"Impact of personnel policy on human resources management: Empirical evidence from Vietnamese enterprises"

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IMPACT OF PERSONNEL POLICY ON HUMAN RESOURCES MANAGEMENT: EMPIRICAL EVIDENCE FROM VIETNAMESE ENTERPRISES

Abstract

Human resources have an essential meaning in stability and sustainability of business activities. The quality of human resources contributes to increasing intelligence and thinking, as well as productivity and efficiency in all activities of an enterprise. The study aims to determine the influence of different factors on Vietnamese enterprises' human resources management, including staffing plans, personnel selection, employee use, resource training, employee rating, and bonus policies. Exploratory factor analysis is employed to test the factors related to the research model. The sample comprises 417 leaders working at Vietnamese enterprises surveyed in 2021. The paper uses panel data to test the regression using OLS method. The selected enterprises are diverse in industry and size to ensure representativeness and are based in Ho Chi Minh City. The results elicit that staffing plans and bonus policies are two of the six factors that positively affect the human resources management of Vietnamese enterprises. The findings also show that staffing plans are the factor that has the most substantial impact on human resources management. Finally, the paper has proposed some policy suggestions to stabilize human resources management at Vietnamese enterprises to attract quality talent.

Keywords	employee rating, staffing plans, personnel selection, resource training, remuneration policy
JEL Classification	O15, E24, J24

INTRODUCTION

Personnel policy is vital to the development of any enterprise. It always sets new requirements for the management of human resources. Managers of an enterprise should have appropriate strategies for human resources. The quality of human resources determines the enterprise's success through the contribution of this force to the development of business activities. Human resources are essential in building a solid position in the enterprise because it is the basis for creating the core culture. They create the stability and growth of the enterprise to maintain business continuity. Building qualified and competent personnel is necessary to run the enterprise in the right direction. It is the basis for creating value to set and maintain human resource quality goals. The quality and efficiency of human resources must be ensured to contribute to economic, community, and social development.

It is always challenging for enterprises to attract quality talent due to the globalization. Managers should pay more attention to the personnel policies of Vietnamese enterprises. It contributes to improving human resources' quality to meet business activities' requirements and tasks. It is vital to have a suitable strategy for human resource policy.

The recruitment, use, and evaluation of human resources are essential to having quality human resources. Income policies may ensure the life of the workforce. It is the basis for employees to stick with the enterprise for a long time to create sustainability and enhance the growth of Vietnamese businesses. Competent and qualified human resources need to be paid due attention to maintain stability and development for business activities. That is one of the significant challenges for Vietnamese companies in regional and international economic integration.

1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Human resources are a topic that scientists worldwide have been curious to discuss in recent decades. Mohiuddin et al. (2022) argue that human resources are the activities of departments in enterprises. Human resources are a collection of members of enterprises to agree on strategies and actions to improve economic efficiency and professional capacity. Human resources create an environment for business activities to take place smoothly and effectively. Cowell et al. (2006) consider human resources as an opportunity to create an environment of emulation, learning from each other, and inspiring each other among individuals participating in enterprises. The strengths of each member of the enterprise will be best exploited and promoted by human resources and operate effectively to enhance the professional development of enterprises. Allen and Swanson (2006) acknowledged that human resources improve the quality of business expertise to build close working relationships in enterprises. Human resources increase job satisfaction so that members of enterprises commit to jointly monitoring the implementation progress and realizing the enterprises' shared goals. Human resources are a critical workforce to contribute to improving professional quality of industries. They contribute knowledge to enterprises and create economic values to increase benefits (Sydhagen & Cunningham, 2007).

Human resources are viewed from many different perspectives. L. Nadler and Z. Nadler (1989) introduced human resources to describe the relationship and tasks of resource management. Human resource management includes many different activities within the scope of policymaking to manage and develop human resources with three main contents, including education and training of human resources, use of human resources, and creating a favorable environment for human resources to develop. Al-Sayyed (2014) argues that human resources are not always understood correctly and do not have a universal concept. Human resources are considered the accumulation of human capital and adequate investment in economic and social development. Depending on each country, each field, and each historical period, human resources have different views.

Personnel policy is the viewpoints and goals to ensure the effective development and use of human resources. It is to ensure perfection in terms of staff quantity and quality. This policy covers the planning, recruitment, use, and evaluation of human resources (Maingi, 2015). Personnel policy is the effective use of human resources to achieve economic, community, and social goals (Allen, 2006). In developing businesses, it is necessary to perfect the personnel policy based on the provisions of the law on human resource planning, labor allocation, and use, as well as the corresponding bonuses and regimes (Mohiuddin et al., 2022).

Barney (1991) researched human social relationships with human resources and showed that there are always links in different areas. The interwoven relationship varies between people in a department, between departments in an organization, and between organizations and the outside society. Human resources are a broad concept, focusing on processes for establishing and implementing human resources management in line with enterprises' policies. Abdullah (2009) observed that it is hard to have a general concept of human resources. However, enterprises are a strategic process associated with training and developing employees and the success of firms. Human resources are developing and facilitating the liberation and promotion of human potential through organizational development, training, and personal development to improve performance. It is the harmoni-

ous use of training and development of individual and enterprise career prospects (Storberg-Walker & Gubbins, 2007). Human resources are an organizationally oriented extension of training and development designed to enhance skills, knowledge, and understanding. Human resources aim to help managers develop leadership and interpersonal skills and enhance creativity, confidence, and ability to work in different cultures (McClernon, 2006). From the above studies, human resources are the totality of planned and strategic activities to improve employee adaptability. It best meets the work requirements of enterprises. Thus, human resources promote employees' professional development and improve enterprises' productivity and operational efficiency.

Penrose (1959) initiated the theory of human resources. Human resources are one of the sources of competitive advantage for organizations. Barney (1991) followed this view. The theory focuses on maintaining and building the core foundation for human resources to become valuable and to create a competitive advantage over other organizations. The integrated use of training and career development and timely evaluation and reward improve the effectiveness of human resources within the organization. Organizational resources are divided into three main categories: physical capital, human capital, and organizational capital. Accordingly, tangible capital resources include factories, enterprises, locations, and materials. Human capital resources are knowledge, intuition, judgment, experience, and the ability to learn from employees. Organizational capital resources include organizational structure, coordination system, and informal relationships inside and outside the enterprise (Barney, 1991). Human resources are a highly specialized workforce that directly manages enterprises' professional activities. Some studies show the impact of factors affecting the human resources of enterprises. These studies are exploited in many organizations, including entities, schools, companies, and enterprises. The focus is on critical issues related to staffing plans, personnel selection, employee use, resource training, employee rating, and bonus policies. These factors determine the professional quality of enterprises (Agwu & Ogiriki, 2014; Bryson et al., 2020).

Glover et al. (1998) researched seven entities in the United Kingdom from 1996 to 1997. The study used the interview and questionnaire survey methods with the participation of elected leaders. The results explore that the effectiveness of human resources depends on staffing plans and resource training to promote, inspire, and support each other's activities to complete the mission. Adey (2000) surveyed leaders in the United Kingdom. The results show that bonus policies, employee rating, and employee use affect human resources. Turner (2000) used the interview method with a sample of 144 leaders of ten enterprises in 1995. The results imply that cate personnel selection, staffing plans, and resource training affect human resources. Glover and Miller (1999) collect data from 619 leaders of 58 entities. The study concludes that personnel selection, employee use, rating, and bonus policies positively affect human resources. Katou (2009) uses a linear structural model when surveying leaders in Greek enterprises. The results show the impact of resource training, employee use, and employee rating on human resources.

Agwu and Ogiriki (2014) used a sample of 370 employees in Nigeria with a questionnaire designed on a four-point Likert scale. Responses are presented as panel data, and hypotheses are tested using analysis of variance. The results of data analysis indicate a significant relationship between human resources, employee rating, and employee use. Okoye and Ezejiofor (2013) developed hypotheses tested by z-test statistics. The results show that employee use and employee rating influence human resources. Al-Sayyed (2014) studies Arab enterprises using a quantitative method. The results prove that staffing plans, resource training, and bonus policies affect human resources. Mohamedi and Ghorbanhosseini (2015) researched 300 employees in Saveh employing a simple random sampling method. The data were collected using questionnaires and analyzed through the linear structural model. The results demonstrate that staffing plans, personnel selection, resource training, and employee rating affect human resources. Finally, Maingi (2015) selected research subjects from 38 enterprises in Tigania using a survey method by questionnaires and interviews. According to survey results, resource training, employee use, and bonus policies positively influence human resources.

Recently, several studies have also discussed human resources. Bryson et al. (2020) analyzed panel data of 3,699 professionals from 87 entities in 2004–2011 using a 5-point Likert scale. The results show that employee use has a positive effect on human resources. Mohiuddin et al. (2022) studied 334 professionals of Iranian entities in 2020, creating a questionnaire consisting of 32 questions and using a 5-point Likert scale. The results explore staffing plans, employee use, and bonus policies that positively influence human resources.

Some studies have shown that there are factors affecting enterprises' human resources. Typical and common factors include staffing plans, personnel selection, employee use, resource training, employee rating, and bonus policies, specifically:

1) Staffing plans (PLAN). Planning is a sequence of steps to analyze human resources' opportunities, challenges, advantages, and disadvantages, which considers the criteria of quantity, structure, quality of the team, expected resources, and identification of measures to take (Glover et al., 1998). Planning for human resources needs to check the implementation of the plan periodically. Turner (2000), Glover and Miller (1999), Al-Sayyed (2014), Mohamedi and Ghorbanhosseini (2015), and Mohiuddin et al. (2022) showed that staffing plans have a positive influence on human resources.

2) Personnel selection (SELECT). Selection needs to be made through the recruitment committee for human resources. Human resource candidates need to be qualified in terms of competence and expertise (Turner, 2000). The standards of human resource capacity are based on the criteria of practical capacity, prestige in the team, and health. Moreover, the selection needs to be in the direction of development and the sense of responsibility, progress, and enthusiasm of human resources. Previous studies suggest that personnel selection positively affects human resources (Glover & Miller, 1999; Mohamedi & Ghorbanhosseini, 2015).

3) Employee use (USING). Employee use is a combination of work relationships, working conditions, and the amount of work performed by human resources (Bryson et al., 2020). Accordingly, the assignment and arrangement of tasks for human resources should be appropriate to create opportunities for human resources to promote initiative and creativity (Adey, 2000). Therefore, enterprises must have a mechanism to monitor and check the performance of human resources tasks. Okoye and Ezejiofor (2013), Maingi (2015), and Mohiuddin et al. (2022) demonstrate that employee use has a positive effect on human resources.

4) Resource training (TRAIN). Training is an essential need for human resources to improve their knowledge and qualifications. The training needs to have a practical plan to ensure the optimal use of resources for human resources. It needs to be carried out periodically to ensure uniformity for all enterprise personnel (Glover et al., 1998). The effectiveness of training and retraining activities will spread in each activity and related work of human resources (Al-Sayyed, 2014). Turner (2000), Katou (2009), and Mohamedi and Ghorbanhosseini (2015) found a positive influence of resource training on human resources.

5) Employee rating (RATING). Employee rating needs to follow the correct process and necessary procedures for human resources. The evaluation is meant to determine the ability and capacity of human resources in the working process (Mohamedi & Ghorbanhosseini, 2015). Evaluation should ensure fairness and accuracy and be recognized in many aspects of management and operation activities for the tasks undertaken by human resources. Adey (2000), Glover and Miller (1999), Katou (2009), Agwu and Ogiriki (2014) proved the influence of employee rating on human resources.

6) Bonus policies (BONUS). Bonus policies include salary and allowance regimes for human resources by the agreed commitments (Al-Sayyed, 2014). The welfare regime, including insurance, allowances, and other income increases, must also ensure compli-

ance with regulations. Policies, honoring, raising wages ahead of time, and bonuses must comply with enterprises' policies (Maingi, 2015). According to Adey (2000), Glover and Miller (1999), and Mohiuddin et al. (2022), bonus policies have a positive effect on human resources.

According to the results of previous studies, it is a practical problem to enhance the human resources management of any enterprise. Vietnamese enterprises have recently been interested in human resources, but no research has been done. Therefore, the purpose of the study is to determine the effect of personnel policy on the human resources management of Vietnamese businesses. It is the foundation to have appropriate policies in human resources strategy to attract high-quality personnel. Moreover, it is an opportunity to compete with foreign partners in the context of international economic integration. Based on the literature review, the following hypotheses are elaborated:

H1: *Staffing plans positively affect human resources.*

H2: *Personnel selection positively affects human resources.*

H3: *Employee use positively affects human resources.*

H4: *Resource training positively affects human resources.*

H5: *Employee rating positively affects human resources.*

H6: *Bonus policies positively affect human resources.*

2. METHODOLOGY

The paper uses exploratory factor analysis to determine the factors affecting the human resources of Vietnamese enterprises. It applies ordinary least squares to test the hypotheses of the model. It is a popular method to be used in qualitative research. The scale is measured by a seven-point Likert scale

including 1: Very Low; 2: Low; 3: Poor; 4: Medium; 5: Fair; 6: Good; and 7: Very Good.

The paper sent surveys to leaders of Vietnamese enterprises. The results are selected when the votes have all the information answered by the questions. The questionnaire is designed with 39 issues related to the model's variables. The sample comprises 417 leaders working in many fields of Vietnamese enterprises in 2021. The selection of businesses to survey ensures a wide range of industries and sizes and that these businesses are based in Ho Chi Minh City.

Based on surveys of experts about human resources in Vietnamese enterprises and synthesizing previous research, the model is proposed with one dependent variable and six independent variables affecting human resources, as follows:

$$HUMAN = \beta_0 + \beta_1 \cdot PLAN + \\ + \beta_2 \cdot SELECT + \beta_3 \cdot USING + \beta_4 \cdot TRAIN + \quad (1) \\ + \beta_5 \cdot RATING + \beta_6 \cdot BONUS + \varepsilon,$$

where *HUMAN*: Human resources management; *PLAN*: Staffing plans; *SELECT*: Personnel selection; *USING*: Employee use; *TRAIN*: Resource training; *RATING*: Employee rating; *BONUS*: Bonus policies.

The paper uses this model to test factors including staffing plans (4 elements), personnel selection (7 elements), employee use (7 elements), resource training (6 elements), employee rating (4 elements), bonus policies (6 elements), and human resources management (5 elements). Exploratory factor analysis is related to 39 elements of the questionnaire to determine specific factors affecting the human resources of Vietnamese enterprises. Identifying specific factors is done based on exploratory factor analysis (EFA).

3. RESULTS

Kaiser (1974) suggests that Cronbach's Alpha should be greater than 0.6. It is to ensure statistical significance. The results in Table 1 show that the values of the coefficients are all greater than 0.6. This result meets the statistics requirements, so the model's scale is appropriate.

Table 1. Reliability statistics

Variables	Cronbach's Alpha	Number of items
PLAN	.794	4
SELECT	.802	7
USING	.736	7
TRAIN	.712	6
RATING	.684	4
BONUS	.738	6
HUMAN	.761	5

The value of KMO is greater than 0.50, and the significance of Bartlett's test is less than 0.05, which will ensure statistical conditions (Kaiser, 1974). Table 2 indicates that the KMO value is 0.877, which satisfies the condition that the KMO is greater than 0.5. In addition, the sig. of Bartlett's Test is 0.000 and less than 0.05. Thus, the properties of the results are satisfactory, so the scale is appropriate.

Table 2. KMO and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.877
Bartlett's Test of Sphericity	Approx. Chi-Square	4862.328
	df	561
	Sig.	.000

The coefficients of the correlated variables and the significance level of the correlation of variables are less than 0.06 (Kaiser, 1974). Table 3 signifies that the coefficients of the variables have a suitable

degree of correlation, and the significance level of the variables is less than 0.05.

The adjusted R square shows the independent variables' explanatory level compared with the research model's dependent variable (Rogerson, 2001). The results in Table 4 are typical for an adjusted R-squared of 0.654. It means that the dependent variable of human resources is explained by the independent variables with 65.4%, respectively.

The significance level of ANOVA must be lower than 0.05 to ensure statistical significance (Rogerson, 2001). Table 5 designates that the sig. of ANOVA is 0.00. Therefore, it proved to be consistent with the model's significance.

The regression results are only meaningful when the model does not have multicollinearity, sig. of variables less than 0.05. Table 6 shows that the coefficients of multicollinearity are less than 2, so the model results confirm that there is no multicollinearity. With six independent variables of the model, the results indicate that only two variables have statistical significance, including staffing plans and bonus policies. These two variables are positive for human resources. The specific results of the model are as follows:

$$HUMAN = 1.387 + 0.244 \cdot PLAN + \\ + 0.152 \cdot BONUS. \tag{2}$$

Table 3. Correlations

Correlations		PLAN	SELECT	USING	TRAIN	RATING	BONUS	HUMAN
	Variables	**PLAN**	**SELECT**	**USING**	**TRAIN**	**RATING**	**BONUS**	**HUMAN**
PLAN	Pearson Correlation	1	.231**	.189**	.173**	.172**	.232**	.199**
	Sig. (2-tailed)	–	.000	.000	.000	.000	.000	.000
SELECT	Pearson Correlation	.231**	1	.414**	.343**	.250**	.343**	.136**
	Sig. (2-tailed)	.000	–	.000	.000	.000	.000	.000
USING	Pearson Correlation	.189**	.414**	1	.349**	.229**	.270**	.097**
	Sig. (2-tailed)	.000	.000	–	.000	.000	.000	.003
TRAIN	Pearson Correlation	.173**	.343**	.349**	1	.226**	.304**	.076*
	Sig. (2-tailed)	.000	.000	.000	–	.000	.000	.021
RATING	Pearson Correlation	.172**	.250**	.229**	.226**	1	.244**	.099**
	Sig. (2-tailed)	.000	.000	.000	.000	–	.000	.003
BONUS	Pearson Correlation	.232**	.343**	.270**	.304**	.244**	1	.167**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	–	.000
HUMAN	Pearson Correlation	.199**	.136**	.097**	.076*	.099**	.167**	1
	Sig. (2-tailed)	.000	.000	.003	.021	.003	.000	–

Note: ** Correlation is significant at the 0.01 level (2-tailed); *. Correlation is significant at the 0.05 level (2-tailed).

Table 4. Model summary

Model	R	R Square	Adjusted R Square	Std. error in the Estimate	Durbin-Watson
1	.844	.760	.654	.45807	1.996

Table 5. ANOVA results

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.092	6	2.015	9.605	.000
Residual	190.317	907	.210	–	–
Total	202.409	913	–	–	–

Table 6. Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics	
	B	Std. error	Beta			Tolerance	VIF
(Constant)	1.387	.229	–	6.049	.000	–	–
PLAN	.244	.053	.157	4.629	.000	.905	1.105
SELECT	.081	.056	.054	1.440	.150	.727	1.375
1 USING	.021	.054	.014	.379	.705	.762	1.313
TRAIN	−.019	.052	−.014	−.376	.707	.794	1.260
RATING	.043	.045	.033	.955	.340	.882	1.134
BONUS	.152	.052	.105	2.919	.004	.804	1.243

Table 7 concludes that two hypotheses are accepted, namely H1 and H6. The remaining hypotheses are rejected.

Table 7. Hypotheses testing results

Hypotheses	Results
H1 (Staffing plans)	Meaning (positive)
H2 (Personnel selection)	No meaning
H3 (Employee use)	No meaning
H4 (Resource training)	No meaning
H5 (Employee rating)	No meaning
H6 (Bonus policies)	Meaning (positive)

4. DISCUSSION

The results show that two factors positively affect the human resources of Vietnamese enterprises, namely staffing plans and bonus policies. These are the two core factors promoting the quality of human resources. The results of this study are similar to those of Glover and Miller (1999) and Mohiuddin et al. (2022). The analysis is also consistent with the opinions of some Vietnamese experts when looking at the human resources reality of Vietnamese businesses.

Staffing plans have the most substantial impact of the two factors. These findings are similar to Al-Sayyed (2014), Mohamedi and Ghorbanhosseini (2015), and Mohiuddin et al. (2022). It reflects the reality of human resources in Vietnamese enterprises. Vietnamese enterprises have gradually focused on staffing plans. It is a crucial issue in solving the human resources problem in the context of economic integration. It is entirely consistent with the theory of human resources development. When Vietnamese enterprises have a plan for human resources, it will create stability and development. The result proved that staffing plans are carried out by the specified steps and ensure the objective of each step of Vietnamese enterprises. They link planning with training and retraining activities. Vietnamese businesses currently operate as planning human resources to ensure documentation procedures. Moreover, Vietnamese enterprises select human resources to include in the planning category to ensure professional and management capacity.

Bonus policies also affect human resources in the same direction. This aligns with Adey (2000), Glover and Miller (1999), and Mohiuddin et al. (2022). The results reflect the current situation of

Vietnamese enterprises. For a developing country like Vietnam, bonus policies are decisive in attracting high-quality talent. It also reflects fairness when Vietnamese firms strengthen bonus policies so that their quality employees stick around and work for a long time. Bonus policies must comply with the regulations of the State of Vietnam. Vietnam's Labor Law also encourages Vietnamese enterprises to increase payments and support bonus policies payments. It creates a harmony of interests between employers and employees. A sustainable policy of a company ensures the legitimate interests of employees. The result is implied that Vietnamese enterprises have strictly followed the current regulations and ensured adequate income and personal development opportunities. Bonus policies also create positive motivation for staff. It creates cohesion with all team members in Vietnamese enterprises. It also increases job satisfaction and peace of mind for human resources.

Vietnamese firms should implement a combination of synchronous solutions to strengthen human resources and increase attention to human resources. For staffing plans, the strategies of Vietnamese enterprises need to have a long-term orientation and clear and specific goals for the stable development of human resources. The orientations need to take from five to ten years and possibly a twenty-year vision. When formulating long-term strategies, Vietnamese businesses can reasonably implement staffing plans. Vietnamese enterprises that want sustainable growth cannot have a narrow, short-term human resources vision. Enterprises do not necessarily need to recruit new laborers, but must have a long-term strategy and specific goals in each period.

Vietnamese enterprises need to implement steps such as analyzing opportunities and challenges and the advantages and disadvantages of having an appropriate staffing plan. Each stage of the growth and development of Vietnamese enterprises needs to be planned. It is the basis for preparing high-quality human resources to work stably. Moreover, it is necessary to set targets to be achieved in terms of quantity, structure, and quality of human resources in the future. Therefore,

a quantitative quota to undertake and maintain the activities of enterprises is crucial. Above all, the quality of human resources is a prerequisite. Thus, staffing plans are essential for selecting human resources to ensure good quality for business operations.

Regarding bonus policies, Vietnamese enterprises need to develop a long-term-oriented reward policy. Strategies can be established for five to ten years and last up to twenty years. These policies need to harmonize economic interests between enterprises and employees. In addition, welfare policies must ensure that employees increase their income over time to be assured of their lives.

Welfare policies must comply with the provisions of the Law on Labor (Vietnam National Assembly, 2019). Vietnam's Labor Law only stipulates a minimum level, but Vietnamese enterprises need to provide additional benefits for employees. Therefore, these policies serve as a source of material encouragement, and employees must contribute to the development of enterprises.

Remuneration and motivational policies for human resources are implemented according to capacity, and timely adjustments are made to support stable benefits. During challenging economic periods, specifically the Covid-19 epidemic, Vietnamese enterprises must increase workers' incomes to promptly support difficulties. It is the care and support of employees to encourage them to overcome challenges and hardships in life.

Faced with current needs, Vietnamese enterprises need more flexible financial support policies, preferential policies, and additional welfare funds. It helps workers to have additional income to create a better life. At that time, employees will focus their intelligence and contribute their energies to the development of enterprises. In addition, Vietnamese enterprises need to pay attention to subsidizing difficulties and creating a stable income for human resources. Vietnamese businesses do an excellent job advising in providing material support for houses and equipment for human resources to ensure a good life.

CONCLUSION

Human resource management determines the stability and development of Vietnamese enterprises. Thus, the purpose of the study was to explore the effect of personnel policy on human resources. The results demonstrate that two hypotheses related to resource planning and bonus policies are accepted, while the remaining hypotheses were insignificant. The study also shows that two most crucial factors affecting human resource management are staffing plans and bonus policies. Both of these factors have a positive effect on the human resources of Vietnamese enterprises. However, staffing plans are more impactful than bonus policies. Therefore, these are two decisive factors in the human resource management of Vietnamese enterprises.

This study offers several implications. Thus, to strengthen human resources, Vietnamese management agencies should have appropriate regulations for human resources. Accordingly, the regulations need specific guidance on recruitment policies and remuneration for human resources to help Vietnamese enterprises attract quality human resources.

AUTHOR CONTRIBUTIONS

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