



# International Journal of Multidisciplinary Research and Growth Evaluation



International Journal of Multidisciplinary Research and Growth Evaluation

ISSN: 2582-7138

Received: 08-12-2020; Accepted: 12-01-2021

www.allmultidisciplinaryjournal.com

Volume 2; Issue 1; January-February 2021; Page No. 46-52

## The situation of high quality human resource in FDI enterprises in Vietnam: Exploitation and development solutions

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### Abstract

Foreign direct investment (FDI) is very important for the Vietnamese economy in context of deep and wide integration; many new-generation trade and investment agreements signed by Vietnam: FTA with South Korea; Vietnam - Japan Economic Partnership Agreement; Vietnam Chile FTA; ASEAN Comprehensive Investment Agreement (ACIA); The latest is the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP). The trend of international and regional integration is changing and becoming more urgent than ever before, is the Industrial Revolution. 4th. To catch up with the technology trend, countries are racing towards an Industry 4.0, the opportunity for regional and international integration is still human

resources. The pace of technological change is increasing, requiring and more emphasis on the ability of each worker to continually adapt, learn new skills and access new things in different contexts. Automated machines will replace humans, so the unskilled labor that will be affected by the 4.0 revolution is not small and the possibility of being rejected is very high. Therefore, how to exploit and develop high-quality human resources in FDI enterprises in Vietnam is a problem that needs to be solved. Based on the analysis of high quality human resources in FDI enterprises in Vietnam in recent years, the article proposes a number of exploitation and development solutions to improve the quality of human resources in the new context.

**Keywords:** human resources, foreign direct investment, Vietnam, exploitation, development

### 1. Introduction

Human resource is always an important factor in all economic activities. The most precious and important resource that determines the development and prosperity of the nations and communities in the world. Researches on human resource development in recent decades have mainly focused on human resources, which is mainly focused on human capital (understood as skilled workforce). In particular, high-quality human resources are considered the main resource, the decisive factor in the process of socio-economic growth and development and deciding the exploitation, use, protection and regeneration of resources. other. In the trend of developing a market economy, globalization and expanding international exchanges, human resources, especially high-quality human resources, increasingly play a decisive role.

Vietnam is in the process of industrialization and modernization of the country, developing in the direction of opening up and integrating into the world. In order to perform well the above process, the factor that has the most important role is the human factor. Highly qualified and high-quality human resources will make the country's renewal process faster and achieve higher results. The country's industrialization and modernization requires many important factors such as capital, science-technology, natural resources. But the most important and decisive factor is still human. Compared with other resources, human resource is an endogenous factor, deciding success or failure in the socio-economic development of each country. Therefore, compared to other resources, human resources, especially high-quality human resources, always occupy a central position and play a leading role in the industrialization and modernization of the country. Therefore, in order to improve the quality of human resources to well serve the country's renewal, it is necessary first to improve the quality of education and training, creating conditions for comprehensive human resource development. Below we will go together to find out the current state of high-quality human resources of FDI enterprises in Vietnam today and propose the main solutions to exploit and develop such human resources to meet the requirements. International economic integration.

## 2. Theoretical Framework

An organization's human resources are formed on the basis of individuals with different roles and are linked together according to certain goals. Human resources are different from other corporate resources due to human nature (Dung, 2009) [47]. Human resource management is a system of philosophies, policies and functional activities about attracting, training, developing and retaining an organization's people to achieve optimal results for both the organization and its employees (Dung, 2009) [47]. Human resource management is the overall coordination of activities of planning, recruiting, selecting, maintaining, developing, motivating and creating all favorable conditions for human resources through the organization. Achieve the organization's strategic goals and perspective orientations (Than, 2012) [7]. International Human Resource Management (IHRM) embraces attracting, developing and maintaining a team to achieve goals and targets set out in international production and business strategies (Nguyen Hoang Tien, 2018). International Human Resource Management is a rapidly changing field of research and application. It is also a lively academic subject linked to a wide variety of disciplines related to economics, strategy, and international business. Its origins can be traced back to the growth of international business operations and the growth of multinational companies (MNCs) with their formal and informal approaches to HR. (Anne & Ashly, 2010) [2]. In all international organizations (MNCs) or multinational enterprises (MNEs), human resource management (HRM) is the key to success. Human resource management is very important to business survival, performance and success (Hilary, Chris & Paul, 2003) [5]. For international organizations, multiculturalism should be managed as important contributors to the chances of business success (Christopher, Elizabeth, Paul & Guy, 2016) [4]. Multinational companies must make sensitive decisions to the personnel of the local environment (Betty & Oded, 2004) [3]. Concerns are multicultural, often causing international business failure. Therefore, understanding cultural differences is essential for HR managers at leading firms (Peter, 2008) [6]. An international business strategy is a program that systematically brings together the activities of an entity including the process of targeting, the measures and means of achieving certain efficiency in the business environment worldwide (Thu, 2005). An international business strategy means combining the internal effectiveness of MNE (versus its competitors) with the opportunities and challenges in geographically dispersed national cross-border environments. (Alain, 2013) [1]. The role of international business strategy is to help companies and corporations see themselves in the present, point out strengths and weaknesses; identify future business goals; planning to achieve short-term and long-term goals; adjust and adapt to the international business environment (Thu, 2015). Firms in global market have their own business strategies, in line with market development, the nature of their products / services and their own capabilities (Tien, 2018) [10-12]. Based on two basic criteria of global efficiency and local flexibility, there are four types of international business strategies: multinational strategy, global strategy, inter-national strategy, home copy strategy (Tien, 2018) [10-12]. Multi-domestic strategy (high local flexibility, low global efficiency) - groups of independent subsidiaries that focus on specific markets. This strategy focuses on localization of

products and brands. Global strategy (low local flexibility, high global efficiency) - unified global market, power and responsibility concentrated in one place. This strategy focuses on power and decision-making in a plan, at the parent company's level. The home copy strategy (low local flexibility, low global efficiency) - a country's unique advantage strategy is often highly developed. This strategy aims to internationalize strong national brands with quality, prestige and world class, internationalize business processes related to functional performance. An inter-country strategy (high local flexibility, high global efficiency) benefits globally (e.g. some activities such as research and development, managed financial management) in parallel domestic activities (the remaining activities are done in a distributed way). This is a mixed strategy where the corporate businesses are both specialized and decentralized. Transnational business units are independent of each other when they cooperate within certain functions (Tien, 2018). International HR strategy always closely follows international business strategy (Tien, 2018).

In order to successfully implement the process of accelerating industrialization and modernization associated with knowledge economy and international integration, our Party advocates to pay special attention to and improve the quality of human resources. At the Tenth National Congress (2006), our Party has proposed the policy "Comprehensively renovate education and training, develop high-quality human resources, revitalize Vietnamese education. ". According to Nguyen Thi Tuyet Mai (2016) [9], at the XI Congress, Vietnam's Communist Party identified the development of high-quality human resources as one of the three strategic breakthroughs to successfully implement the goals of the Construction Platform. the country in the transition period to socialism and the Strategy for socio-economic development for the period 2011-2020. Solutions for developing high-quality human resources in Vietnam can be approached in the following angles: First, human resources must be clearly identified as the most valuable resource of Vietnam in the development of the country. Second, conducting regular surveys and surveys on human resources and quality of human resources in all sectors, levels, localities and the country; ensure the balance of supply - demand of manpower for socio-economic development nationwide, for each branch and level. Third, improve the efficiency of planning, management and use of high quality human resources. In order to promote the positive and creative labor activities of high-quality human resources, it is necessary to do well the planning, management and use in a scientific, democratic and correct manner. Fourth, fundamentally and comprehensively renovate education and training to improve the quality of human resources, especially high-quality human resources to meet the requirements of science - technology application and model innovation. to grow, restructure the economy, step up industrialization and modernization of the country. Fifthly, along with the importance of developing high-quality human resources, there is a need to closely link with the development and application of science and technology. These are the two pillars and at the same time a new driving force for the country's development. Along with education and training, science - technology must also be truly the top national policy and the most important driving force for national development. Sixthly, developing high quality human resources must suit specific conditions of ministries, branches and localities; closely associated with the

requirements of international cooperation and integration. It is necessary to establish a process of closely detecting, exploring, evaluating and publicly selecting human resources suitable for each place and each specific requirement.

### 3. Research Methodology

The methods used mainly in the article include: document analysis methods such as qualitative methods to find out the basic ideological contents of the document, find out the problems related to the research topic. rescue and identify the problem to be solved. Documents, articles, interviews or scientific articles related to the issue of "the role of human resource management in international business of foreign companies in Vietnam", due to the data. The secondary should a lot of documentation involved, so we need refinement to get the most accurate document for the problem. And the quantitative method "seeks to group signs and find cause and effect in groups of objects", based on documents and research sources of qualitative methods so that we can name important roles. of HR management, and answer the question of why companies fail to manage HR in their host countries, and successful companies in their host countries. The method of collecting secondary data, this method is based on available documents, so when applying this method, it requires specificity, which means that it must be clear, consistent with research objectives, accuracy. of data and topical. And comparative comparison method to find out the most accurate documents about the research problem as well as reliable sources of information from the internet. In addition, there are methods such as comparing research results, comparing the terms "business" and "international business", comparing Vietnamese enterprises with foreign enterprises to See more clearly the role of human resource management to come up with good solutions to help foreign businesses successfully invest in Vietnam. Because when foreign enterprises successfully invest in Vietnam, they not only push the economy in Vietnam but also attract foreign investment into Vietnam, helping Vietnam to move faster on the path of international integration. Industry 4.0 era as present, creating favorable conditions for Vietnam to move rapidly on the path to become a developed country in the future.

We also incorporate methods of using primary data, such as using surveys so that businesses can share their experiences with young firms in the field of business in the host country. Or nowadays, when the internet is very developed, we can use online survey method to get the most information quickly and save money on the issue of "the role of HR management in international business. of foreign enterprises in Vietnam".

### 4. Research Results

Human resource management and business strategy are two indispensable contents in the development of businesses. Thanks to people and proper HR management, maintaining internal capacity for the business to successfully implement its business strategies. At present, when globalization and international economic integration take place increasingly strongly, the role of human resource management will be increasingly enhanced and become more important. Therefore, the efficient operation of human resources or in other words well-organized HRM team in the organization has become something that any foreign business in Vietnam wants to achieve early in the present period.

A thriving business with a position in the marketplace should

have a strong staff. Businesses need HR management to help manage capital, facilities, science and technology, and human resources. In particular, it is necessary to exploit and utilize human resources in accordance with the business strategy of the business. Employee morale and attitude are positively improved, if human resource management is effective. Staff with high professional qualifications and skills will help businesses develop and make good use of human resources in the marketplace. HR management needs to meet the requirements of the business in terms of recruitment, training and capacity assessment. The HR management department needs to choose the right staff for each position, each task. Employees should then receive training and capacity development from the very beginning. Human resource management department will have to focus on fostering staff capacity. An effective HR management department will avoid mistakes in recruiting, training and evaluating personnel for businesses. When properly screening and training qualified employees, businesses will avoid many types of waste. Thus, the human resource management department needs to arrange carefully and in detail: selecting, arranging, training, and mobilizing optimal personnel. With the economic crisis and high inflation, human resource management needs to adapt to the economic situation. Therefore, in addition to finding and developing quality human resources, human resource management must also use the budget effectively.

Each multinational corporation's recruitment method for overseas employees is different. Factors that influence your choice of HR policy include the country's culture of origin, the degree of international business engagement, the firm's business strategy, and the type of business industry. For foreign businesses, their staff requirements are very high, they are not too concerned with qualifications, they are interested in their ability, expertise, attitude and ability to adapt well to vacancies. In addition, foreign companies pay much attention to the candidates with leadership qualities to help the teamwork process, the implementation of projects easily, smoothly and get better results. Foreign companies in Vietnam often recruit nationals to top management positions, overcome the shortage of highly qualified managers in Vietnam, ensure operations. doing business in Vietnam in accordance with the image of business activities in the host country. Especially senior managers in Vietnam, they tend to spread corporate culture, corporate identity into Vietnam. This policy is very important for enterprises that consider corporate culture one of the important factors to maintain comparative advantage in competition.

To address the shortage of middle and high-end human resources in Vietnam, foreign companies in Vietnam make a significant contribution to solving the problem of shortage of highly qualified human resources, through programs Links with universities, colleges and also internal training programs. Foreign companies develop diversified training programs, not only for new employees but also for the entire staff at all levels during their work at the company. The training content is also aimed at providing knowledge and skills suitable to the company's production and business activities, at the same time keeping pace with the development trend of society. As a result, those training programs have solved the human resource difficulties that foreign businesses face in Vietnam.

In foreign enterprises, with the nature of human resources with national diversity, the language element becomes a



barrier in human resource management. Effective management of a strong staff with a variety of cultures and working styles can create special advantages for foreign businesses in Vietnam such as creating an effective and attractive working environment, and retain talents, create trust for customers and partners to promote the strategic strength of the business, increase operational efficiency and make a difference in the market. Efficiency and differentiation will help businesses compete well in the market.

Human Resource Management plays the role of setting policies to build and develop the company's human resources, ensuring that the policies of the State and the company are fully and flexibly applied. In addition, human resource management has also built for businesses a closed circle system including: recruitment - evaluation - training. By the nature of their expertise, human resources will filter the individuals and personalities that are suitable for each position in the company and at the same time assessment of the staff's capabilities in the working process to be able to understand strengths and weaknesses additional knowledge for employees to build a training plan to improve the skills and expertise of employees. Human Resource Management is responsible for inspecting and supervising other departments in order to comply with company policies and regulations. Check, measure and analyze the results and work efficiency of departments. Human resource management helps businesses exploit their potentials, improve productivity and their competitive advantages, promote employees' positions, and harmonize beneficial relationships between businesses and employees. Human resource management plays a key role in management reform, helping businesses assert their positions and improve their positions in economic integration conditions, when staff qualifications and technology are enhanced, when jobs increasingly complex and diverse.

High quality human resources should be exploited and brought into full play to avoid waste. Because of:

This is a team of workers that have been trained at home and abroad with skills to meet the job. Appreciating the working ability of the returned workforce, many foreign-invested enterprises in Vietnam are looking for this human resource through many different channels. Thematic job sessions exclusively for workers who have gone abroad to work, organized by Hanoi Job Service Center, always attract about 60-80 enterprises to register for recruitment. The most recent session attracted 72 Korean and Japanese invested enterprises to participate in recruiting more than 1,100 employees in positions of managers, interpreters - translators, technical staff, production workers... Unfortunately, very few businesses are recruiting people for the desired position.

Explaining the reason, many experts said: "During the time working abroad, most of the workers receive a fairly high salary. When returning home, the workers who meet the job requirements well are often given. The wage requirement is nearly the same as the one they received, which is beyond the affordability of domestic firms, and the workers who require lower wages, they lack the necessary skills". Therefore, the supply and demand of these particular human resources have not really met, causing waste in many aspects.

Thoroughly implement the connection model between enterprises operating in the field of labor export with universities and vocational education institutions. "Through this model, right after graduation, students can go abroad to

continue studying and working in a more professional environment to improve their skills. When they return home, they are a high-quality human resource thanks to the convergence of foreign language, skills, professional working style, and management experience".

Thus, we want to overcome the waste of domestically trained human resources in order to effectively exploit this human resource, right after having plans to send people to work abroad, functional sectors, businesses and localities need to coordinate to build a data bank on the labor force movement. Knowing number, qualifications, occupations and characteristics of the labor markets, we will be able to easily match information to exploit and promote available human resources.

## 5. Research Results Discussions

In recent years, Vietnam's economy has undergone many ups and downs with the world economy. During the economic crisis in 2008, many businesses to save the situation significantly reduced the number of employees of the company to cut costs, many good people or senior leaders in the company in turn were dissatisfied with corporate policy and they are gone. However, it is a period in crisis, and in the post-crisis period (now), how will businesses do to find and retain good employees? And in this period, when the country integrates into the WTO, the good employees, the senior employees turn to work for foreign companies, so to retain good human resources to serve the company requires The company must have appropriate strategies and policies. A good human resource manager is a person who knows how to properly evaluate the working capacity of each employee, knows how to motivate, encourage, and evoke potentials, and help employees enthusiastically work. But every human being has its own advantages and disadvantages and can make mistakes in the process of working. No matter how dynamic, enthusiastic, and confident the head of an enterprise is, a manager, a leader can still do nothing without the full support of those under his authority and from the everyone who has a business relationship with the business. The company's products, even with the best quality in the world, cannot dominate the market without relying on skillful and enthusiastic sales staff. The most perfect machinery will only make mediocre goods without skillful and skilled craftsmen. Business success is inseparable from people. Therefore, human resource management has a special role, manifested as follows: Human resource management contributes to promoting human working capacity at the most thorough and effective level. Human resource management plays a decisive role in the success or failure of an enterprise. Today, in the knowledge economy, when in the product value more than 80% is the amount of gray matter, the human factor is increasingly placed in an important position. The HR department is a department that plays an optimal role in the work efficiency of human resources, thereby helping to achieve the company's strategic goals. The main task of human resources in the enterprise lies in the coordination of human resources, ensuring consistency with internal policies and systems. At the same time, the industrial revolution 4.0 will make the labor market change in the direction of using more jobs with a higher content of brainpower, and many new types of jobs that were not previously existed new technologies, new products. That shows the role and importance of human resources for domestic and foreign enterprises. Therefore, Vietnamese enterprises need to have

strategies to train, retain high existing human resources and seek and attract external human resources into enterprises.

## 6. Conclusions and Recommendations

Today, international integration has been a big trend in the modern world, having profound impacts on international relations and the development of each country. And in the process of international integration is happening faster and stronger, under the impact of many factors, including human resources factors. Human resources today are also known as Human Resources Capital. This term is very important in today's context when the business need the best resources. Human capital is a special kind of capital needed such as financial capital, so it is necessary to exploit and use the best, avoid losses, pay fees and must always be invested, increase prices treatment.

Attracting and using talents is always top concern for all businesses and entrepreneurs, because more than ever, the competitive strength of the enterprise is having the best human resources, especially. In the context of an integrated and globally competitive economy, especially in the last period of the world economic crisis, many businesses have revealed many weaknesses and fell into difficult circumstances. Key personnel is still the lack or weakness of planning resources in the business of which the most important is human resources. So starting from the HR strategy, starting with people, internally each business can implement specific solutions and actions such as:

Well planned and implemented human resource strategy, boldly recruiting many young workers, even without a job to train them.

Understand and deeply appreciate the role of people (the workforce) in the business; consider it as the key factor that needs most attention and investment;

Understand and properly evaluate the role of the staff in the organization of personnel of the business (role for the organization, the professional nature...) so that it can also recruit and use the staff. human resources are both professional and qualified, have a heart and love the job.

Understand and clearly define the advantages and disadvantages that HR officers in your company are facing, grasp their thoughts and aspirations to promptly encourage, encourage and support them.

Clearly define the intimate and logical link between the strategy of the development of production - business activities with the human resource strategy; between HR strategy and other strategies such as investment, finance...

Have a good vision, predict changes in the labor market, state policies on the labor field, objective and subjective changes in the industry that enterprises are producing and trading in, the trend of competition. to take measures to respond, especially dealing with corporate governance, human resource work;

Identify and have a plan in human resources activities such as organizational structure, human resource planning, recruitment, use of personnel...;

There is a specific and clear plan and budget in the training and development of human resources. It is necessary to have an appropriate investment for this work, especially the preparation of resources and adjacent personnel, especially personnel in charge of management work;

It is necessary to promulgate and implement the personnel assessment system, the remuneration regime for staff, the attraction and use of talents, and staff placement, especially

the spiritual life. social community activities of employees; To promulgate policies and regulations closely linked to production and business activities, specific characteristics of enterprises, in line with trends and labor markets.

There should be policies and regulations on decentralization, decentralization, clearly defining the functions, tasks and powers of management levels, departments / units.

Have a good plan and implement the building of the management system and process in the enterprise; boldly apply and strictly implement advanced management processes such as ISO, 5S.

Especially, building a corporate culture environment, considering it as the identity of the business, is the core to attract talent, creating a strong momentum for the development of the business; corporate culture must be penetrated deeply into all people, leaders and managers must be pioneers, to avoid the existence of "push" in the company combined with "pull" from the labor market outside taking away highly valued staff.

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