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## Assessing the current situation of personnel recruitment in FDI enterprises in Vietnam

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### Abstract

“Foreign-invested enterprises (FDI: Foreign Direct Investment) always need high-quality human resources to apply new technologies. Therefore, if high-quality human resources are not focused in the near future, Vietnam will gradually lose the attraction of foreign investment.” – Minister of Labor, War Invalids and Social Affairs Dao Ngoc Dung said. As the pace of technological change accelerates, it requires the workforce to change and evolve to adapt to a variety of jobs. When machines are automated, they will replace human labor, so poor labor skills will be affected and the possibility of being eliminated is very high.

**Keywords:** assessment, evaluation, foreign enterprise, recruitment, selection, Vietnam

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### 1. Introduction

Human resources are an extremely important object contributing to the success of the business, from a labor perspective, they are the employees working for the employer. With the development of the economy - society, businesses are required to recruit human resources with high knowledge and perfect skills. Personnel recruitment is understood as the process of attracting employees who are willing and able to work in the enterprise from many different sources (internal or external), stemming from the need to expand, supplement or replace human resources in the business that other solutions cannot meet. Foreign-invested enterprise means an enterprise established by a foreign investor to carry out investment activities in Vietnam or a Vietnamese enterprise by which a foreign investor purchases shares, is merged or acquired. In which, foreign investors are foreign organizations and individuals that invest capital to carry out investment activities in Vietnam.

Currently, many foreign-invested enterprises have partly contributed to the process of training professional and qualified staff to be able to meet the needs of employers, thereby creating motivation for the workforce to invest in their own qualifications and skills, thereby creating a highly professional workforce. Specifically, at many enterprises, many of the positions previously held by foreign experts have now been replaced by Vietnamese experts, thereby partly contributing to hunger eradication and poverty reduction, creating jobs. employment for many individuals.

After many years of renovation and implementation of openness, increasing foreign investment attraction, the FDI sector (Foreign Direct Investment) has become an important part of Vietnam's economic development. Male. In addition to the significant additional capital for growth, job creation, technology transfer and management experience, FDI also makes a great contribution in the process of economic restructuring, industrial implementation. modernization, bringing Vietnam to actively integrate into the international economy. We cannot continue to compete based on the advantage of cheap labor, but we need to prioritize investment in the direction of environmentally friendly high-tech fields. High-quality human resources are considered as the main resource, a decisive factor in the process of growth, socio-economic development and the exploitation, use, protection and regeneration of other resources. In order to have appropriate policies and solutions in attracting FDI, it is necessary to evaluate the effectiveness and propose practical orientations for FDI in the coming time.

However, in Vietnam today, usually capital and technology factors are considered the key to the development strategy, while human resources are often not given due attention. In fact, physical factors such as machinery, equipment, materials, finance will become useless without human hands and intelligence. Thereby, we can clearly realize the importance of human resource management. In particular, in order to have a high-quality human resource team that can meet the needs of the job, enterprises need to put the recruitment of personnel on the top position, considering this as a key issue to be solved. In fact, the personnel recruitment process has great significance for the labor quality of the departments in the future. Good implementation of the human resource recruitment process will reduce the time and cost of training later, which is important. The first event to improve the quality, the ability to integrate, to ensure a stable staff.

## 2. Overview of the research problem

### 2.1. Basic concept

#### 2.1.1. HR concept

In the narrow sense: Human resource is the resource of each enterprise, which includes the physical and mental strength of each individual in the enterprise. Fitness refers to the health of the body, it depends on the physique, health status of each person, standard of living, income, diet, working and resting mode, medical regime. Human physical strength also depends on age, working time, gender... Intelligence refers to thinking power, understanding, knowledge acquisition, talent, aptitude as well as viewpoints and beliefs. , personality ... of each person. From time immemorial, in production and business, taking advantage of human physical potential is the main, regular and can be considered to have been exploited almost to the point of exhaustion. The exploitation of the human's intellectual potential is still at a new level, never exhausted, because this is a treasure of many mysteries of every human being.

In a broad sense: Considering any organization or enterprise, Human Resources is the entire human resource of that organization or enterprise. Therefore, it can be said that the Human Resources of an organization includes all the employees working in that organization. The term "human resources" or "human resources" is no longer strange in Vietnam in recent years. That is also because of its role for all industries. If we only talk about the economic field, we cannot develop and profit effectively if human resources are not synchronized with the development of machinery, science and technology - that is almost the law. of all economies.

Thus, it can be understood that human resources are understood as the total physical and mental abilities of a person used in the production process. It is also considered as human labor - the most valuable resource in the production factors of organizations. In addition, the organization's human resources include all the good qualities, life experiences, creativity and enthusiasm of all employees working in the organization.

#### The concept of personnel recruitment

"Human recruitment is the process of finding and selecting human resources to satisfy the needs of the organization and to add the necessary workforce to realize the organization's goals."

Another point of view is that "HR recruitment is the process

of attracting individuals inside and outside the organization with appropriate criteria to participate in the recruitment process to select candidates who have all the conditions to meet the requirements. organization requirements. Then orient and guide new employees to integrate into the environment of the organization." There is also an opinion that: "HR recruitment is a process of finding, attracting and selecting people who have the right qualifications. suitable for jobs and positions that need people in the organization". From the above analysis, it shows that: Recruitment is the process of finding, attracting, selecting and evaluating candidates in many different aspects based on the requirements of the job, in order to find the right people. supplement the necessary workforce to meet the organization's employer requirements. The recruitment process is considered complete when it includes employee orientation, guiding new employees to integrate in the organization's environment.

In recruiting human resources for businesses, in addition to the concept of recruitment, we also often use a number of concepts related to human resource recruitment such as:

Recruitment is the process of attracting qualified job applicants from the social and internal workforce. Every organization must be fully capable of attracting sufficient quantity and quality of labor to achieve its objectives".

Personnel selection is the process of evaluating candidates in many different aspects based on the requirements of the job, in order to find those who match the requirements set out among those attracted in the process. recruitment process. The basis of the selection is the requirements of the job that have been set out according to the job description and the requirements for the person performing the job.

Both recruitment and selection processes have a certain role in recruiting personnel. These stages, if done well, will help managers make the right hiring decisions. Selection decisions are very important for business strategy and for organizations, because a good selection process helps organizations acquire people with the right skills to grow. organization in the future. Good selection will also help the organization reduce costs due to re-selection and retraining as well as avoid risk losses in the process of performing jobs. For the selection to achieve high results, it is necessary to have appropriate selection steps, accurate methods of information collection and scientific evaluation of information. The objective of the selection process is to properly recruit and recruit enough employees with knowledge, skills and experience suitable to the requirements of the job title to be recruited, able to quickly integrate into the job and perform well. assigned task.

#### 2.1.3 The concept of enterprises and foreign-invested enterprises

##### What is an enterprise?

According to Clause 10, Article 4 of the Enterprise Law 2020, an enterprise is an organization with its own name, property, transaction office, established or registered for establishment under the provisions of law for business purposes. In addition, the Enterprise Law also defines the following types of enterprises: - State-owned enterprises include enterprises in which the State holds more than 50% of charter capital, the total number of shares with voting rights as prescribed in Article 2 of this Law. 88 Enterprise Law 2020. - Vietnamese enterprise is an enterprise

established or registered for establishment in accordance with Vietnamese law and having its head office in Vietnam.

### **What is a foreign invested enterprise?**

Foreign-invested enterprise is an enterprise established in the territory of another country by an investor of one country with all or part of its capital to conduct profit-making business activities. "Many countries around the world do not distinguish between domestic investment capital and foreign investment capital and therefore, there is no concept of foreign-invested enterprises; they call enterprises established on the basis of capital contribution. of foreign investors according to their form of legal organization, for example: limited liability company, joint stock company...

### **2.2. Overview of personnel recruitment in enterprises and especially foreign enterprises**

Human resource recruitment is a key element of human resource management policy in all organizations in general and in enterprises in particular, because it decisively affects the human resource status of the enterprise. And recruitment has a very important meaning for businesses because when the recruitment activity is good, the business will have a team of qualified and experienced employees, helping the business to survive and develop well. Through recruiting new human resources, on the one hand, its workforce is rejuvenated, and on the other hand, its average qualifications are raised. Thus one can say: recruiting personnel is an investment. "non-physical - investment in people". A right human resource recruitment policy, carefully prepared, strictly conducted with appropriate standards according to a scientific process will ensure that enterprises choose talented people and will definitely contribute to bringing On the contrary, if conducted arbitrarily, without seriousness, without standards... not only will it not bring any benefits, but sometimes it is also the center of disunity and division. internal affairs, division of the unit, and even to the point of having to fire this person and then have to hire a new person. That did not bring success to the business, but also caused a lot of waste to the business. . Therefore, any business or organization when operating has a mission and purpose of its own. To pursue this goal, enterprises need to have very specific plans and strategies in the process of recruiting their employees with appropriate qualifications to implement these plans and strategies. Especially, foreign-invested enterprises in Vietnam must be more cautious and carefully select high-quality human resources to ensure smooth operation.

The importance of foreign-invested enterprises is great. Help promote and transform multi-sector economic development. It is imperative for domestic enterprises to change and develop in order to compete if they want to survive. Creating countless jobs for workers in Vietnam reduces the unemployment rate. Directly contribute to the state budget through business activities. Thus, foreign-invested enterprises both directly and indirectly contribute to the overall economic development of Vietnam. Certainly in the future the government will always open the door to attract more multinational enterprises.

According to statistics, the business sector with foreign direct investment (FDI) is creating jobs and income for more than 3.6 million direct workers and about 5-6 million indirect workers. In general, the implementation of labor contracts between employees and employers is quite good, however, in

fact, many enterprises have not seriously implemented the commitments in the contract, violating the rights and interests of employees. employees, leading to labor disputes occurring.

Present in all 63 provinces and cities, FDI enterprises have been promoting Vietnam's integration with the world. Among them, City. Ho Chi Minh is the leading locality in attracting FDI with 45.53 billion USD (accounting for 14.1% of total investment capital); Next is Binh Duong with 30.8 billion USD (accounting for 9.5% of total investment capital), Hanoi with 27.85 billion USD (accounting for 8.6% of total investment capital)... Along with that, the enterprise sector FDI capital creates jobs for more than 3.6 million direct workers and about 5-6 million indirect workers, thereby, creating jobs and stable income for a large number of employees. Through direct participation in the activities of FDI enterprises, a team of highly qualified managers and technical workers has been gradually formed and gradually gained access to science, technology and technology. have high technology and modern industrial style, have good labor discipline, learn advanced management methods and experiences. A part of local labor is accepted to work to create FDI enterprises; are fostered, trained in skills, foreign languages, contributing to improving the quality of human resources, gradually replacing important and key positions of enterprises...

### **3. Current status**

As mentioned, Vietnamese businesses are increasingly applying digital transformation in their human resource management activities. There are many advantages that digital transformation brings. Technology in digital transformation helps to upgrade the operation of the human resource management system, automate applications, simplify processes, and improve user experience. In addition, the results after analysis are not based on feelings but based on reality and transparency, which can be applied in analyzing employee behavior and performance results. Digital technology has brought many quick ways to work, many optimal solutions for the human resources department, such as: accessing information at any time, managing employee data throughout the enterprise on the same system. system, all information of the successful candidate when recruiting has been stored in the system, so there is no need to re-enter each person's information after that, automatically calculate and send payroll to everyone. Businesses today have realized that effective recruitment would not be possible without the use of information technology.

Activities, such as: record keeping, interview scheduling, interview notification for candidates do not have to be repeated many times but will be fully automated when using digital technologies. This has helped maximize labor for employees, instead having time to do more difficult tasks. In addition, the information of candidates is personalized, improving the application experience, if they are not suitable for the business, they can still save their profile, until they have a suitable position, they will immediately contact them. them without re-introducing the recruitment process, minimizing the time and cost of repeating new processes. At the same time, employees of the HR department also easily access, apply digital technology, they automatically find and edit their personal information on the system without having to ask the human resources department, keep track of the

table. salary, self-employment through software. However, besides that, experts say that untrained human resources still account for a high proportion, especially the shortage of qualified technology engineers and management capacity. In order to be able to meet the development needs of Vietnamese businesses today, the demand for information technology human resources also needs to catch up, but the labor market in this field in Vietnam is always in a state of shortage. both quantity and quality. Specifically, in 2019, the number of information technology human resources is about 90,000 people short of the required number of 350,000 people; in 2020, the number of human resources is estimated to have a shortage of 100,000 employees while this industry needs about 400,000 people; 2021 needs 500,000 people and a shortage of 190,000 employees. Meanwhile, training institutions are slow to change and have not met the market demand in both quantity and quality.

At the high school level, many skills needed in the context of digital transformation, especially information technology, are not properly trained, leading to most IT engineers after graduation. must be retrained on the job. This is the main obstacle and limitation of Vietnamese human resources in the industrial revolution 4.0. This will affect labor productivity, low competitiveness and low value of Vietnam's digital human resources. In addition, many jobs today, when automated, will gradually reduce and replace human resources in enterprises, making it easy for many employees to lose their jobs if there is no improvement in productivity and labor efficiency. regarding digital transformation. Besides, despite improvements in the human resource management system, many businesses still cannot meet the main goal of business growth, which means digital transformation in human resource management has not really ended. closely linked to the business strategy.

According to experts and corporate human resource managers, most human resource managers in the last two years have been equipped with the knowledge to build a digital transformation plan for their business. Instead of doing traditional work such as regularly using paperwork and recruiting or handing over work directly, information is digitally converted, employees can work online, transact, pay with It is very practical for customers to be moved to online in the current social distancing context. Thanks to that, employees also save travel time, save paper, ink, electricity and water, but work efficiency increases much. In addition, the use of digital technology helps to collect customers' shopping trends, understand their habits and preferences, and then continue to come up with ideas and launch suitable products as soon as possible.

#### **About human resource planning**

Currently, there are very few SMEs that make long-term human resource planning. According to statistics, up to 85% of the total enterprises make demand forecasting based on the number of workers to be replaced, only about 15% are based on changes in science, technology, demand. demand for products and services, size of capital, etc. In addition, the determination of excess or shortage of labor is determined by each department based on the current workload, without the participation of the human resources department. . The Human Resources Department only has the function of receiving labor quotas and conducting recruitment.

Many Vietnamese SME owners also identify short-term human resource needs or even just based on the present time to make decisions. Only enterprises with a size of 50-300 employees are still interested and set out human resource strategies, but these strategies are still very sketchy. Regarding the assessment of the implementation of the human resource plan and making a forecast for the next year's plan, currently, Vietnamese managers in general and SMEs in particular have not paid much attention to the process. this process, so this work in enterprises is still very simple.

#### **About job analysis**

Most Vietnamese SMEs carry out the construction of job analysis, especially those with a size of 50 employees or more. Each enterprise has its own template for drafting job descriptions, including main contents such as: Job title; Name of the department in charge of the job; Supervisor's name; Brief description of the job; Standards for getting the job done.

However, the job analysis is only conducted when there is a vacancy in the enterprise. Vietnamese SMEs also do not provide a process, or an assessment of this work, but mainly by an individual, then signed by the head of that department and sent to the human resources department.

#### **About recruitment**

For internal recruitment sources: when the recruitment is carried out, the organization and administration department will notify the units in the system and other professional departments, each department will consider the individual. Those who are able to take on the job should notify the organizing department. However, because human resources in SMEs are often small, the advantage for internal recruitment is not much.

For recruitment from outside: recruitment through job placement organizations is still very modest. Sources from training institutions and the mass media are part of ensuring that businesses hire the right people for the right jobs. This form is mainly applied in enterprises with 50 employees or more, in which recruitment announcements are made via the Internet and newspapers. According to statistics, 25% of enterprises recruit through these mass media, this figure is very low compared to developed countries as well as some countries in the region.

Each enterprise chooses its own recruitment method, but most SMEs follow the steps of the selection process as follows: receiving applications and researching; Select qualified candidates for interview.

When conducting interviews, enterprises set up an interview council consisting of the director, the head of the human resources department and the HR staff participating in the interview. Candidates who pass the interview round will be accepted into the job within 3-6 months, then the company will sign an official contract.

In fact, many SMEs due to the low level of awareness and management, after conducting the recruitment process, these enterprises often end the recruitment process without knowing the effectiveness of this recruitment round. What is it like, has the goal of the recruitment process been achieved.... Therefore, the job of evaluating the effectiveness of the selection work is only conducted by about 35% of SMEs.

### About performance evaluation

Most SMEs use the scoring method, however, the evaluation criteria are often subjective and not based on job descriptions. Currently, the assessment of superiors by employees is something very few businesses apply. This will reduce the objectivity in the evaluation work, and make many managers refuse to learn and innovate themselves.

### About training, improving skills and skills for employees

Most SMEs do not have a training and development strategy associated with the specific vision and goals of the business. Another fact is that many Vietnamese enterprises are only interested in training for senior managers and experts. As for the training of technicians and workers, the main form of training is self-training or workers have to improve their skills by themselves.

Besides the disadvantages in corporate governance mentioned above, many SMEs currently have not built a complete salary payment regulation for employees.

From the above situation, it can be seen that the efficiency of the use and management of human resources in Vietnamese SMEs is still quite low, not able to meet the rapidly developing situation of the economy as well as the economy requirements on the current use of human resources. Human resource management in these enterprises is not interested in development, so they cannot make effective use of labor resources in enterprises.

## 4. Solutions

Over the years, Vietnam has achieved many results in attracting FDI, especially, the FDI sector has really played an important role in the socio-economic development of the country. Attracting and using talent is always a top concern for all businesses and entrepreneurs, because more than ever, the competitive strength of businesses comes from having good human resources. , especially in the context of an integrated, globally competitive economy. Especially, during the recent period of the world economic crisis, many businesses have revealed many weaknesses and fell into difficult situations, but the main reason is still the lack or weakness of planning resources in the world. businesses where human resources are the most important. So, let's start from HR strategy, start from people, start from internally in each business with specific solutions and actions as follows:

+ Firstly, it is necessary to develop a strategy on human resource development, boldly recruit workers, and prioritize investment in human resource training in the fields of high technology, spearhead technology, and valuable industries. The number of solutions to improve the quality of human resources should be emphasized through focusing on skills enhancement and practical capacity training. In the long run, productivity must become an important factor when determining minimum wages for workers and their families. In the short term, Vietnam applies the consideration of living costs when determining and calculating the minimum wage. Unemployment insurance is more effective than severance allowances in sharing the risk of severance or job loss. The possibility of replacing severance pay with unemployment insurance has been provided for in the current Labor Law, although in practice the severance pay system is still maintained. In order to ensure labor market flexibility and ensure social security for workers, it is necessary to expand unemployment insurance coverage and proactive labor

market programs to bring workers who lost their jobs. return to the market. In the context of integration and spillover effects of Industry 4.0, it is necessary to forecast labor supply and demand, assess the structure of new industries to forecast job demand and the labor market's tolerability. It is necessary to have a plan to actively train skilled workers, professional knowledge, and at the same time to support workers over 40 years old who do not have time to re-train to adapt to Industry 4.0.

+ Second, understand and properly evaluate the role of the personnel who work in the organization and personnel of the enterprise (role for the organization, professional nature, ...), through which to recruit and can employ personnel who have both professional competence and good qualities, as well as passion and love for the profession. Understand and clearly identify the advantages and disadvantages that HR officers in their enterprises are facing, capture their thoughts and aspirations to promptly encourage, encourage and support them. The State should pay attention to investment in human resource development to better meet the requirements of FDI enterprises. At the same time, it is necessary to strengthen the inspection and supervision of labor use and payment of social benefits for employees of FDI enterprises, in order to ensure fairness for domestic enterprises and maintain friendly relationship with foreign investors. In particular, it is necessary to create a unified legal framework to ensure effective management of the use and regimes for employees working in FDI enterprises in particular and for all sectors. businesses in general.

+ Third, have a good vision, predict changes in the labor market, state policies on the labor sector, and objective and subjective changes in the industry that enterprises are doing business with. competition trends to come up with countermeasures and handling, especially corporate governance and human resource work. Completing policies on labor and wages for FDI enterprises In fact, supporting policies for FDI enterprises have been promulgated by industries and research levels to create favorable conditions for FDI enterprises. encourage FDI enterprises to develop. But the important issue is the need to quickly complete appropriate development support policies for FDI enterprises. Especially, the policy on vocational training for employees is practical and effective.

+ Fourthly, have a clear and specific plan and budget in training and human resource development. There should be appropriate investment for this work, especially the preparation of resources and adjacent personnel, especially management personnel. Strengthen short-term efforts to strengthen the capacity of trade unions by raising awareness and training skills in collective bargaining, handling labor disputes, receiving wages, strikes, etc. It is necessary to improve the capacity and ability of the employees themselves on the basis of ensuring their own interests. In the medium term, more specific measures should be considered, such as ensuring the independence between management and unions of enterprises. In addition, it is necessary to continue to simplify regulations on labor dispute settlement in parallel with institutional reforms, suitable for an integrated market economy.

+ Fifth, it is necessary to promulgate and implement the personnel evaluation system, the remuneration regime for officials and employees, the regime for attracting and using talents, and arranging staff. In particular, it is necessary to pay

attention to the spiritual life and social community activities of employees. Promulgating policies, rules and regulations closely associated with production and business activities, characteristics of enterprises, in line with trends and the labor market. Having a good plan and implementation of building management systems and processes in enterprises, boldly applying and seriously implementing advanced management processes such as ISO, 5S. And it is necessary to soon form a reconciliation system and labor arbitration. The settlement of disputes needs to meet the needs and interests of the parties and the improvement of the policy and legal system to fundamentally solve the inadequacies and weaknesses in the labor relations system in our country. meet the requirements of international integration.

+ Sixth, it is linking with institutions and units in vocational training: It is necessary to create conditions for training infrastructure for affiliated schools, to promote cooperation memorandums on training linkages. create. Enterprises need to actively coordinate in building training programs and curricula; organizing teaching, guiding practice and assessing the learning results of learners at vocational training units as well as at their own enterprises; organize training and retraining to improve vocational skills and re-train the enterprise's employees.

+ Seventh, must focus on building a corporate culture environment, considering it as the identity of the enterprise, the core of attracting talent, training strongly for the development of the enterprise; Corporate culture must be deeply instilled in everyone that leaders and managers must be the pioneer. Avoid letting in the enterprise lose the enthusiasm of employees combined with the attraction from the external labor market, thereby taking away employees of the enterprise.

## 5. Conclusions

Today, FDI has become an economic necessity in terms of internationalization of production and circulation. There is not a single country, big or small, whether developing along the capitalist or socialist path, that does not need foreign direct investment capital and all consider it as an international resource. important to exploit to gradually integrate into the international community. For Vietnam, foreign direct investment is very important for the cause of industrialization and modernization of the country. Especially in the current internationalization and globalization context, Vietnam is in need of a large capital source to realize its development goals and FDI is one of the most important factors. Not only that, FDI capital also contributes to advanced technology transfer, economic restructuring in the direction of industrialization and modernization, solving employment problems, raising incomes for workers, etc. There are also many difficulties that FDI brings that we need to face and solve, such as: imbalance between territories, unsecured state budget revenue, fierce competition for businesses. In the domestic industry, the transfer of technology, machinery and equipment is sometimes obsolete. The trade balance is getting bigger and bigger. Therefore, it is necessary to have reasonable measures to both attract investment and overcome the above difficulties. Including measures on legal corridors, laws, policies, administrative procedures, preferential policies, infrastructure, etc. The issue of developing the quality of human resources at FDI enterprises in the context of the crisis The 4th industrial revolution is spreading strongly, the

process of opening up and integrating more and more deeply in Vietnam is an urgent requirement in the current period. To develop the quality of human resources to meet the new requirements of today's society, our country needs to have synchronous solutions from education to training, in which it is necessary to focus on implementing breakthrough solutions related to cooperation between schools and businesses, there are mechanisms to promote the initiative of the parties.

It is hoped that through direct participation in the activities of FDI enterprises, it will gradually form a team of managers, technical workers, skilled workers with high qualifications, access to advanced science and technology. advanced, high technology and modern industrial style, adhere to labor discipline, updated learning methods and advanced management experience. A part of local workers who are admitted to work at FDI enterprises are trained in foreign languages, improve their skills, greatly contribute to improving the quality of human resources, gradually replacing key positions. key point of the business.

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