard deviation of the sub-construct was 0.629 which is relatively low being evidence for the relative homogeneity of the responses. Within the training context, needs assessment provides a picture of skills and knowledge of the people in an organization. Here, training needs assessment can determine level of optimal performance and standards for excellence, evidence of individuals' actual performance level, attitudes affecting performance and root causes of performance problems. By systematically, analyzing needs organizations can identify solutions to performance problems that will provide the best return on training and development investment (Nancy, 2012). However, in the three departments as the finding implies that the existence of problems with respect to training needs assessment, which is a determining factor for human resource development. This shows that much was not done from this perspective in order to realize organizational goals. In the Table 6 above, the fourth sub-construct i.e. planning development strategies accordingly most of the respondents were "neutral" response rate with the scored mean value 3.36 and the standard deviation 0.715. This implies that large number of the respondents were neither agree nor disagree towards the three departments' action in relation to planning developmental strategies which play a paramount role to capacitate the employees' potential. Sanararajam (2009), found that planning development strategies for HRD as the key factors for employees and continuous organizational development. From this perspective the three departments are not courageous in planning good development strategies. The implication is that unless the three departments are designing smart development strategies that it would be impossible to make the organizations successful.

Table 8. Statistic Summary of T&D Practice

<b>Item</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Training & development practices	171	2.22	0.718

As Table 4.7 above depicts that, the scored mean value of the major construct i.e. the practice of training and development in the organizations was relatively low 2.22 with the average standard deviation 0.718 which represents that the mean of each sub-construct means. This

indicates that, training and development as an important factor for building continuous human resource development. However, due emphasis was not given by the three departments towards the issue. On the other hand, as the study findings revealed that the training conducted by three departments were not sufficient and satisfactory. From this fact it is possible to infer that the three departments were not in a good track in practicing training and development. This finding is similar with that of Abebe's (2008), finding as he confirmed that training and development is very low in the public three departments while he has conducted the study concerning human resource management decentralization because of lack of commitment, lack of managerial capacity, inappropriate selection criteria and insufficient budget at SNNP. Srimannarayana (2006) also found that consistent results that the organizations in public sector have not been doing better with respect to training due to ineffective training need assessment.

#### 4.7 Career Planning and Development

No HRD function can be acceptable to the people of any organization, if it fails to provide opportunities for individual employees to have bright career prospects. It is for the purpose of HRD integrating career planning and development with it. Proper career planning also leads to career development. It develops the career of every individual executive which results in adequate growth of the career of every employee. Hence, successful planning is closely linked with career planning and development. In this section the study presents HRD practice from career development aspect based on the information obtained from the respondents.

Table 9. Statistical review of career development

Items	N	Mean	Std. Deviation
Well in working to improve career development	171	2.53	0.725
The institution has good career planning and development programs	171	2.60	0.719
The organization integrates HRD with organization objectives	171	2.34	0.727
Good counseling center that benefits all employees	171	1.89	0.758
<b>Average</b>	<b>171</b>	<b>2.34</b>	<b>0.732</b>

The Table 9 above clearly shows that, the majority of the respondents were “disagree” with sub-construct i.e. to improve career development of employees with the scored mean value 2.53. The scored mean value points out that the dissatisfaction of the respondents with the case

described and the standard deviation was 0.725. From this fact one can deduce that the three departments were not in a position to consider continuous employees professional development to fill the existing gaps. This implies that the three departments have limitations in critically assess their effort to promote career development by any means to increase the satisfaction level of their employees.

As it is vividly indicated in Table 4.7 above, the respondents were asked to scale the measurement i.e. the existence of good counseling center that benefits all employees. They responded having a scored mean value of 1.89 this shows that the respondents were “disagree” about the career counseling with standard deviation 0.758. This depicts that the respondents were dissatisfied with the case described. Kola chi (2012), in his comprehensive investigation found that employees counseling as the determinant factor to build good HRD. As it is a process of dealing with the emotional problems and issues of the employees to make them feel light and relaxed at work. It can be expressed in terms of appraisal counseling, career counseling and disciplinary counseling. It is also being done to enable the employees to have positive attitude towards work and to improve their performance. However, the three departments were reluctant in handling the psychology of the employees and making them happy at work so that they could feel gratified while working which ultimately leads to improved and enriched performance through counseling. Kilam and Neeraj (2012), in their depth assessment in public sector also found that career planning and development as the most important component of overall HRD system which helps in individual-organizational goal integration. But in this study the three departments from this ground displays that there are tasks still remain to be done.

#### 4.8 Organization Development

Since organizations are open systems, therefore, it must develop itself by adopting various changes that come across in the persistently changing environment it emphasizes on the adoption of appropriate interventions that could cope up with the ongoing activities of the three departments.

Table 10. Statistic Review of Organization development

Items	N	Mean	Std. Deviation
Top management with required profession	171	3.48	0.679
Culture of openness	171	2.43	0.682
Credibility & fairness of top management	171	3.30	0.728
Encouraging problem solving culture	171	2.23	0.832

Team spirit	171	2.36	0.661
Defining personnel policies	171	3.50	0.773
Sound recruitment systems	171	2.32	0.743
Compensation and job security	171	2.48	0.722
Using good personnel data	171	3.43	0.714
<b>Average</b>	<b>171</b>	<b>2.39</b>	<b>0.737</b>

From the Table 10 above it is possible to draw the following facts. As it is clearly illustrated in the Table, the scored mean value of the sub-constructs i.e. management with required profession, credibility and fairness of top management, defining personnel policies and using personal data fall between ranges of 3.30-3.50. This shows that the majority of the respondents agreed with the statements given to them. However, the above results imply that the three departments were lagging behind to do much on these variables to improve the effectiveness and efficiency.

In addition, the Table above reveals that, the scored mean value of the respondents' response on the sub-constructs i.e. encouraging problem solving culture, good team spirit, sound recruitment system, better compensation and job security which fall between ranges of 2.22- 2.48. This depicts that the overwhelming majority of the respondents disagree and they were dissatisfied with the cases described. Based on the information obtained through interviews, focus group discussions and as per HRD report about organizational development in the three departments pertaining their long- term effort to improve an organization's visioning, empowerment, learning, and problem- solving processes, through an ongoing, collaborative management of organization culture- with special emphasis on the culture of intact work teams and other team configurations using the consultant facilitator role as the majority of the respondents replied was insufficient.

#### **4.9 The Practice of Performance Appraisal**

It is an indispensable aspect of HRD to analyze the performance of employees which enables the organizations to understand where their people stand, what is expected from them and what they are actually contributing. The targets are based on job-related criteria that best determine the success of job. To measure the practice of performance appraisal the following measurements were provided to the respondents to indicate their level of consent as indicated in Table 11 below.

Table 11. Descriptive Statistical Review of Performance Appraisal Practices

Items	N	Mean	Std. Deviation
Good performance appraisal system	171	2.06	0.738
Assessment where the employees are assigned	171	2.56	0.724
Evaluation what expected from each employee	171	2.28	0.642
Immediate action when employees lack capacity	171	2.53	0.681
Problems not happen during performance appraisal	171	2.36	0.716
Short and long term evaluation	171	2.77	0.677
Acknowledgement for good performance	171	2.49	0.640
Identifying areas in need of improvement	171	2.23	0.725
<b>Average</b>	<b>171</b>	<b>2.41</b>	<b>0.693</b>

As it can be clearly understood in the above Table 4.9, the average scored mean value of the major construct i.e. employees' perception towards performance appraisal in their respective working in three departments was 2.41 which was the scored mean value of each sub-construct means and the standard deviation was 0.693. This scored mean value displays that respondents were not satisfied with the appraisal systems which include the measurements: the existence of good performance appraisal, the assessment of where employees are assigned, what expects from each employee in his/ her work area, immediate action when employees lack capacity, short and long term evaluation, acknowledgement for good performance and identifying areas in need of improvement.

As the information gathered through interview and as per review of relevant reports pertaining performance appraisal in the three departments they have used methods like: BSC (Balanced Scorecard) and ROPA (Result Oriented Performance Appraisal) and attempts have been made to assess the scientific nature of the process and its implications on the performance and behavior of the employees. In effect, it was expected to improve the performance; however, the working environment is not conducive as the findings revealed from the respondents.

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Conclusion**

The findings showed that the employees in the three departments have had good awareness about HRD concepts since they have good understanding of the components of HRD. Accordingly, they were familiar with improvement, company structure enhancement, performance valuation and career enlargement, which are HRD functions, and they are also include in Human Resource Management, few employees still did not understand these HRD concepts.

The intention of this research study was to undertake the answers to the question and to see if and how to improve HRD in Yangon International Airport. The semi-structured interviews lead to get the information that extent across many points together with management skill, company structure, arrangement, programing and return on investment. Firstly, a main topic referring to three delimited systems' tactic role was found. Even though, those data was note as the first attempt by surveyors and researchers, the information did not allow to give a firm summarize Yes or No answer. The occasion of this data are miscellaneous but most of them are acceptable due to their departments have different functional, and in reality they de-concentrated in nature. Indeed, every department has its own authorization and takes care of the population of workers.

Those three departments, which were chosen to conduct the survey, functioned separately from each other because of their diversity of area of work, they have different schedule, and they have manifold tactic to respect their employees. The recently de-concentrated nature of those training departments separates themselves to have their own policies, culture, and problem. The findings of the study proved that the three departments have long-term efforts to improve an organizational development. However, they are lagging behind in solving problems like communication, openness, and fairness in treating employees, compensation and job security and problem solving culture. Those departments have career development in principle, in order to create motivated workforce, to develop the strength of their knowledge and skills in present time and in the future, to boost potential and output of workers, to train employees to responsible for hard assignment at work and to improve own skill in order to prevent degeneration . However, in practice explicit tasks were not done in relation to the issues described to promote HRD and to attain development goals.

To the end, as the findings revealed that designing comprehensive strategies, aligning HR with strategic priorities, lack of sufficient budget, lack of technology, accepting the revolution of

technology, set the level of strength to individual and profession improvement, promoting positive work environment, lack of positive workforce attitude, inadequate training, catch the eyes employed the qualified candidates and lack credit were the source of challenging that hindered the practice of HRD in study areas.

## 5.2 Recommendation

Based on the findings of the study the following recommendations are forwarded:

- ❖ First and foremost, HR of in the airport should get greatest emphasis since they are the main assets and resource such as financial resource, physical resource, and information resource. Recently, we are living in a continuously changing and dynamic environment that directly or indirectly affects us. Particularly, public sectors are affected by the rapidly changing information technology. Thus, HRD in the airport needs to update its employees' skills and knowledge through training and education to cope with technological advancement and competitive environment and to achieve its pre stated short and long term goals.
- ❖ Beyond meeting the airport' HR requirements, the HRD may also rely on individuals and satisfying their needs for career development. At the first place, HRD is not all about providing training rather than it should aimed at matching the organizational need for HR with the individual needs for career development. Secondly, HRD must necessarily focus on individuals since all the strength of teams and in the airport must first embed into individual employee. For this purpose:
  - ✓ Personal analysis during training need assessment is necessary, in view of the fact that it is very important tool for incorporating individual needs into HRD practices.
  - ✓ Education support especially for higher studies should not be limited to create high level professionals with the required knowledge and skills. This is in turn important to satisfy and retain talented employees in the three departments.
  - ✓ Counseling is also very essential to support employees in improving their job performance. Besides, it helps to identify individual employees training needs and Human Resource Development maybe relies on career development that helps employees achieve maximum self-development.
- ❖ HRD required evaluation and selection standard improve of the airport are stand out the more crucial issue. Because T&D is a need of oriented achievement, deciding the level, the period of T&D will illustrate the outstanding importance.

- ❖ The three departments were not effective in doing personal analysis. Thus, an extensive personal need assessment should be exercised through analyzing the substantive knowledge and skills possessed by the employee in order to reduce wasting time, resource, de- motivation and negative attitudes towards future programs.
- ❖ Post training evaluation should also be exercised in order to improve the efficiency of HRD program that is going to start in the next session, to assist the candidate that deal with feedback for their development and to oversee to what degree the HRD target are accomplished.
- ❖ The issue of HRD requires further research. After conducting a research then, it would be possible to design both short and long term strategy. The relationship between sector bureaus at regional level and some others, which are not part of governmental agencies, should be studied to improve HRD. It is also important to link with ongoing and planned research activities of various sector bureaus to look in to HRD dimensions of the research areas.
- ❖ Moreover, successful and effective in delivering service can be guarantee in those departments if workers receive and need the training and development. So, HRD will use the selection standard and will establish the strong relationship between reward and performance, improvement of non-financial motivation such as giving a recommendation letter is necessary. On the other hand, to open more performance valuation system and accomplish continuous follow up, heighten the observation and evaluate the role of giving essential in both interpersonal and technical support to make the HRD process more sustainable.



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## APPENDICES

### Appendix A Survey Questionnaire

#### Dear Respondents,

My name is Ashin Reveta from Myanmar; I am currently pursuing my IMBA at Siam University in Thailand. I would like to express my deepest appreciation for your generous time, honest and prompt responses.

#### Objective

This questionnaire is designed to gather data about human resource T&D practices and challenges in order to promote growth in Yangon International Airport. The information will be used as primary data in my Independent Study I am conducting as a partial fulfillment of International Master Degree in Human Resource Management at Siam University in Bangkok, Thailand. The data you provided are believed to have a great value for the success of this research. I confirm you that all data will be used for academic purpose and analyzed anonymously through the authorization of the university. As a result, you are not exposed to any harm because of the information you provided. Finally, this research is to be evaluated in terms of its contribution to our insight about human resource development practices and challenges in the study areas in particular and the country at large.

#### General Instructions

- No need to write down your name
- In all cases where answer options are available please tick (✓) in the box provided
- For scale typed questions please circle your preferred level of agreement

**Thank you in advance for your honest cooperation!!**

**Part 1: Demographic Information**

1. Sex:                    Male 1            Female 2
2. Age: \_\_\_\_\_
3. Marital Status: Single 1            Married 2            Divorce 3
4. Education level: Certificate 1            Diploma 2            Degree 3  
                                  MA/SC and above 4
5. Work experience: 1y and below 1            2y-6y 2            6y-10y 3  
                                  11y and above 4

**Part 2: Please state your level of opinion for each given statement using the following scales**

**1= strongly agree    2=disagree    3= neutral    4= agree    5= strongly agree**

<b>I</b>	<b>Awareness towards the concepts of HRD</b>	<b>Agreement scales</b>				
1.	I am aware of training and development from HRD point of view	1	2	3	4	5
2.	I know career planning and development as crucial part of HRD	1	2	3	4	5
3.	I acquainted with organizational development from HRD standpoint	1	2	3	4	5
4.	I familiar with performance appraisal from HRD point of view	1	2	3	4	5

<b>II</b>	<b>Training and Development</b>	<b>Agreement scales</b>				
1.	Institution has good training and development programs	1	2	3	4	5
2.	The three departments assess employee training needs	1	2	3	4	5
3.	Setting performance goals and objective	1	2	3	4	5
4.	The three departments plan developmental strategies accordingly	1	2	3	4	5
5.	Assessing the available aids for internal and external training and development	1	2	3	4	5
6.	Developing strategies for training, programs and modules	1	2	3	4	5
7.	Evaluating training efforts	1	2	3	4	5

<b>III</b>	<b>Career development</b>	<b>Agreement scales</b>				
1.	Well in working to improve career development	1	2	3	4	5
2.	Working for upgrade employees potential	1	2	3	4	5
3.	The institution has good career planning and development	1	2	3	4	5
4.	The organization integrates HRD with organizational objectives	1	2	3	4	5
5.	Good counseling center that benefits all employees	1	2	3	4	5

<b>IV</b>	<b>Organizational development</b>	<b>Agreement scales</b>				
1.	Good management with required profession	1	2	3	4	5
2.	Good culture of openness	1	2	3	4	5
3.	Following cost minimization system	1	2	3	4	5
4.	Good credibility and fairness of top management	1	2	3	4	5
5.	Encouraging problem solving culture	1	2	3	4	5
6.	Good team spirit	1	2	3	4	5
7.	Sound recruitment systems	1	2	3	4	5
8.	Better compensation and job security	1	2	3	4	5
9.	Using good personal data	1	2	3	4	5

**Appendix B**  
**Questions for Focus on Group Discussion**

1. What is your understanding about the concepts of HRD?
2. How do you see the practice of HRD in terms of training and development, career development, organizational development of performance appraisal?
3. How do you think that HRD integrates both employees and organizational needs?
4. How HRD is administered in your institution? Does that three departments in the airport consider personal, job and organizational analyses?
5. What are the challenges that you observe in the practices of HRD in your institution?
6. What strategies can be used to overcome the challenges of HRD?
7. Would you please suggest if there is anything to be changed with regard to the current human resource development practices in the airport?
8. Is there anything related to HRD practices and challenges which have not covered that you consider as very important?

**Appendix C**  
**Question for Interview**

1. What is your understanding about the concepts of HRD?
2. How do you think the practice of HRD in terms of training and development, career development, organizational development and performance appraisal?
3. How HRD programs integrate both institutional and employees' needs?
4. How all employees are benefited from HRD program?
5. Do you think the institution is a good place for growth and development of all employees? If no, Why?
6. To what extent do managers at all levels in the institution have appropriate skills in general managerial principles, communications, group dynamics, and team building?
7. Do you think that the institution allots sufficient funds to carry out HRD programs effectively?
8. How do you evaluate HRD administration in terms of need assessment, design and identify objectives, implementation and evaluation?

9. What are challenges in practicing HRD in your institution?
10. What strategies can be used to overcome the challenges of HRD?
11. Would you please suggest if there is anything to be changed with regard to the current human resource development practices of the institution?
12. Is there anything related to HRD practices and challenges we have not covered that you consider as very important?

