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## Development solution to human resources for Binh Phuoc Rubber

**Du The Hung**

Thu Dau Mot University, Vietnam

\* Corresponding Author: **Du The Hung**

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### Abstract

Human resources are an important force of each economy, a decisive factor in the development of a country. After nearly 37 years of renovation, the whole country in general and Binh Phuoc in particular have achieved many great achievements, now entering the period of comprehensive integration with the global economy, the opportunities and challenges are increasing. requires quality human resources to meet the requirements of industrialization and modernization. Currently, human resources in the rubber industry in Binh Phuoc have many shortcomings such as shortage of quantity, especially inadequacy in salary attraction policy and working environment. Research article raised the current situation of human resources in the rubber industry in Binh Phuoc. From there, as a basis to come up with solutions to develop and improve the quality of human resources in this locality.

**Keywords:** human resources, rubber industry, Binh Phuoc, current situation

### 1. Introduction

In the process of industrialization and modernization in Vietnam, people are considered an important decisive factor in socio-economic development. The development of human resources is a very urgent requirement for the Binh Phuoc rubber industry because this is the key economic region of the South leading in the cause of integration and development. Rubber industry with characteristics requires many direct labor, so the attractiveness and retention of skilled labor plays an important role in exploiting, producing and processing products, while more and more industrial parks are open. Widely scale in the area, the competition of unskilled labor is increasingly fierce, leading to the risk of labor shortage in the near future. Production and business activities of the company due to the decreased rubber production due to the liquidation of the rubber garden have affected the revenue and profit of the company, the income of the employee. Quickly restore without that will definitely affect the socio-economic development goals of the Southeast region. Facing the actual requirements, it is clearer than ever, the requirement of human resources in the rubber industry is an urgent request that if we do not have an appropriate and timely strategy to develop. Human resources will greatly affect the economy of the Southeast region.

### 2. Theoretical basis and research method

#### 2.1. Herzberg's two factors (1959)

Herzberg's two factors (1959) Herzberg (1959) offer two factors for work satisfaction and motivation. He divided the factors to create satisfaction and dissatisfaction in the work into two groups: groups of maintenance factors and groups of encouragement.

**Table 1:** The theory of two factors of Frederick Herzberg

Factors maintain	Encouragement factors
1. Working conditions	1. Success
2. Relationship with colleagues	2. Recognition
3. The policy and rules	3. Responsibility
4. Supervisory quality	4. Nature of work
5. Basic salary	5. Promotion

*Source:* Nguyen Huu Lam, 2012

According to Herzberg, if the encouragement is met, it creates the motivation and satisfaction of the work, and the encouragement factor will not be met will have the effect of preventing the dissatisfaction of workers in the work in the work job. However, if only those factors are not enough to create motivation and satisfaction in the work of workers.

## 2.2. The fair theory of Stacey John Adams

According to J. Stacy. adam, workers are very interested in the issue of fair and right treatment in the organization. Workers always tend to compare their contributions to the benefits they achieve with the contribution and interests of others. Workers feel that the organization treats them fairly when the ratio between the benefits they receive and their contribution is equal to the ratio between the rights and the contribution of others. When workers feel more disadvantaged than others they will have negative, lazy, not self-conscious attitude at work. Therefore, in order to motivate employees, it is necessary to create and maintain the balance between the rights and contributions of the members of the company.

## 2.3. BK Skinner's positive enhancement theory

This theory said that each individual's behavior will repeat if the individual receives a positive assessment; That behavior will not repeat if they do not receive a positive assessment from the leader. Leaders need to actively assess the contributions of employees, avoid timely and incomplete assessments that limit their positive thoughts and actions. There are two types of strengthening behaviors that the leader and manager can perform, namely:

1. Reward staff: Leaders encourage employees to do what they have done well before. The reward may be compliments, with money or by commendation and promotion decisions.
2. Using penalties: Criticism of employees about defects has suffered, showing employees what they are not done and in particular what they need to fix.

## 2.4. Research Methods

This research uses qualitative and quantitative methods. This study conducted intentional and observant dialogues in the research process and quick evaluation methods with the participation of members of the community. The research object is the workers who directly exploit latex, the management teams of Phu Rieng Rubber Rubber Company, Phuoc Long Rubber Company Limited, Dong Phu Rubber Joint Stock Company, Binh Long Rubber Joint Stock Company. These are the units with the largest number of rubber tappers in the district and represent the whole district in Binh Phuoc province. Survey subjects heard the purpose of the research topic, then distributed the survey questionnaire and directly delineated the answer to the questionnaire. The average survey response time is about 15-20 minutes. Primary data includes survey results 800 interview votes, allocated at 4 rubber companies. In which, each company is 200 votes. In addition, 120 personal interviews are subject to latex exploitation workers, rubber care, representatives of relevant departments.

In order to have a research data source on the development of the rubber human resources of Binh Phuoc province, I made Dien Da from April 2021 to April 2022 in the study area. The data collection methods used include attending observation, interviews with important information provides

(key informations) and many workers at this company. Regarding observation, I and many collaborators come to the pus mining workplace of workers during the field research, join in their labor process such as how to exploit the tapping, observe working. The data collected from this method is recorded in the form of a field diary, then synthesized and analyzed in the article content. The content of the in -depth interviews and talks revolves around salary and working environment policy issues. In addition to the data source collected from the above -mentioned community, I also refer to the secondary data source from research works, books and magazines of the authors who have studied related to the topic.

## 3. Research results

Research results from survey data sources during the field of field field and refer to report data, secondary data have been published, the results show the situation of human resources in the rubber industry. Binh Phuoc is deficient by the impact of the salary policy, the harshness of the working environment. Through the research results, the author has proposed a number of solutions to retain workers, stabilize labor workers in Binh Phuoc province in the near future.

### 3.1. Points and policies on development on improving the quality of human resources in Binh Phuoc province

Achieving achievements in the process of socio -economic development, as well as the achievements in the process of promoting industrialization and modernization, thanks to each stage, Binh Phuoc Provincial Party Committee is interested in development and quality improvement. Human resources - This is a decisive role in the success of the provincial industrialization and modernization process. This view is approved by the Resolution at the Congress and also issued breakthrough programs on training and retraining cadres and civil servants and attracting and developing human resources. In the document of the Eighth Provincial Party Congress, the term 2005-2010, one of the 06 lessons learned in the 2001-2005 term of Binh Phuoc Provincial Party Committee is "Care and care for training Human resource development is a strategic task, a regular focus (including better and better care for health care, education, training policies, policies to attract human resource development). "[4:44]. Also in this document, 10 policies and spearhead solutions implement the goals and tasks of development in the term of 2005-2010 for "building a long -term education development plan to take initiative in grassroots investment capital. Material, practical experiments, training teachers according to national standard school standards, improving teaching and learning quality; training human resources and talent; Preparing professional, professional and knowledge labor; ... "[4:69] and is one of the five breakthrough programs in the 2005-2010 term is the " Cadre Training and Source Development Program. Human resources "[4: 123].

In the document of the 9th Provincial Party Congress, the term 2010 - 2015, continuing to bring the "staff training program and human resource development" as one of 03 breakthrough programs in the term and the province. The Committee issued Official Letter No. 12-CTr/TU, on August 2, 2011 to direct the implementation of the breakthrough program on "Training cadres and human resource development" under the 9th Provincial Party Committee Resolution. On the basis of the guiding viewpoint of the Provincial Party Committee, the People's Committee of Binh

Phuoc province has concretized the breakthrough programs on training and development of human resources through Decision No. 2907/QD-UBND dated December 29 /2011 on "approving the planning of human resource development in Binh Phuoc province in the period of 2011-2020", which determines: Human resource development is a key task. Along with that, the provincial People's Committee issued Decision No. 73/QD-UBND dated December 21, 2011 of the Provincial People's Committee "Regulating the policy of training and retraining cadres, civil servants and public employees ; attract and develop human resources in the province "[5:86]. This decision replaces Decision No. 159/QD-UBND dated December 21, 2005 of the Provincial People's Committee on training, retraining and fostering policies and policies Attracting human resources, in addition to training and retraining to improve the qualifications and professional skills for cadres, civil servants and officials, also encourage workers to participate in training and retraining classes. To meet the better and better development requirements of the province and attract high quality workers to work in the province.

### 3.2. The situation of rubber human resources in Binh Phuoc

Binh Phuoc rubber industry has been integrating deeply with the world market. The opportunity to expand the export market of products of the industry continues to be opened. By the end of 2018, the rubber tree area in Binh Phuoc was 238,498 ha, an increase of 930 ha, output of more than 350,000 tons opened many job opportunities for local workers. When many rubber areas are put into shaving, Binh Phuoc rubber companies have a headache to solve the "thirst" problem for labor for latex exploitation. With a rubber area of more than 40,000 hectares, thousands of hectares are being officially exploited by 2022, causing many rubber -growing enterprises in Binh Phuoc province. Can mention from 2014 to 2016.

Compared to 2014, in 2015, the number of employees increased by 160 employees, while the number of additional recruitment workers decreased by 201 workers. Leading the total number of employees of the company has greatly decreased. Compared to 2015, in 2016, the number of employees resigned from 319 employees. The number of additional tuberculosis increased by 6 laborers. Although the number of employees who quit their jobs has decreased and the number of additional recruitment workers increases, the number of employees who quit their jobs is still more than

the additional number of employees. Therefore, the total number of employees in the company has greatly reduced. There are many reasons for the decrease in the number of workers, but mainly due to: the decreased company's revenue affects the salary and bonus regime of rubber care and exploitation workers. The storm often causes many rubber trees to break down, reducing the number - the part of each worker down. Through survey in April 2022, the research team summarized a number of causes of labor in Binh Phuoc rubber industry.

According to a survey of human resource level, the percentage of labor with intermediate and college qualifications in the past 3 years accounts for a small proportion. The rest are unskilled labor and technical workers. In general, the quality of labor at companies is not high and uneven. Therefore, the company needs to take professional, professional and training measures to improve the education level regularly for the management team to manage and organize classes to improve their skills to stabilize the quantity and quantity. The quality of human resources at the company in the coming years. In addition, according to the survey and survey, there are more than 40% of the number of workers who quit their jobs due to many causes such as: resting, moving, stopping, military service, retirement, dismissal, all contracts ... especially the number of workers who leave their jobs due to the highest rate. The number of employees who leave the job is mostly in the work of workers with the increasing severity, the process of care and exploitation goes through more stages (previously the time starting to work is 5am. Until 10 noon but now they have to start their work from 2am and finish working at 12pm). Another reason is that the industrial parks and export processing zones in Binh Phuoc area sprouted up, so a large number of unskilled workers needed many remuneration such as shuttle cars from home to work and environment. Clean work ... Therefore, competition to recruit and attract unskilled workers among rubber companies and industrial parks is increasingly fierce. That is not to mention in the southern region, many businesses in other industries are also expanding production investment, so the higher the demand for recruiting labor. The workforce at the farm is in many changes, the proportion of workers who quit their jobs in the first months is quite high, leading to labor shortage; Until now, there are still some workers who have a full 20 -year -old work that is intending to quit their jobs and starts from the reason because the salary policy and the working environment in the rubber industry.

**Table 2:** Evaluation of workers about the company's welfare salary

STT	Assessment of material remuneration - bonus	Very mush disagreement (%)	Disagree (%)	Have no ideas (%)	Agree (%)	Very agree (%)
1	Salary is worthy of labor value	33,4	40,5	14	9,5	2,6
2	Diverse form of reward	29,3	40,3	18	6,8	5,6
3	Reward fair, timely and reasonable	32	40,5	9,8	8,1	9,6
4	The salary is paid fairly based on the results of the job performance	43,2	32	8,1	6,8	9,9
5	Comply with the State's regulations on salary allowances such as social insurance; Health insurance; UI; Work time to rest.	43,1	29	15,5	4,3	8,1
6	I am very satisfied with the company's salary and welfare policy	54,4	27,9	7,0	5,4	5,3

Through the survey, the contents related to the salary policy at Binh Phuoc Rubber Company are not highly beaten by workers (section 1, 3, 6) due to the evaluation in the report of the leader and the manager. The employee does not know the assessment and salary information leads to not being

completely satisfied with the salary received. Enterprises have not made public evaluation so that they can accurately assess the contribution of workers. Although the company's salary distribution regulations have a reasonable principle and method, or the average income of the company's

employees tends to increase, the increase is not high due to the increasing labor productivity. . In addition, Mr. Tung worker mining workers from the Loi Rubber Farm of Binh Long Rubber Company Limited said: “Previously, the price of rubber was so low that there was not enough cost to hire tappers, Many houses have to liquidate the whole garden to convert other crops more economically.” [Du The Hung, Nghi Cot Dien Da, April 20, 2022].

Rubber tree used to be a key industrial tree, bringing a large revenue. However, the price of rubber latex is increasingly precarious, making the life of workers seriously affected. The application of norms still has many inadequacies that have not guaranteed fairness in paying workers. The form of payment according to the product can be because of the number of workers leading to the situation of workers who are less interested in ensuring product quality, saving materials and using reasonable machinery and equipment. In many cases, workers do not want to do jobs that require high levels of skill because it is difficult to exceed norms.

The cause of this problem is recorded that the farms still divide the unit price by exploited products or only build one or several units for all gardens, not properly evaluate the labor cost of each. Workers spend on the garden, not motivated to stimulate labor productivity to ensure fairness. The norm of shaving tree/day is built inaccurate by the company in calculating coefficients due to the use of many different plant varieties in the garden. For example, for group 1 tree, shaving techniques are very important compared to group 2 and group 3, so the coefficient is higher, while the group 3 is an old, hard tree, causing much energy in sports. Shaving should be promoted. Therefore, group 1 worker must be done with more shaving plants, the longer moving road is so determining the intensity of labor if only based on the factors of the operating technique will not be accurate. Due to the influence of the world rubber market, the business situation of the company faces many difficulties leading to the monthly salary of not guaranteed time. The research results helped to see the shortage of labor resources in the rubber industry due to the salary policy that had an impact on the work of rubber industry workers; Help administrators take measures and policies to manage wages to minimize labor and increase work satisfaction in workers.

### 3.3. Work environment

In the past few years, when the price of rubber latex is high, many people have focused on investing in rubber trees. On the positive side, it can be seen that the rubber industry has solved the idle labor in localities as well as creating high income for rural residents. In parallel with state -owned rubber companies, private rubber fields, Tieu Dien is currently highly effective in creating jobs. However, it can be seen that, due to the production characteristics and requirements of the work, many workers in the rubber industry did not focus on properly to the level of influence of the working environment with their health.

Through the survey of workers at rubber farms, it can be understood that the labor environment in the rubber industry is quite harsh. In the process of working, many people who work as a rubber tapping they recount that they have to get up early, when shaving must be thanks to the light of electric lights, the eye must be highly concentrated, so about 40 years old onwards, the health of the person doing it The rubber job has begun to decline markedly. The harsh labor regime, the

working day lasted from 13-14 hours, enhanced labor intensity, paid low salaries ... In addition to the hard work in labor, workers encountered many difficulties such as: mosquito mosquito accident (Especially the "mosquito blow" causes malaria leading to death), squeezed, ants, bulls, termites, and poisonous snakes. In addition, the diseases of rubber people are infectious diseases that work in wet environments, such as rubber pus allergy, sinusitis, bronchitis, eye diseases, spinal disorders Belts, in addition, there are diseases due to many other conditions such as kidney stones, hepatitis B, cirrhosis ... For workers at state rubber companies, due to the organization. Periodic health, equipped with labor protection equipment, so they can prevent the diseases early. As for those who make private units or shaving people rent for small rubber garden owners are different. This type of working person is still limited or subjective about the harmful effects of the working environment, because the employer has not been paid properly by the employer to protect the health of their health for them. There are often many diseases that are harmful to health. In the process of working, they also pay little attention to the equipment of labor protection. Mr. Nguyen Van Hoang has worked at Phuoc Long Rubber One Member Company Limited, said: “My husband and I have been tapping for rent for private rubber gardens for nearly ten years. Currently I have seen my spine appears often pain when going to bed. Currently, I have not had time to go to large hospitals to check, but I can only go to traditional medicine shops to buy medicine for cooking. If the doctor told me to have a spinal surgery, I would not dare to operate because if surgery, it would affect health to continue tapping. ” [Du The Hung, Nghi Cot Dien Da, April 20, 2022]. The case of Mr. Hoang affected by the spine is also easy to understand because for a long time, having to carry a heavy pus tanks away, the damage to the spine is indispensable. The number of employees who leave the job is mostly in the direct work of the work in the nature of the work that requires increasing, takes a lot of time outside the garden, the severity is increasing, the care and declaration process. The waterfall went through more stages (previously the starting time for work was 5am to 10pm, but now they have to start their work from 2am and finish working at 12pm). The price of rubber latex low, the income of workers also decreased, causing more and more workers to turn away from tapping. Many rubber farms find ways to attract workers but still not effective, because they are not strong enough to compete with industrial parks.

## 4. Proposing solutions for high human resource development for rubber industry

### 4.1. Create income and improve the lives of workers

Businesses need to create higher salary regime than businesses in other economic sectors. Bonus policies and sub -levels (travel, housing, diligence, skills,) of these businesses are also factors to attract workers. The salary is formed from the salary fund. The source of annual salary fund is based on the efficiency of production and business, labor productivity and the average number of employees used by the company. High business efficiency, high labor productivity, high salaries and vice versa. The salary paying for workers directly according to the volume of products implemented. It is necessary to develop an annual and public salary unit price plan for workers to strive to fulfill their tasks well.

#### 4.2. Satisfying welfare

The company and rubber farms also need to maintain and improve the value of current welfare regimes to ensure the level of satisfaction for workers at work. Regularly take care of the spiritual life for workers such as organizing annual tours and tourism; Organizing fun and giving gifts to children are children and children of international children's workers, donating cakes on the occasion of Mid -Autumn Festival, organizing summer activities with rich content. Regularly organizing sports, arts, sources ... creating the spirit of solidarity and attachment between colleagues. Some suggestions such as increasing lunch allowances to improve meals for workers. The company should organize health checks for workers every 6 months, according to the State's regulations and also need support. In cases of occupational accidents ... create a safe working environment, equipped with labor protection for workers. Completing and supplementing the policy of rewarding and welfare to create motivation and peace of mind for workers to strive to successfully complete the assigned tasks, contributing to increasing income for workers.

#### 4.3. Wage policy

Businesses and processing companies need to be conducted fairly and democratic according to the issued regulations. The number of stages increased and the amount increased between the phases, so there was a clear distinction and encouraging production workers. Supplementing rewards for collective individuals in the skilled training movement, good worker competition to encourage workers to improve their skills, and also a condition for considering raising their salary levels ahead of time. The company must base on and promulgate appropriate salary regulation such as calculation of salary unit price, garden division, rewards, welfare if exceeding the plan, production targets ... Dynamic as well as the basis to convince them about that salary. Farms based on the factors of garden productivity, labor productivity, intensity of shaving, difficulty levels, technical factors, auxiliary labor factors of each batch, each group of trees to build applications The price for each tree part is to regulate the income of the tapping workers to suit the actual situation. After handing over the annual salary unit price, the unit must organize the acceptance of workers according to the results of the implementation of the criteria of quality and tapping techniques to calculate the salary for workers. Administrators increase their work satisfaction with reasonable and effective salary policies; In which, focusing on building a fair welfare regime, associated with work needs and encouraging workers directly.

#### 5. Conclusion

Through surveys and data research can be seen for many years, companies and rubber farms in Binh Phuoc province have made great efforts in developing human resources to meet the requirements of economic and economic development. The local association in general and for rubber businesses in particular. Most workers work with a high sense of responsibility, strictly comply with the rules, labor discipline, always unite, support, help each other, enthusiastically respond to collective emulation movements, contributing to For the completion of the company's duties and especially improving the material life for employees. However, the quantity and quality of human resources have not yet met the requirements of the development of

businesses and processing establishments in the area such as lack of labor supply for businesses in processing facilities, especially is a highly technical labor. The quality of training in vocational training institutions is still low, vocational training and training programs are still rigid not updating new technology techniques. The evaluation of the work results only focuses on the output that the assigned workers have achieved or not, not focusing on their work and efforts while working, leading to workers without feeling. The picture is recorded at work. Most of the work of workers working as assigned directly (Farm director and processing factory), so the workers mostly work in dynamic, less creative, mainly trying to complete the bloc. The amount is assigned. The security forces are few, not guaranteed security when workers work. Labor protection is not suitable for hot weather due to the work of outdoor rubber workers. Currently, with the situation of the world rubber market, the number of rubber exploitation is reduced by farms and the output of latex is also reduced, so the work of rubber workers has also been changed, The workload decreases, workers can be rotated to another job, the number of excess labor can lose their jobs to make workers feel unstable. The rotation is not based on professional qualifications leading to workers in unsuitable positions. Many cases where workers do not want to do jobs that require high skills because it is difficult to exceed norms. This situation requires Binh Phuoc to have a strategy of human resource development in the coming period.

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