

Ly Hoang

**IMPROVING THE EFFICIENCY OF HUMAN RESOURCE
MANAGEMENT AT COMPANY X**

Thesis

CENTRIA UNIVERSITY OF APPLIED SCIENCES

Business Management

July 2022



ABSTRACT

Centria University of Applied Sciences	Date 8 July 2022	Author Ly Hoang
Degree programme Business Management		
Name of thesis IMPROVING THE EFFICIENCY OF HUMAN RESOURCE MANAGEMENT AT COMPANY X		
Centria supervisor Janne Peltoniemi	Pages 42 + 2	
Improving the efficiency of human resource management at company X.		
<p>Human resource management is a series of activities of leaders to exploit and use human resources in the organization in the most reasonable and effective way. Managers or leaders will be responsible for developing processes and principles to support and motivate businesses to achieve business goals.</p> <p>Human resource management requires leaders to know how to guide, attract and retain talented employees, and arrange and assign tasks in accordance with each person's ability. Therefore, businesses and leaders need to have human resource management solutions, improve every day to improve business performance.</p> <p>The purpose of the thesis was to research and understand the theoretical issues of human resources and improve the effectiveness of human resource management in enterprises, specifically to learn about the conditions and possibilities that can improve the efficiency of human resources management of Company X. Research was based on the number of employees, labor structure, production scale, material and technical facilities, division of labor, recruitment, training creation, and remuneration of enterprises. From there, the study concluded the company's human resource management situation, its successes, and achievements, the limitations, the problems that have not been solved in improving the management efficiency of the company, and at the same time, found the causes of the limitations, thereby finding some measures to overcome and improve the effectiveness of human resource management of the company. The thesis was carried out by the main statistics, investigation, analysis, and synthesis methods. Earnings information and figures were based on the company's record-keeping system. Data came from many sources, such as: consultations with experts and experienced people.</p>		

Keywords

Enterprise management, human resource management, improving solutions

ABSTRACT
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1 INTRODUCTION

Today, along with the continuous development of science and technology and the vital globalization process, the traditional competitive factors of enterprises such as capital, technology, and cost have gradually become saturated. Instead, a new resource, a new competitive factor that is decisive for the success of businesses, is human resources. The issue of human resources and human resource management is of particular importance to an organization in general and to administrators. A company's operations cannot function without human resource management. Human resource management determines whether a business will succeed or fail. The fundamental goal of any organization is to use human resources effectively to achieve the goals of that organization. An enterprise that creates and uses human resources well will be a considerable advantage compared to other businesses in the market. Therefore, today human resources have really become the most asset, the key to the success of every organization and every business in the market economy. (Conti & Giaccaria 2000.)

This will systematize fundamental theoretical issues about human resources and management and then clearly state the current situation of human resource management at Company X. Finally it will propose solutions to improve the efficiency of human resource management at Company X.

The scope of thesis is about research, analyze and evaluate the effectiveness of human resource management at Company X. Time range: The data is taken to study the income in 2 years 2016, 2017 at Company X. The content focuses on researching issues related to the theory and practice of human resources and the effectiveness of the company's use of human resources and solutions to improve the company's human resource management shortly.

The methodology is carried out by the direct interview, central statistics, investigation, analysis, and synthesis methods. Earnings information and figures are based on the company's record-keeping system. Data comes from many sources, such as consultations with experts and experienced people.

The thesis consists of three main chapters. Chapter 1 is about theoretical basis of management and use of human resources in enterprises. Chapter 2 includes the reality of human resource management at Company X and then chapter 3 is about some measures to improve the efficiency of human resource management at company X.

2 THEORETICAL BASIS ON HUMAN MANAGEMENT AND USE OF HUMAN RESOURCES IN ENTERPRISE

Since the formation of human society, when people know how to gather into an organization, the problem of governance has begun to appear. Each socio-economic form is associated with a certain mode of production, the management trend is increasingly complicated along with the increasing development of the social economy. In today's marketplace, businesses are faced with the challenge to maximize the efficiency of the delivery of their products and services. This requires attention to the quality of products and services, good sales and marketing practices, and effective internal processes. Top businesses often try to strike a balance between consistency and creativity. To achieve this goal, they rely on some of their greatest assets as “human resources”. Human resource management helps to find, develop and retain quality staff and management who are actively involved in the company's success. Organizations rely on HR professionals to help them achieve greater efficiency and productivity with a limited workforce. One of the key requirements of human resource management is to find the right people, in the right quantity and at the right time with the conditions that satisfy both the business and the new employees. By selecting the right people with the right skills for the right positions, both the employee and the company benefit. (Gisma Business School 2019.)

2.1 Concept of enterprise management

Enterprise management is understood as the sum of activities carried out to achieve defined goals through the efforts of others in the same organization. Enterprise management is a science, an art, and a profession. Enterprise management is a science: all enterprise management activities have content to achieve the set goals most effectively. It is a science that includes the basic knowledge that helps people in management positions coordinate their efforts to achieve their stated tasks. Enterprise management is an art: it is the science of managing people with specific situations that not everyone knows how to apply appropriately in their business conditions. Its success depends not only on the manager's knowledge, experience, and business talent but also on luck. Enterprise management is a profession: administrators must be trained methodically, the training through schools, and additional knowledge updated. (Gewertz 2016.)

2.2 Functions of enterprise management

Business strategy refers to the process of determining business objectives and proposing solutions to meet them. Thus, the planning function is to build the future development goals of the business. It creates a premise for business activities, sets up principles to respond to situations and changes in the market, and creates clear conditions for implementation inspection. Planning is an important activity that determines the success or failure of an enterprise's business operations. Planning is a process, a mood, and an action towards the future. (Leonard 2019.)

Organization is the setting up of models, assigning tasks to each level and each employee in the enterprise. The organization also includes delegating to management and executive staff to perform their duties effectively. It establishes patterns and interactions between each department's parts, which each employee in the enterprise undertakes. Therefore, the business organization structure of the enterprise needs to be built on certain principles and requirements. (Leonard 2019.)

Executive leadership includes many activities to achieve the business's goals and create vitality for the organization by maximizing work performance. It includes giving direction, training and maintaining discipline throughout the machine, influencing and inspiring subordinates, and motivating to create a comfortable working atmosphere. (Leonard 2019.)

Controlling includes setting standards and quantifying the results achieved, taking corrective actions if the results are not by the specified goals. The quantification of achievements includes management review, policy review, and personnel communication, and review of financial and expense reports. Control plays a significant role, covering the entire business process conducted before, during, and after business activities. (Leonard 2019.)

Enterprise management functions have a close relationship, interact, and influence each other. Among the functions of corporate governance, the two functions of planning and organizing are the most important because they determine the future and success of the enterprise's business and because these two functions are complicated. When errors are discovered, the longer the time to detect errors, the greater the cost to pay for correcting those errors. (Leonard 2019.)



FIGURE 1. Functions of enterprise management (SmartSuite Staff 2021)

2.3 Concept of human resource management

Human resources are essential resources that determine the existence and development of any business. Therefore, human resource issues are always a top concern. There are many different ways of saying about human resource management: According to American professor Dimock, "Human resource management includes all measures and procedures applied to employees of an organization and deals with all cases that occur related to a certain type of work.". Professor Felix Migro said: "Human resource management is an art of selecting new employees and using old employees so that the productivity and quality of each person's work are maximized." So human resource management is understood as one of the essential functions of the management process, solving all problems related to people associated with their work in any organization. Human resource management is an activity that is both scientific and artistic because human resource management is a field closely related to organizational culture and contains more human values than any other field of human resource management any other value. (Wool 2022.)



FIGURE 2. Human Resource Management (HRM) Meaning & Importance (HR Helpboard 2022)

2.4 Contents of human resource management

Human resource management is an activity of corporate governance, is the process of organizing labor resources for enterprises, is to allocate and using labor resources scientifically and effectively based on job analysis, reasonable arrangement of labor, based on determining labor needs to conduct personnel recruitment, training, and development, and personnel evaluation through implementation. (Yao-Sheng 2005.)

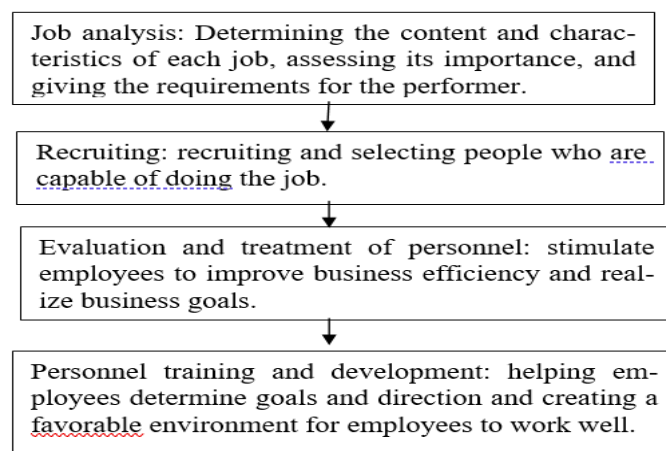


FIGURE 3. Contents of human resource management (Yao-Sheng 2005)

2.4.1 Personal recruitment

In an enterprise, successful personnel recruitment means finding the right people for the job, which means a lot. Enterprises receive an excellent source of human resources, complete the assigned work, and contribute to maintaining the business's existence and development. Those recruited into jobs that match their abilities and forte will be very interested and secure in the job. On the contrary, if the recruitment is not done correctly, it will cause adverse effects that directly affect the company and employees. (Newell Brown 2011.) Recruitment of personnel within an enterprise is essentially the process of transferring promotion and promotion from one department to another, from one job to another, and from one level to another. Internal recruitment has the variety of advantages.

Employees of the enterprise have been challenged for loyalty, serious attitude, honesty, sense of responsibility. Employees of the enterprise will be easier and more convenient to perform the job, especially the first time in the new responsibilities. They are familiar with and understand the business's goals, so they quickly adapt to new working conditions and know how to achieve those goals. Direct recruitment from employees working for the enterprise will also create a wide competition among working employees, stimulating them to work actively, creatively and create higher performance.

However, applying this method also has some disadvantages as follows: The recruitment of employees to vacant positions in the enterprise by way of internal promotion can cause the phenomenon of callousness and rigidity because the promoted employees are familiar with the working style of their previous superiors, thus losing creativity and not creating a new competitive atmosphere. The source of recruitment from outside the enterprise is the recruitment of employees from the labor market outside the enterprise. Advantages of recruiting personnel from outside the enterprise help businesses attract many experts and good employees, thereby recruiting suitable titles.

New employees often show enthusiasm and prove their ability to work with specific jobs, so the efficiency of using labor is very high. The downside of recruiting personnel from outside the business: is that, it takes a while for the recruited person to get used to the job and the business. Therefore, they may not clearly understand the goals and working styles of the business, which can lead to certain deviations and obstacles. Ways to attract candidates from outside: through advertising, labor service offices, recruiting graduates from universities, and other forms. Personnel recruitment includes the

following steps: recruitment preparation, recruitment announcement, collection and research of records, interviews with candidates, evaluation and decision-making. (Laboy 2021.)

2.4.2 Staff training and development

Personnel training and development are two primary contents in the issue of improving professional expertise for personnel. In addition, it also includes human resource education content for businesses. It is necessary to train and develop personnel because technology is constantly innovating in the era of rapid development of science and technology. It is both necessary and an essential task for people to have the knowledge and specific skills about a particular profession to keep up with the times. (Brookes 1995.)

In the training process, each person will be able to make up for the gaps in education, be imparted with practical abilities and experiences in the professional field, update their knowledge and broaden their understanding to not only can complete the assigned work but also be able to cope with the changes of the surrounding environment affecting their work. The training process is applied to people who perform a new job or perform a particular job but have not met the requirements. There is also a process of upgrading, which fosters more professional skills for employees to do more complex jobs with higher productivity. Labor is a precious element of the production process, so highly qualified workers are a precious element of social production in general. It determines the realization of the goal of the production process business. Therefore, personnel training plays a critical role in developing an enterprise - training in thinking, knowledge, qualifications, and people's awareness. (United Nations Economic Commission for Europe 2013.)

Every enterprise must have a plan on personnel and officers in the enterprise so that everyone can try his or her best to reveal his or her abilities to have the opportunity to advance. Human resource development is a regular job of each enterprise, stemming from the requirements of business goals of the business, helping the enterprise to have enough human resources. In addition, human resource development also helps employees find their own direction, creating a favourable environment for them to work better. Human resources are one of the most critical factors in an enterprise. To develop an enterprise, managers must pay attention to the development of human resources in the enterprise. Contents of human resource development include promoting and appoint personnel to administrative

positions, settling regimes for employees and administrators when they leave the enterprise and recruiting new employees.

2.4.3 Evaluation and treatment of personnel

Employee evaluation is one of the most critical issues of human resource management. It is the key for businesses to plan, recruit, develop, and reward personnel. Evaluation is a standardized procedure, conducted regularly to collect information about each person's career ability, work performance, personal aspirations, and development. (Sustainability Data Book 2020.)

Evaluation of work performance is a challenging job, and it requires accuracy and fairness. Through the assessment, knowing the capacity and prospects of each person, from which it is possible to make the right decisions regarding that person. The performance evaluation appropriately done will improve the atmosphere in the team. Each person tries to work better, become a more positive person, to receive good reviews about himself. Performance appraisal enhances the responsibility of both parties: the person being evaluated and the evaluation council. The people being evaluated are more aware of their behavior, words, and deeds. However, the people in the evaluation council also have to improve their sense of responsibility in collecting evaluation information about others. On the contrary, superficial and subjective assessments can create a mood of discontent, anxiety and anger in the person being evaluated. This dissatisfaction or satisfaction can make them not focus on work, and work less productive and effective, sometimes creating hidden resistance, internal conflicts and clouding the environment. (Contributor 2020.)

Performance evaluation goes through different stages. First, the human resources department needs to determine the goals and objectives to be evaluated and then set the standards for evaluation. Evaluate employees by comparing collected information to set standards. The evaluation process is based on both an assessment of the competence and quality of the staff. Finally, an important step is to evaluate the level of work done. (Lanteria 2016.)

Alternating ranking method: give some key aspects, list the people who need to be evaluated, then turn from the best to the worst in each of those aspects. This method is simple, but it seems approximate, inaccurate and emotional.

The alternate ranking method aims to present a number of key aspects, list the people that need to be assessed, and then move from best to worst in each of those areas. This method is simple, but it seems close, imprecise and emotional. The pairwise comparison method is that employees are compared with each other on the seriousness of their work, the amount of work completed, and the quality of the work. The scoring method aims to evaluate employees according to many different criteria, divided into five levels: weak, average, and good, corresponding to a score of one to five. This method is in vogue because it is simple and convenient.

The factors for selecting assessment include two types: job-related characteristics and personal characteristics related to the applicant. Work-related factors include volume and quality of work. Factors related to the individual involved include trust, initiative, adaptation, and coordination. Each employee will be given a score following the level of job completion, then a general assessment of each person's job performance will be aggregated. (Saville Assessment 2017.)

The remuneration of personnel is to stimulate employees to improve labor productivity, improve business efficiency and realize the goals of the enterprise. Each group of individuals comes to the business with their own goals and desires. Everyone has their priorities and constraints. As a human resource manager, with specific individuals and groups identified, we need to determine the goal of motivating each group to have the right impact, with the correct dose, at the right time, bringing the right results. Remuneration is expressed in two forms: material compensation and spiritual compensation. (1 Training. Org 2021.)

2.5 Factors affecting human resource management

Human resource management is a process and has impacts from many sides. Currently, there are many factors affecting human resource management, and these factors often change, which can be divided into the following groups of basic influencing factors. The group of factors belonging to the external environment such as: economy, population, law, culture, competitors, science and technology; The group of factors belonging to the internal environment such as the company's goals, strategy, corporate culture, and leadership style. A key factor in a manager's human resource management is fairness. Managers need to collect and process information fairly to ensure the unity of individuals in the enterprise. Human resource managers need to know how to listen to employees' opinions and find a common voice for all employees in the enterprise. (Geektonight 2021.)

2.5.1 Business environment

External environment of the enterprise affects the enterprise's activities, after carefully studying the external environment of the enterprise. It will set out its target mission. Researching and regularly updating the labor market situation must be the top concern of human resource managers, especially salary and training policies. Researching the labor market will contribute to perfecting a new and highly effective human resource management policy. (Friedman 2019.)

Economic and business cycles significantly affect human resource management. The period of economic recession or the economic instability tends to go down, it will directly affect the human resource policies of enterprises. On the one hand, enterprises must maintain skilled workers. On the other hand, reduce labor costs. Enterprises must decide to reduce working hours, temporarily lay off employees, or reduce benefits. (Friedman 2019.)

Population, labor force which is the population growth rate is faster and more extensive than the economic growth rate, and the annual labor force needs a high job, the enterprises have many opportunities to choose quality workers. (Friedman 2019.)

A culture with many levels, many value ladders do not keep up with the development momentum of the times, it restrains and does not provide talents for businesses. As a result, the cultural atmosphere in the business is affected. (Friedman 2019.)

In a market economy, managers compete on products and personnel. Human resources are the core of management activities. There is no way to survive and develop by effectively managing human resources. Human resources are the most valuable resource, so businesses must take care of preserving, maintaining and developing. To do this, businesses must have a reasonable human resource policy and know how to lead, motivate, and reward appropriately to create a cohesive atmosphere. In addition, enterprises must have a salary regime sufficient to keep employees working with them, improve the working environment and improve benefits. If the enterprise does not implement the human resource policy well, competitors will take advantage of it to entice qualified people, and the enterprise will gradually lose talent. The departure of employees is not just a salary issue but a combination of many issues. (Friedman 2019.)

Managers must train their employees to keep up with the development momentum of science and technology. When science and technology change, some jobs or skills are no longer needed, businesses have to retrain their workforce. The change in science means that fewer people are needed but still have to produce the same amount of product as before, but with better quality. This means that the manager must arrange for a redundant workforce.

This is the goal of every business. Customers buying products and services of a business are part of the external environment. Sales are a paramount factor for the survival of a business. Therefore, managers must ensure that their employees produce products that suit customers' tastes. Managers must make their employees understand that there is no business without customers and they will not have the opportunity to work anymore. They must understand that the revenue of the business affects their wages. The task of the HR manager is to make the employees understand this.

Even if an optimal organizational structure is designed without knowing how to select the right people, give them tasks and powers to do the job, or do not stimulate and motivate them to do work will not achieve the goals. When an organizational structure changes, increases or decreases hierarchy, expands or narrows functions, increases authority or narrows authority, etc., human resource management must also change. The internal environment of the business are missions and goals of the enterprise. This is an element of the internal environment of the enterprise, affecting different professional departments and specifically the human resource management department.

Strategic policies of the enterprise affect human resource management: providing employees with a safe workplace, encouraging everyone to work to their full potential, paying salaries and benefits Encourage employees to work with high productivity. It is the atmosphere-culture of the enterprise: A system of shared values, beliefs, and standards that unifies members of an organization. Successful organizations are those that nurture and encourage dynamic, creative adaptation.

2.5.2 Human

The human factor here is the employees working in the business. In the enterprise, each employee is a separate world, and they are different in terms of management capacity, aspirations, and interests... so they have different needs and desires. Human resource management must carefully study this issue to develop the most appropriate management measures.

Along with the development of science - technology, the level of workers is also improved, and cognitive ability is also better. This affects their perception of work, changing their requirements, satisfaction, job satisfaction and rewards. Experiencing different periods, everyone's needs, tastes, and preferences are also different, which has a significant impact on human resource management. The task of human resources is to understand these changes so that employees feel satisfied, satisfied, and attached to the business because the success of the business in the marketplace depends significantly on the employees from different perspectives. Wages are the primary income of workers, and it directly affects workers. The purpose of the worker is to sell his or her labor power to get paid. Therefore, wages attract everyone's attention, and it is a tool to attract labor. For human resource management to be carried out effectively, salary issues must be given due attention. (Harappa Education 2021.)

2.5.3 Management

Managers are responsible for setting policies, guidelines and directions for the development of the enterprise. This requires administrators outside of professional qualifications to have a long-term vision to give appropriate orientations for the business.

The reality in life is constantly changing; managers must regularly pay attention to creating an intimate and open atmosphere in the business, make employees proud of the business, have a sense of responsibility for the company. In addition, the administrator must know how to skillfully combine the two sides of the business, on the one hand, it is a profit-making organization, and on the other hand, it is a community that ensures the life of the employees in the enterprise. creating the necessary opportunities so that each person, if actively working, has the opportunity to progress and succeed.

Managers must collect and process information objectively to avoid unreasonable injustice that causes confusion and hatred within the enterprise. The manager acts as a vehicle to satisfy the needs and wants of the employees. It is necessary to study and master human resource management because it helps managers learn how to approach employees, listen to their opinions, and find a familiar voice with them. Whether human resource management in the enterprise brings the desired results or not depends a lot on the manager's attitude to the legitimate interests of the employees.

3 CASE STUDY: COMPANY X

With theoretical arguments and insight into corporate governance as well as especially in human resource management, the thesis wants to include a case of company X. A company has a not too large human resources system but also enough as a decisive core for the development of the company's business strategies. From there, the thesis will delve into the problems that the company's human resources system is facing, give practical solutions and are most suitable for company X. The methods will ensure feasibility, stick to closely related to the current operations of the company.

3.1 Company overview

Company X was established in 2015 in the form of a one-member limited liability company. Before that, the company was a small individual household but had grasped the market economy. The business owner established the company. In the early years since the establishment of the company, the company has encountered many difficulties when it was not possible to find partners and business partners, in addition, the company's staff members do not have many experienced people. In approaching the market, finding potential customers is difficult. In accessing capital, the company is not strong. Therefore, in these early years, the company's main customers were customers located in the vicinity. On the momentum of development, the company gradually built up the brand name and gained trust with customers and partners in most provinces and cities. The company is growing stronger and creating more advantages, despite the difficulties in the fiercely competitive market economy.

3.1.1 Function and mission

The company over the years has grown strongly and expanded its market in many fields. Those areas are wholesale of other machinery, equipment, and spare parts and repair of electrical equipment - Installation of electrical systems. In addition, the company also deals in the wholesale of electronic and telecommunications equipment and components, computers, peripherals, and software. The company also provides repair services for computers and peripherals and communication equipment.

The company's mission is that puts all its enthusiasm and enthusiasm in constant efforts to create the best products and services, serving customers based on consumers' interests putting the highest priority. The greatest joy and honor is that every morning when everyone wake ups, our customers welcome a new day with joy, full of life energy, youth and love of life. Currently, the organizational structure of the company implements the one-head regime, the organizational structure is functional in the form of a centralized form, including director, one deputy director, administrative department, finance and accounting department, sales department, and technical department.

The director of the company is the head, is responsible for the general management of all production and business activities of the company and is responsible before the State and the company for the process of production and business activities of the company. The deputy director works under the direct assignment of the director. The deputy director oversees his/her own assigned field and is responsible to the director for his/her powers and responsibilities when assigned by the director.

Department of administrative organization is that organizes staff, labor, salary, business network management, inspection and protection, reward and discipline, administrative management, archives, drive, and protect the agency. This is the intermediary department to communicate and process information between the director and other departments in the company.

Finance and accounting department is responsible for centralizing the company's books and accounts and is the place to perform financial management and inspection. Open books and records to account and monitor the company's business activities. Synthesize the company's accounting data, inspect and guide the implementation of financial and accounting regimes and accounting work for affiliated units, and at the same time provide complete and accurate information and data needed for the director of the company.

Technical department takes responsibility for general expertise, manage human resources effectively, coordinate with other departments under their respective functions and duties, and take full responsibility before the company's director for all its activities.

Sales department is in charge of advising the director on business operations and product quality management of the company, performing the wholesale duties assigned by the company.

3.1.2 Production activities

The main activities of the company have business functions as its name implies. The company has researched, designed, transferred information technology, and apply it to other technologies. They have traded in means of production and consumption materials and consignment trading agents.

The main field of Company X is informatics and technology transfer. The company's business products are computers and computer equipment. There are more than 200 business items at the company, including computers and components such as: a keyboard, monitor, mouse, ram, case, internet card and many more varieties.

3.1.3 Advantages and disadvantages

The company has strong economic potential, a high level of independence, and financial autonomy in terms of finance. It always has the maximum support and coordination of its member units, subsidiaries, and business partners. In terms of human resources, there is an active supporter of the company's officers and employees who have qualifications suitable for their positions, especially from the Board of directors, who have given orientation and contributed to the long-term development of the company. In terms of market, in addition to the available market segments, the company continually continuously researches and exploits other potential market segments while other investors have not noticed and expanded.

There are big competitors in the city, and besides, there are many other small firms, so it is difficult for the company to attract investors. The company's distribution channels and sales methods are still limited. Due to complex economic problems, some businesses went bankrupt, causing the company to lose some business partners. Not only that, but the bankruptcy also makes the company generate more bad debts and reduces the number of customers of the business.

3.2 Actual situation of management and use of human resources

Currently, the company's total number of office employees is 30 employees. All staff are professionally trained. The director himself and the staff in management positions all have university

degrees and many years of experience in work. There is a clear difference between the number of male and female employees in the company. This is explained by the mission, the intensity of the work, and the professional characteristics of the company. The average age of the staff is 24. The repair, installation and warranty departments often focus on young employees because they have good thinking, adaptability, and fast handling. There are older employees in security, engineering, and administration departments.

For an enterprise to survive and develop, it depends on three factors: people, labor objects and working tools. Human is the most crucial factor, human is the person who produces the equipment and machines suitable for production and business, and controls them to operate. People can mobilize, seek capital for businesses, and find ways to make up for financial shortfalls for businesses.

TABLE 1. Structure of labor situation by sex

	2019		2020		Deviant
	Sl	%	Sl	%	
Male	20	85.72	26	86.94	6
Female	3	14.28	4	13.06	1
Total	23	100	30	100	7

Through the data table, we see that the number of employees of the company increases over time.

In 2020, the number of employees increased by seven people. The number of employees increased due to the growing company replacing many business activities and expanding the size of the company. It can be seen that the number of men and women in the company is still different, it is necessary to balance this number so that the company has more diversity in human resources.

TABLE 2. Labor structure by age

Targets	2019		2020		Deviant
	Quantity (People)	Proportion (%)	Quantity (People)	Proportion (%)	
Ages	23	100	30	100	7
18 – 30	13	56.51	19	63.34	6
31 – 45	8	34.77	9	30	1
46 – 55	2	8.7	2	6.66	0

The age of employees in the company is from 18 to 55 years old. The company's employees are mainly young workers

The number of employees aged 18-30 accounts for the highest proportion in the enterprise in 2016. There are 13 people, accounting for 56.52% of the total number of employees in the company. In 2020, there are 19 people, accounting for 63.33%.

The number of employees aged 31 - 45 years old in 2019 is 8 people, in 2020 it is 9 people, an increase of 1 person. This is the age group that needs to be paid more attention to by the company because at this age, workers have more work experience and better withstand pressure than those aged 18-30. The workforce from 46 to 55 makes up a tiny percentage of the company and this ratio has not changed over the past two years.

TABLE 3. Structure of labor by specialty

(continues)

	Level	2019		2020	
		Total	%	Total	%
1	University	5	23.9	6	26

TABLE 3. Structure of labor by specialty

2	Colleges	5	23.9	7	21.7
3	Intermediate	0	0	0	0
4	General Labor	13	52.1	17	52.1
5	Total	23	100	30	100

Through the above table, we can see that: professional qualifications are consistent with the characteristics of the business. Due to the characteristics of a trading company supplying products to customers, the number of employees is not large, but it requires workers to be trained in high professional skills.

With a reasonable and attractive salary and compensation regime, most of the company's employees who have been working since the company's establishment rarely have a situation to quit. Therefore, the company has little need to recruit workers during the year. Instead, company X focuses on training policies for employees to improve the quality of services that the company provides through the professionalism and dynamism of its staff, business, and dedicated delivery staff.

TABLE 4. Labor structure by nature of work

	Name	2019	2020	Deviant	
				Total	%
1	Director	2	2	-	-
2	Administration	4	4	-	-
3	Technical department	4	6	2	50
4	Security	2	2	-	-
5	Housekeeper	1	1	-	-
6	Worker	10	15	5	50
7	Total	23	30	7	30.43

The total number of employees in the company in 2020 is 30 people, including 1 director, 1 deputy director, 3 sales staff, 6 technical staff and 1 accountant 2 security guards 15 workers 1 employee and 1 housekeeper. Every year, the company only has to add more workers for delivery, receipt, repair and installation, and other positions have changed much, almost no change. However, the company's labor arrangement is not reasonable in the technical department with 6 people while the work is not too much. The security department also has 2 people, which leads to a job shortage. Therefore, in the coming time, the company needs to pay more attention to the issue of reasonable labor arrangements to improve labor productivity and economic efficiency in production and business.

3.3 Analysis of human resource management

Human resource planning is an essential task that any business needs to perform. The human resource planning must be based on production and business, the company's short-term or long-term business strategy. (Michie & Sheehan 2007.) Any recruitment process is aimed at attracting qualified candidates and encouraging job seekers to apply for the most jobs and organizations. This makes it possible to build a team of talented and capable employees in a tight job market, optimize costs and cut down on candidate search time. The board of directors decides the human resource planning based on the company's business plan and practical needs of the unit. The human resources department carries out human resource planning through 4 steps.

Forecasting needs and forecasting the company's availability of human resources. When forecasting, the administrative department must base on many factors such as: production plan, possible changes, number of employees, and expertise. From there, it will determine compare to the company's production plan with excess or shortage of personnel to make decisions on recruiting or firing employees accordingly.

The human resources department will issue reports and comments for superiors to consider and give their approval. The human resource department will coordinate with other departments and divisions to implement specific programs such as recruiting or firing, arranging or training employees.

The administration department evaluates the effectiveness and adjusts personnel to suit the production practices of each department to ensure adequate savings.

The human resource planning work at the company is not done well, although the planning is carried out according to the above 4 basic steps. The human resource planning is still not based on the business plan and the business plan. The company's business plan is dependent on external factors (especially customer factors) and there is still the phenomenon of excess personnel. This is also discussed by Hoobler & Nancy Brown (2004).

Typically, the company is based on the labor needs of each department, based on the workload and then makes a recruitment decision. The company often posts recruitment information on the company's official website and posting jobs on recruitment websites. After being recruited, employees will have 2 months of probation. If they can meet the job requirements, they will be retained. A survey of employers found that 52% of recruiters confirmed the hardest part was identifying the right candidate from a large group. How to solve this recruitment bottleneck by sorting resumes and CVs based on priority order such as degrees, certificates, relevant experience, expertise, technical capacity. Finally, don't forget to mark the parts of the information that are not clear so that you can ask during the interview.

Preparation for recruitment is that assigning people (from the sales department) responsible for labor recruitment. Then hiring manager carefully study the documents of the state, organizations, and companies related to recruitment, such as the ministry of labor, and regulations on labor contracts. Then they can define hiring criteria.

Some notes in recruiting is advertise in newspapers, radio, posters, posters, internet. The job's main functions, duties, and responsibilities so that job applicants can visualize the job they intend to apply for recruiting. Benefits of candidates when recruited include remuneration, salary, promotion opportunities, working environment, etc. Instructions on administrative procedures, records, and how to contact businesses.

Receipt of resume: Candidates to record some of the candidate's information include:

- Education, experience, working history.
- Skill level, manual dexterity.
- Aspirational moral situation.

Preliminary interviews usually last from 5 to 10 minutes, are used to immediately eliminate candidates who do not meet the standards or are significantly weaker than other candidates that have not been

discovered when studying the application. In-depth interview is that finds out about the candidate's knowledge, skills, and abilities and confirm the level of work results that the candidate has achieved in the past. Assess whether candidates have the necessary personality traits to perform well for the position and to assess their maturity and integrity before accepting them.

Making a hiring decision is the most essential step in the hiring process. This is the decision-making step to hire or remove candidates. To improve the accuracy of the selection decisions, it is necessary to systematically review the information and the candidates' summary analysis. After being recruited, the candidates will be assigned to the appropriate job position or job position when the enterprise issues a recruitment notice. When the recruitment plan has been approved by the enterprise and the director, the company announces the need to receive and recruit employees. (Changeboard team 2019.)

TABLE 5. Labor recruitment situation of the company

	2019	2020	Deviant	
			Quantity	%
Total number of employees employed	5	9	4	80
Total number of employees resigning	4	2	-2	-50
Total number of retired employees	0	0	-	-
Total	23	30	7	30.43

The above table shows that the company's personnel in 2020 increased by 30.43% compared to 2019, corresponding to an increase of 7 people. The reason for the increase is the company's expansion of production scale. The company has adjusted several employees in redundant parts to replace vacant positions. Thus, the company made full use of its available resources, moved from one position to another, reduced recruitment costs, and still ensured business operations.

On-the-job training is conducted on the job to help employees work more proficiently. Low-skilled employees will be arranged to work with high-skilled and more experienced employees. This

employee learns by doing by observing, listening to instructions, and following them. Through the probationary period, newly recruited employees will be imparted working experience, how to use equipment, and equipped with necessary skills by experienced people. At the end of the probationary period, they are fully capable of using the equipment and skills to meet the job requirements. Usually, on-the-job training does not cost the organization of the training.

Sending for training is method which combines theory class with the on-the-job training method. In order to improve professional skills, the company has created the best conditions for employees to participate in training courses. On-the-job training cannot meet these needs. The company prioritizes young and dynamic staff because they are sensitive people who readily absorb new knowledge. The company encourages employees to constantly study to improve their professional qualifications, skills, and informatics. (Smith 2022.)

However, human resource development is planned and invested by the board of directors. However, the quality of training is not high, and the skill level and the functional ability of the employees after training have not been improved much. The company's training has not met the training needs of employees, those who need to be trained and need to improve their skills first are not allowed to go while those who are not necessary can- prior training. In addition, there is still the phenomenon that employees, after finishing the training process, still cannot complete their jobs well.

It shows that the company's training and human resource development is not practical, still formal, has not stimulated the self-conscious spirit of wanting to learn and promote employees when being trained. create. Therefore, in the coming time, the company needs to pay more attention to the training and development of its personnel.

The company's officers and employees are entitled to a salary based on the work undertaken and the work performance of everyone. Salary is paid for each job title associated with each person's task requirements and working performance. The company applies salary in the form of time salary.

There are two ways to calculate the actual salary as follows:

- Calculation 1: Actual salary = Work salary / standard working day of the month X number of actual working days
- Calculation 2:

- Actual salary = Job salary / 26 X actual working days (Working for 26 or 24 days is determined by the enterprise)

The choice of how to calculate actual salary according to calculation method one or calculation method two is up to the enterprise to decide for themselves. Note that these two salary calculation methods will give different salary results in each case.

Lunch allowance is that the company stipulates how much money you can write here, note that this allowance must be calculated according to the actual working day. You have to work to get a food allowance.

- Total salary: actual salary + allowances.

Calculating overtime salary: working overtime is limited and company X encourages its employees to complete work during official working time. However, in cases where employees have to work overtime urgently, they need to be approved by the Director in advance and arranged and paid overtime.

Labor is one of the three crucial factors in every company. Therefore, labor management is vital and must always be on top. The company organizes reasonable labor use, accurately calculates remuneration for employees, and timely payment of wages will help employees pay attention to time, labor results, labor quality, compliance regulations, improve labor productivity, contribute to saving labor costs, increase profits, create conditions to improve the material and spiritual life of employees. Company X has implemented a rigorous labor-management organization, arranged reasonable labor arrangements, calculated and paid employees satisfactorily, always ensuring the interests of employees with a high salary medium.

Reward work can be given for employees as encouragement for their performance. Every month, the company deducts funds to serve bonuses for employees. The service fee bonus is calculated according to the number of monthly jobs. This bonus is not fixed, depends on the company's actual business situation, and is approved by the chairman of the board of directors. Commendation for employees who are voted as the best employees of the month, quarter and the most supervisory staff of the quarter. The company considers rewarding employees on holidays, New Year and year-end based on the company's annual service business results under the direction of the board of directors. The bonus

depends on the level of work completion and compliance with the internal rules and regulations of the employees and the business situation of the company and the company.

They were unexpectedly rewarding employees with extraordinary achievements in performing their jobs and returning property to lost people within the company.

Social insurance is formed by deducting according to the prescribed ratio on the total salary fund of rank and level fees (title, area, seniority) month. Health insurance is used to pay for medical examination and treatment, hospital fees, and medicines for employees during illness and childbirth. The fund is formed by deducting according to the prescribed rate on the employee's total salary incurred in the month. According to the current regime, union funding is the fund to finance trade union activities.

Employees must strictly abide by the working time following the company's regulations. When taking personal leave, taking a break must have an application and must be approved by the company's leaders; sick leave must be certified by a health agency. Employees are not allowed to drink beer, wine, gamble, or use computers for personal purposes or any other private work during working hours. When there is a need to go out, it must be approved by the head/deputy of the department or notify other colleagues to report back to the person in charge. Employees comply with the assignment and mobilization of managers and are responsible before the manager for the assigned work. A unilaterally terminated labor contract must be applied for 45 days in advance for employees with indefinite terms, 30 days for employees with concrete terms, and 3 days for employees with a fixed-term seasonal action. The company is not responsible for handling related work without prior notice unless otherwise specified. Employees must have a sense of responsibility to protect assets and strictly prohibit all acts of embezzlement, waste, destruction, or theft of Company property in any form. Responsible for protecting the living and working environment of the company, maintaining security and order, and preventing fire and explosion. Any unintentional or irresponsible damage to the company's property must be compensated.

3.4 Assess the current state of human resource management

In manufacturing enterprises, the labor productivity indicator measured in value units is considered a general indicator is reflecting the efficiency of using labor by training occupations. This indicator reflects the labor productivity of workers in the year. The factors associated with people and human

management, such as the professional qualifications of employees, the level of organization and management of the company's activities, have a significant impact on the labor productivity of employees.

Thus, compared to 2019, the company has rearranged personnel suitable for training professions, and the requirements of jobs suitable for training quality from 82.6% increased to 86.67%; although this increase is not significant, but also is an encouraging number because within one year there has been a change in the employment of laborers.

In terms of the nature of labor: In 2020, the number of indirect workers is nine people, equal to the number of employees in 2019. Instead, the number of direct employees increased to 7 people. That shows that the allocation of resources has been more reasonable in arranging personnel in work assignments.

The company's use of labor is not very effective, leading to a decrease in the company's efficiency and profitability. Newly recruited employees do not have experience in the company, so when assigning jobs, they are still surprised and have not met all that the company assigns. Employees who have not done their full potential still have the phenomenon of irresponsibility in their work, which is not productive and effective. The company has not focused on training, which leads to a decrease in revenue.

Therefore, those doing the training must constantly innovate the content and programs to help employees always meet the job requirements in any situation. In addition to professional knowledge, employees also need to be equipped with basic working knowledge such as: teamwork, communication, and information technology equipment. In addition, equipment knowledge and understanding of the law, especially the legal regulations related to the professional field that employees are and will be working on, is extremely important and needs attention.

The analysis of several indicators of labor efficiency helps the company see the advantages and disadvantages in the management, exploitation, and use of labor, which the company needs to find out the causes and take measures to overcome those limitations to achieve the company's highest goals.

Through the actual survey combined with the analysis of the current situation of personnel at Company X, the company has the following achievements and limitations.

The executive and management apparatus during operation has made much progress and dynamism in working. Employees in the company with the spirit of solidarity and supporting each other in their work, have contributed to promoting the company to develop to a new position. In the process, the management and use of human resources have contributed to the development of the company on the production and business achievements that the company has achieved. The material and spiritual life and working environment are increasingly improved to help employees improve their sense of responsibility for work. Employee evaluation is well done. The company has found the right development directions, the right policies to develop short-term and long-term projects, a reasonable organizational structure, and a compact and practical organizational structure.

The company limitation is that labour utilization efficiency in the past year decreased. Labour efficiency is reduced. Human resource planning has not been done well, and there is still the phenomenon of overstaffing. The evaluation of employees is done well, but the evaluation is not related to the payment of wages to employees. In human resources training, it still does not meet the requirements. The need for training is high while the actual implementation of the plan is low. The percentage of employees completing training on time is still not high. It shows that the company's training program is unreasonable, has not stimulated everyone to complete the training program, and has not made them realize that the training is necessary and improves their qualifications. skills for themselves. The percentage of employees who complete the job after training is not high, just above 50%. It proves that the training quality of the company is still low. The skill level and the functional ability of the workers after training have not been improved much.

4 IMPROVE THE EFFICIENCY OF HUMAN RESOURCE MANAGEMENT AT THE COMPANY

Through the actual survey combined with the analysis of the current situation of personnel at company X, the company has both advantages and limitations. The company has found the right development direction, the right policy for the development of short-term and long-term projects, a reasonable organizational structure, a compact and efficient organizational structure. However, human resource training has not yet met the requirements. The need for training is high while the ability to implement the plan in practice is low. The percentage of employees who complete training on time is still not high. The company's training is not reasonable, has not stimulated people to complete the training program, has not made them aware that training is necessary and improved their skills. Not only that, the percentage of employees who successfully complete their work after training is not really high, just above 50%. This shows that the training quality of the company is still low. The skill level as well as the working ability of the employees after training has not been improved much.

4.1 Company X's development goals and directions in the coming years

In general, the company still faced many difficulties in maintaining operations and managing employees in the early years. It is understandable that employees are at the core of all the long-term development of a company. In the coming years, company X aims to be at the top of service providers in the same product industry, and at the same time, it will expand its human resource management policy to achieve the goal of expanding more branches. Therefore, having a clear strategy in human resource management is extremely necessary. Below are the factors and development directions for the company's human resource management.

Business direction is about maintain and improve business efficiency, ensure service quality with reasonable price and expand the market in the region. Diversify products and increase the attractiveness of products, especially complimentary services. Enhance the repair and maintenance of equipment according to the plan and invest in modern equipment and machinery to meet the production requirements in the future and the economic development needs.

Ensuring political security, social order and safety, ensuring safety in the process of production and business, and creating conditions for employees to have stable jobs and incomes to improve their material and spiritual lives for workers. Training qualified personnel with professional expertise to meet the increasing requirements of the job. Attention should be paid to the recruitment of workers. The policy of maintaining production capacity while improving production quality, strengthening the relationship between departments and direct production units to create favorable conditions in the company's production and business process, and actively seeking opportunities to improve competitiveness. (Ashwathanarayana 2005.)

Business development goals in the company's 5-year development plan from 2021 to 2025. The company has set clear orientations. Company has target to expand the market. The company is expected to increase its equity to ensure liquidity for the company, revenue in the new year's. One criterion is that finds more potential customers in the future.

4.2 Solutions to improve the efficiency of human resource management at the company X

One of the factors that directly affects the sustainable development of an enterprise is human resources. Human resources with equal professional knowledge and working skills always ensure high efficiency in joint work, step by step helping businesses achieve development goals and future success. Therefore, each business should pay special attention to human resources through long-term and sustainable human resource development strategies. Company X needs to have a more general view of the current organization's human resources situation and perform an analysis of human resource status to clarify strengths, weaknesses, advantages in business operations and difficulties. encountered need to come up with a solution.

4.2.1 Solution 1: Improve the quality of human resource recruitment

Recruitment is the first step, one of the crucial steps affecting the current and long-term quality of the company's personnel. In recent years, the recruitment work of the company has gradually developed. However, there are still some weaknesses such as: recruiting personnel is not precisely the training requirements that the job requires. Human resources recruited from outside tend to decrease. Due to

the limited number of recruiting participants, the company also lost many opportunities to recruit more qualified workers.

Improving the quality of human resource recruitment means improving the production and business efficiency of the company. Recruiting qualified and highly qualified candidates to meet the requirements of the complex nature of the job. If the recruitment process is successful, the company will have a human resource of quality and sufficient quantity to complete all assigned tasks, actively contributing to the existence and development of the company. Exemplary implementation of recruitment also contributes to reducing training costs. Therefore, this work needs to be done thoughtfully, openly, democratically, with quality and fairness. At the same time, it is necessary to redefine the company's recruitment needs and recruitment methods for higher work efficiency.

The solution expands the scope of personnel recruitment and diversify recruitment sources because the company's recruitment method is still too simple, evaluating and selecting candidates just stops at profile research and some simple professional and social questions. In addition, due to the subjective assessment of the applicants, the result is that the input quality of the employees is not high. This dramatically affects the production and development process of the company. When the input quality of human resources is not good, the company has to spend more time and money to retrain and interrupts production because there is no additional labor for production or will make progress slow. Production and labor productivity are poor because workers' qualifications are not enough to meet the demands of the job. It can be said that the company's recruitment method is not adequate, wastes time and money, and does not have qualified and qualified human resources to use in the present and the future, especially In the face of international economic integration; the company urgently needs good employees and talented leaders to manage the growing company. So how do recruit effective employees to important positions in the company? Below are some recruitment channels that companies can choose from.

Vocational schools are places to find employees with knowledge or expertise. These people can be recruited on a full-time and long-term basis at the company. There are leading experts such as information technology experts, bachelors of business administration, financial accounting and auditing at specialized universities. The company should proceed to recruit candidates while they are still in school (the last year of each training level) because this is an essential and vibrant resource. With this resource, the candidates still keep their study habits, the ability to learn quickly, and have many initiatives, youth, and enthusiasm to devote to the company's sustainable development. As we all

know, the number of newly graduated students from universities, colleges, intermediate schools and vocational schools in the whole country in general and in inner-city in particular is increasing every year. Therefore, the solution of recruiting workers from outside, especially students from schools with basic training, is also a good measure that the company should apply. Because this measure can both help the company operate better and solve the number of young intellectual workers who have not yet had a job in the society. (International Labour Office 2016.)

People who know the company are comprehensive sources of quite rich experience that helps the company have many opportunities to select suitable candidates. If the company has not yet recruited, it is advisable to keep their records because the company may need them later. Employment consulting business organizations: The company can go through the center to find suitable candidates for the position at the company. The company advertises and through the mass media: In 2020, the company's profit was 50,000 USD, the company can deduct 2% of the profit to post jobs on reputable recruitment sites in Vietnam such as Vietnamwork.com and CareerLink.vn, vieclam.laodong.com.vn. With a certain amount of money, the company will be prioritized to appear on the front page from 10 to 15 days. Use ads on some popular websites and applications on the internet today, such as YouTube, and Facebook. In addition, it is possible to advertise in newspapers in the city center. The above ways will help the company recruit a variety of candidates and promote its image. These are also relatively effective ways of attracting, which are prevalent in Vietnam.

Currently, the company has a lot of young employees, accounting for 52.38% of the company's total number of employees. This workforce is often inexperienced, so it will take time and money to train but not necessarily be highly effective. Instead of being passive in recruitment, the company can actively use reputable websites such as mywork.com.vn. This is a site looking for wealthy and quality candidates.

The company needs to have a bold, apparent attitude. It must comply with the recruitment process according to the regulations and work of selecting employees to realize strategic goals and company development. Improve input quality by tightening the selection process and the requirements set for employees. (Worldsupporter 2013.) Because the company is a computer company, employees need to have knowledge and skills in computer systems. Employees are better to know the structure and operating mechanism of computers, having skills to work when assembling and installing a complete computer with operating system and application software, repairing damage, equipment Setting up a computer network. They need to have sufficient knowledge of science and technology as a foundation

for assembling, installing, repairing, and maintaining computer systems. Ability to analyze, evaluate and provide solutions to handle problems and situations in computer systems is important. They are able to assemble, install, repair, and maintain computer systems and maintain essential components of computer systems. Employees need to know how to build and manage a LAN system at an enterprise, store, company, how to organize, manage, and operate the production of a workshop, a technical team, an assembly shop, maintenance, maintenance local network management. They need to be independent, and take personal responsibility in the organization, management and administration of his technical work unit.

An employee needs to have a sense of civic responsibility, the right attitude and work ethic, and be ready to take on the task. Continuous learning is important to thrive in any environment. Scientific working methods, knowing how to analyze and solve new problems in the field of industrial and civil electricity help that employee to stand out and contribute close to the company's business field. The ability to perform assigned tasks related to the field of electronics and telecommunications at an immediate and dynamic level, confidence, progress in work, cooperation, friendliness, humility in relationships is leading factors.

The person who can develop long-term with the company is the person who is responsible for the quality of the work results, the products he undertakes according to the standards and is responsible for the work results and products of the team and the group.

In addition to the necessary hard skills, employees need to have soft skills in informatics, have IT qualifications that meet ICDL standards and be proficient in the use of popular software applications such as Word, Excel. They can effectively exploit Internet resources for professional purposes. Being flexible, communicating well and being independent in all tasks are also essential.

From this solution, the company will have the basis to recruit a quality staff. From there, the staff will help perfect the organizational structure with high qualifications and skills, ensuring the long-term and sustainable development that the company sets out.

4.2.2 Solution 2: Improve the efficiency of the inspection and assessment of the work performance of personnel in the company

Employee evaluation is the job of the administrator or the human resources department to monitor and test employees in many aspects: work efficiency, working attitude, employee relations, and other job skills. Thereby accurately knowing the employee's capacity, thereby setting development orientation or appropriate reward and punishment. Businesses need to develop a reasonable and strategic recruitment plan. Instead of mass recruitment, carefully screen candidates to find qualified personnel who fit the corporate culture. If quantity is not associated with quality, it will only make your business pay more wages for a cumbersome and inefficient workforce. The basis of the solution: Assessing employees' ability to perform jobs accurately helps to build a fair and reasonable remuneration policy according to the labor they have devoted to the company. This work is done based on the personal evaluation of the heads of departments, divisions, and units with the employees they are in charge of and management. It depends a lot on the emotional relationship, so the evaluation work done lacks objectivity. Such an assessment creates a depressed and inhibited working mentality, the working atmosphere lacks competition and creativity, and employees do not promote their total working capacity. (Goffee & Jones 2013.) The purpose of employee evaluation is to measure job performance, using the quantitative measurements necessary to gather information about the employee. This information provides managers with measures related to the quality of employees' work. It is also a tool to determine if an employee's skills are relevant to their current job.

This solution reflects the employee's performance appraisal objectively and honestly. The solution helps to minimize the unfair and subjective evaluation, emulation and reward of the management department in the company, which is wasteful and unworthy of what employees have contributed. Since then, the company creates an atmosphere of labor emulation and creativity in work, helping to improve work efficiency and quality.

Currently, the company only conducts employee evaluation according to 5 criteria self-assessed by employees and managers (as analysed above), so the evaluation results are fair, based on subjective and emotional comments of employees and managers. Therefore, the company needs to change the table of criteria to evaluate the quality of an employee's work performance based on the following criteria:

- Professional expertise
- Attitude, service style

- Consciousness, responsibility

When assessing the quality of work, look at the big picture and even the small details. Give examples in employee reviews, such as what percentage of the company's goals were achieved by the employee. Also, include specific details regarding the projects the employee did well or badly. Furthermore, it is divided into three levels: Failed - Passed – Good. The evaluation steps at 3 levels help the company see more clearly the outstanding aspects as well as the limitations in employees. From there will have the most insight for the development strategy. Scores and metrics are given and applied as the table below to ensure the most effectiveness and accuracy in the assessment process. The criteria and the level of achievement of the criteria from company X are expressed in scores according to the following table:

TABLE 6. Criteria for evaluating the company's employees

Targets	Failed		Passed		Good	
	Targets	Score	Target	Score	Target	Score
Major	Make serious business mistakes or many minor errors. Not completing the assigned work, the quality is not guaranteed	10	No professional errors or only 1 slight error can be withdrawn experience is. Complete work, and assigned tasks within the time allowed, quality guaranteed.	20	No professional errors. Complete work, assigned tasks before the time allowed, good quality.	30
Attitude	Negative feedback from customers	10	Perform	25	Follow the rules well	35

Targets	Failed		Passed		Good	
Service style	Non-standard behavior with colleagues and superiors.		Correct, sufficient regulations on communication		About communication when serving, making a good impression with customer Acknowledged by the company or praised by customers for communication and manners.	
Consciousness, responsibility	Violation of working and meeting time. Uncluttered, neat, preserved and maintained the company's furniture and common assets Not active, performing assigned tasks Causing disunity within the company	15	There are no violations in terms of working, meeting, and studying time (being late, leaving home, taking unscheduled leave ...) Prepare all equipment and tools to work. Actively, learning, and performing assigned tasks.	20	Always actively spend more time on work to achieve better quality. Remind and help colleagues to strictly follow the procedures and regulations Always have quality, constructive opinions in meetings	35

It is necessary to measure employee performance against specific criteria. The criteria for evaluating employees in each enterprise will be different for each industry as well as each employee position and level. If leaders evaluate objectively, transparently, and with the right people, they will encourage good

performers to maintain and strive for better. Those who are not good will try to get good results. If doing so, the enterprise will build a team of employees who are both professional and ethical. They will be the force contributing to bringing the business up, competing with competitors.

Enterprises, when they want to evaluate employees on work performance, determine their capacity first, and must first grasp the principle: Do not evaluate according to feelings or one-way evaluation. Because if so, the evaluation is only subjective and does not determine the true capacity of the employee. Instead, in order to objectively and accurately evaluate a manager, it is necessary to have a multi-dimensional view and evaluate on many different criteria. The quality of each employee's job performance will be divided into grades of A, B, C, and D based on the total average score obtained from the assessment results of the stated criteria and the requirements for each employee's labor work.

TABLE 7. Employee ranking at the end of the month

	Labor level	Mission completion level	Professional quality		
			Actual working day	Competition score	Professional quality
1	A	Completing the task	≥ 26 days	> 90 scores	No professional mistake
2	B	Good job done	≥ 24 days	≥ 80 scores	There may be 1 error, does not affect the quality of service
3	C	Complete mission	≥ 22 days	≥ 70 scores	There may be 1 error, does not affect the quality of service
4	D	Do not complete the mission	≥ 20 days	< 70 scores	Causing errors affecting service quality

The employee evaluation criteria table above which comes from internal assessment of company X will stimulate employee motivation to work, increase labor efficiency. In addition, the team leader in

charge of each group must directly monitor and closely manage the working style of the group workers and take notes and objective evaluation. Updating information must be recorded daily.

Every month, the groups must spend a certain amount of time to meet the group with the contents. Employees listen to the team leader announce the results of the group's work completion in the past month, at the same time commend individuals who have successfully completed the assigned work and criticize individuals who work less actively, affecting the effectiveness of the work. the results of the work and the spirit of the members. The members receive and disseminate the detailed and specific next month's production plan to the team members and propose ideas for the work to be completed on schedule. level, quality. Everyone in the group is given an opinion to present the difficulties and advantages of their work. Everyone discuss and contributed ideas to solve the difficulties that individuals in the group and group encountered in order to draw lessons for the next month.

All opinions, and information discussed and exchanged in each meeting are saved and used as a benchmark to evaluate the performance capabilities of everyone in particular and the team members in general. After implementing the above measure and improving the efficiency of employee performance evaluation, human resource planning also achieved higher results. When the assessment is taken seriously, it will represent a fairer, more equal assessment and more realistically reflect the functional ability of everyone. That also contributes to creating conditions for each employee to strive and emulate at work and limit the inadequacies of emotional relationships. Therefore, the assessment method is fairer and more accurate when evaluating according to the following scale criteria. However, no matter what form is applied, the commenting method needs to be objective by the person who directly observes the workforce's work to create a comfortable spirit, strive to emulate and create high efficiency in the field of work. (Bigsby 2021.)

4.2.3 Solution 3: Attract long-term employees

In recent years, Company X has not done well in encouraging, motivating, attracting and retaining employees. That is evident through the fact that the company has to recruit more people every year to replace the positions that have been retired. Objective of the solution: During the production process, the company encountered a vast difficulty: the shortage of workers when the company had many orders because employees often quit or moved elsewhere. Moreover, along with the country's development, it will create many investment opportunities for domestic and foreign enterprises. Many companies sprang up, many industries developed quickly. Along with the demand for labor, skilled

labor, incredibly skilled or good labor is an important issue that determines the existence of an enterprise. Therefore, the issue of using talented people, retaining talented people or recruiting talented people is an urgent issue for every business.

For example: The salary of a company worker who works 8 hours/26 days is \$300. The company will pay a total of \$290. If in 2 consecutive months without making mistakes and keeping the same style, in the 3rd month, you will receive a salary of \$ 330 and maintain it continuously if you do not make mistakes. This is also a method of motivating employees in the company. It will have a substantial impact on the psychology of employees with the reward and punishment measures that go straight to their primary benefit, which is salary.

In a business, salary is sometimes not the only factor to retain employees. It depends on many factors, if businesses know how to focus on the mental factor to create comfort but not sloppily, have a framework for employees, it will create a long-term commitment with them. Here are some ideas for mental stimulation for employees.

The company should create a favorable working environment for its employees, create a healthy and comfortable atmosphere, avoid prolonging working time causing stress, and reduce work efficiency. Improving the life and morale of employees, creating meetings to chat, exchanging experiences, learning knowledge, discussing upcoming work plans, improving understanding, and letting employees to enjoy working.

The company provides annual health check packages for employees. The company creates programs such as gifts for holidays, New Year, and anniversaries. Every year, the company organizes vacations and convalescence for employees at domestic tourist sites and destinations. The company has set up an allowance fund for employees when they are sick. Organizing regular visits and paying attention to the spiritual life of all employees of the company helps employees to be more comfortable.

Raise employees' awareness and responsibility, unite and work hard, thereby increasing labor productivity for the enterprise. The competitive atmosphere in the enterprise will increase, and employees will be more active, more enthusiastic about their work, bring into full play their inherent abilities, and increase their productivity higher than before. Employees will feel satisfied when their efforts at work are appropriately rewarded. There is no situation of brain drain of the company into the market.

5 CONCLUSION

In the current volatile and fiercely competitive economy, in order to survive and develop sustainably, businesses must have a clear vision, mission and goals. Nevertheless, to achieve what is set out, people are the decisive factor. A solid and sustainable human resource system will fulfill the set strategic goals and lead the business to success. Enterprises develop, expand production scale and increase personnel, making the personnel system cumbersome and challenging to control. The quantity increased, but the quality of personnel decreased. At this time, business leaders need to have an overall mindset about human resource management.

Today, many businesses seem to be focusing on profit goals or do not have a long-term strategic vision for development without having built an appropriate human resource management system. Meanwhile, people are the leading factor determining the success or failure of the organization in the current era. When businesses have a scientific management thinking system, including thinking about human resource management, they can overcome the challenges and fluctuations of the environment. (Piwowar-Sulej 2021.)

From practical research, company X deserves to be one of the leading companies in product quality, human resources, and finance locally and in the city. During the years of business operations, there have been remarkable achievements and inevitable success in capturing market share in the inner city area, and the company also makes constant efforts to generate profits every year and total tax contributions to the state. This is a very commendable effort. Besides, there are difficulties that the company faces, which as the fierce competition in the market with many competitors with solid potential. This requires the company to develop the right and timely business and market strategies in line with actual capabilities so that the company can seize opportunities, avoid risks, and promote strengths, minimize weaknesses, ensure the stable and sustainable development of the company. Based on theory and practical analysis, some problems still exist in human resource management in the company. Moreover, in the process of analysis, learn through specific criteria to propose some critical solutions to improve the efficiency of the company's human resource management to be further improved, in line with the current situation. The current reality model aims to address several limitations.

Instead of forever applying the model inherited from the industrial revolution, managers need to change how they think about work, career trajectory, talent retention strategies. This starts by elevating the governance of human resources personnel, internationalizing the expertise and skills of this department to global standards, thereby helping businesses respond to challenges knowledge of human resources that the current context is posing. (Pratt & Florentine 2022.)

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INTERVIEW

Interviewer: Ly Hoang

Interviewee: Director of company X - In charge of the entire operation of the company, including the human resources department.

Interview questions:

1. As a company executive, how important do you find the HR department to affect your company's chain of operations?
2. How do you see yourself applying HR policies and how do your current results compare with the past?
3. What are the specific policies that you consider to be innovative with your HR department?
4. In your opinion, should your technology service use employees as a strong factor to promote your brand image?
5. Corporate cultures are cultivated by most companies. How would you help this culture grow if you knew what it meant to you?

Interviewer: Ly Hoang

Interviewee: Human manager of company X - In charge of the human resources department.

Interview questions:

1. The company you place your wish to offer several benefits and perks to ensure employee satisfaction. From a personnel point of view, what should we implement?
2. What do you think about innovation in the kinds of policies that need to be a high priority to maintain employee compliance?
3. What kind of KPIs do you use to evaluate the performance of HR department employees?
4. Good human resource management will need to ensure good implementation from the first steps, in your experience, how do you want to improve in recruitment and training to have high-calibre personnel?
5. What other outstanding difficulties or backlogs do you see when you could hire good people but couldn't keep them for long?