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### Management and Human Resource Mobilization of HAGL

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#### Abstract

Human resources have played an important role in the operation of an organization since ancient times. Human resources are a fundamental factor determining the success or failure of an organization. In order to have a good human resource to meet the requirements of the job, organizations and businesses need to pay attention to the management and mobilization of human resources. Today, companies are faced with the challenge of maximizing the efficiency of the delivery of products and services, an undeniable fact that competition between companies is increasingly fierce. harsh. Enterprises want to create a competitive advantage, they must improve their efficiency in marketing, finance, production and other issues. is to improve the efficiency of human resources, especially in the management and mobilization of human resources. Human resources are the most important component of input resources, so any business that wants to create a competitive advantage also needs to have a quality human resource that is suitable for

the organization and business combined with professional and organized management and personnel mobilization. Referring to the leading famous corporations in the Vietnamese market, it is impossible not to mention Hoang Anh Gia Lai Group. With a large and famous corporation like Hoang Anh Gia Lai in order to have products or services to consumers, it is certain that there must be a huge staff and human resource in the group. How to manage and mobilize such a large human resource must be a difficult and difficult problem for the managers of this corporation. Understanding that, we decided to choose this topic. We chose this topic not only to learn more about the management and operation of this corporation, but also to learn some interesting things about the way we manage and mobilize our employees. At the same time, valuable lessons have been learned from the gaps or weaknesses in the way of managing and deploying personnel of Hoang Anh Gia Lai Group.

**Keywords:** HRM, Human Resources Mobilization, HAGL, Vietnam

#### 1. Introduction

##### 1.1 Research Overview

Currently, human resources are the most important thing to determine the results of an enterprise, each enterprise having a large or strong human resource is already one of the certain opportunities for success. Like Hoang Anh Gia Lai Joint Stock Company, which started its business from a small wood production workshop in Pleiku city - Gia Lai since 1990, directly managed by Mr. Doan Nguyen Duc. Through the process of formation and development, HAGL has made strong strides. With the perfect stepping stone, HAGL continues to promote its advantage of financial capital, encroaching on many different fields, from production and trading of interior and exterior furniture, financial investment, mining, agriculture, etc. to football (Hoang Anh Gia Lai football club).

Up to now, HAGL's products have been widely distributed in the country through a system of large-scale furniture supermarkets in big cities and exported to many "fastidious" markets such as "Europe, Australia, New Zealand".... Besides, the group has also achieved great success from the famous football team with the birth of a series of commercial centers, luxury apartments, offices for rent, and resort hotels according to the standards. 4-star, 5-star standard in Ho Chi Minh City, Da Lat, Da Nang, Nha Trang, Gia Lai, Quy Nhon. Oriented to become one of the leading multi-industry corporations in the country and dominate the No. 1 In Southeast Asia, HAGL focuses on promoting advanced high-tech agriculture in the world to apply it to production and business processes, while maintaining environmental protection.

HAGL considers human resources as the foundation of business success, the factor that ensures the source of creativity, as well as the direct factor that determines the success or failure of a corporation. Aware of this, HAGL pays special attention to

developing human resource policies, fully equipped with modern technological equipment and creating all conditions for employees to promote their capacity. In order to ensure a safe and professional working environment for its staff, HAGL has built a safe operating process according to global occupational safety standards, regularly organizes training sessions. improve knowledge for employees and carry out inspection and evaluation of performance at construction sites. In addition, fully equipped with protective equipment, the group also focuses on continuously improving technology in production activities to ensure the safety of employees. Annually, HAGL cooperates with UDYD Hospital, organizes health check-ups for all employees, sponsors 50% of medical examination costs and pays 100% of hospital fees for cases of occupational accidents.

With a staff of continuous creativity, HAGL has fully developed the fields that the group has followed, with the goal of reaching out to the world, employees at HAGL regularly participate in training programs. domestically and internationally, directly taught by foreign experts. In addition to absorbing new knowledge, employees are guided to apply them to solve work effectively, increasing their inspiration to love work. Participating in HAGL's staff, employees are entitled to a fair salary, based on the criteria of capacity, work efficiency and contribution to the general development of the corporation. The company's leadership always recognizes the excellent achievements of employees and rewards them in many forms. Employees are entitled to adequate remuneration according to the provisions of the Labor Law, and the company has also improved many good benefits. A business that develops strongly, has a position in the market, needs to have a strong staff. Enterprises need a human resource management department to help manage capital, facilities, science and technology, and human resources. In particular, it is necessary to exploit and take advantage of human resources in accordance with the business strategy of the enterprise. Employee morale and attitude are positively improved, if human resource management is effective. Employees with professional qualifications and high skills will help businesses develop, make good use of human resources in the market...

According to the research overview, the core value of HAGL's business direction is towards sustainable development, demonstrating the responsibility of the business to the community. 2013 marks a 20-year journey of establishment and development, HAGL is proud of its transparent and effective corporate governance system and its efforts to contribute to the community in environmental protection, resource regeneration, investing in health and sports projects, etc. contributes to building confidence in HAGL's process of accompanying the community.

## 1.2 Objectives of the Study

Stable and transparent corporate financial situation is one of the decisive conditions for business activities of enterprises to take place in a rhythmic, synchronous and highly efficient manner. Whether that stability is achieved or not depends largely on the ability to manage and mobilize personnel of the management department in the enterprise. With the acumen and in-depth analysis ability, the financial management department can point out the strengths as well as the shortcomings of the business, thereby giving directions or measures for the business to develop. sustainable development.

## 1.3 Audience and Scope

Research object of the thesis is Hoang Anh Gia Lai Joint Stock Company.

Research scope: Pleiku city-Gia Lai-Vietnam.

## 1.4 Research Methods

Collect documents and data from newspapers and websites. Analyze and summarize according to each report such as balance sheet, income statement.

## 2. Theoretical Basis

### 2.1 The Concept of HAGL Group

#### 2.1.1 About HAGL Group

- Company name: Hoang Anh Gia Lai Joint Stock Company
- External transaction name: HAGL Joint Stock Company
- Short name: HAGL
- Company logo:
- Slogan: Unity is strength
- Address: 15 Truong Chinh, Phu Dong Ward, Pleiku City, Gia Lai Province
- Phone: (84-269) 222 58 88 - Fax: (84-269) 222 23 35
- Website: www.hagl.com.vn
- Bank opening account: at Bank for Investment and Development of Vietnam – Gia Lai Branch
- Account number: 621,000,000.7806
- Charter capital (as of December 31, 2019): 9,274,679,470,000 VND

Hoang Anh Gia Lai Group, also known as "Hoang Anh Gia Lai Joint Stock Company" (abbreviated as HAGL or HAG) since 1990, directly managed by Mr. Doan Nguyen Duc, is a multi-industry company with headquarters. Headquarter located in Pleiku, Vietnam. Through the process of formation and development, HAGL Group has made strong steps, from a workshop specializing in making furniture for local students to a "tycoon" of the wood and real estate industry.

With the perfect stepping stone, HAGL Group continues to promote its financial capital advantages, encroaching on many different fields from interior and exterior furniture production and business, natural granite tiles, financial investment, mining. mining, agriculture, etc. to football at Hoang Anh Gia Lai football club

Up to now, Hoang Anh Gia Lai's products have been widely distributed in the country through a system of large-scale furniture and granite supermarkets and big cities and exported to many "fastidious" markets such as: Europe, Asia, Australia, New Zealand... Besides, the group has also achieved great success from the famous football team with the birth of a series of commercial centers, high-class apartments, offices. rooms for rent, 4-star 5-star resort hotels in Ho Chi Minh City, Da Lat, Da Nang, Nha Trang, Gia Lai, Quy Nhon.

Oriented to become one of the leading multi-industry corporations in the country and ranked No. 1 in Southeast Asia, HAGL Group has focused on promoting high-tech agriculture, constantly focusing on investing in research and application. applying advanced high-tech solutions in the world to apply to production and business processes, while maintaining environmental protection.

From a small furniture manufacturer, the company has diversified into other industries such as rubber, finance and

football (see Hoang Anh Gia Lai Football Club). HAGL has the fastest asset growth rate in Vietnam in 2010 and second fastest in 2011. HAGL also thrives outside of Vietnam, with approximately \$1 billion in investment in Laos and hundreds of millions of dollars in Myanmar. 100 million USD to Cambodia and tens of millions of dollars to Thailand

### 2.1.2 Development Milestones of HAGL

- **START-UP STAGE: 1990 - 1993**
  - Private enterprise: Manufacture of furniture
  - 1990: A small workshop producing furniture
  - 1993: Construction of the first wood processing factory; Established Hoang Anh Gia Lai Private Enterprise
- **Popularization Stage: 2002-2012**
  - Public company: Real estate is the main industry while diversification strategy is implemented
  - 2002: Invested in Hoang Anh Gia Lai Football Club to promote Hoang Anh Gia Lai brand at home and abroad
  - 2006-2007: Converted to a joint stock company model of Dragon Capital and Jaccar became a strategic shareholder of the Company
  - 2008-2010: Listed on Ho Chi Minh City Stock Exchange. Mobilizing equity capital from the stock market to finance the diversification program into horticulture, hydropower and minerals to create sustainable development
  - 2011-2012: Raising capital from the international stock market through the issuance of GDR listed on the London Stock Exchange. Issuance of USD 90 million in International Bonds through Credit Suisse. Issuance of convertible bonds for Temasek
- **Business and Financial Structural Structure**  
Transforming business lines, focusing on agricultural investment including fruit trees, rubber, oil palm  
From 2019-up to now
  - Rubber: Total area: 31,085 ha
  - Oil palm: Total area: 10,755 ha
  - Fruit: Total area: 18,675 ha

### ▪ Investment Stage for Sustainable Agriculture Development

Accelerating the expansion of the fruit tree growing area from 20,559 ha to 30,000 ha in Indochina, applying the latest technology to perfect the techniques of planting, caring, harvesting and preserving fruit, positively improving the productivity yield and increase the percentage of type 1 fruit with the highest level.

## 2.2 Board of Directors of HAGL Group

### 2.2.1 Board of Directors

- **Administrative Council**
- 1. **Mr. Doan Nguyen Duc-Chairman of the Board of Directors**
  - Full name: Doan Nguyen Duc
  - Year of Birth: 1963
  - Working process:
    - + From 1992 to present: Works at Hoang Anh Gia Lai Joint Stock Company
    - + Current work at HAGL: Chairman of the board
    - + Current positions in other organizations: Vice Chairman of the Board of Directors of Hoang Anh

### Gia Lai International Agriculture Joint Stock Company

2. **Mr. Vo Truong Son-Member of the Board of Directors and General Director**
  - Full name: Vo Truong Son
  - Year of Birth: 1973
  - Qualification: Master of Finance, CFA degree, Bachelor of Law, Member of Association of Chartered Certified Accountants (ACCA), Member of Vietnam Association of Certified Public Accountants (VACPA).
  - Working process:
    - + From August 1996 to November 2003: Working at A&C Auditing and Consulting Company
    - + From November 2003 to October 2008: Senior Audit Manager at Ernst & Young Vietnam Co., Ltd.
    - + From October 2008 to present: Working at Hoang Anh Gia Lai Joint Stock Company
    - + Current job at HAGL: Member of the Board of Directors cum General Director
3. **Ms. Vo Thi Huyen Lan-Member of the Board of Directors**
  - Full name: Vo Thi Huyen Lan
  - Year of Birth: 1971
  - Qualification: Bachelor of Economics, University of Economics Ho Chi Minh City, MBA in Business HEC-France, Master of Finance, Paris Dauphine University-France
  - Working process:
    - + From 1996 to 1998: Chief Accountant of Prezioso. Company
    - + From 1998 to 2002: Chief Accountant of Espace Bourbon An Lac Company
    - + From 2002 to 2006: Deputy General Director, Finance Director of Big C Vietnam Supermarket system
    - + Current work at HAGL: Member of the Board of Directors
  - Current positions in other organizations:
    - + General Director of Bourbon Ben Luc Joint Stock Company
    - + Member of the Board of Directors of Agrex Saigon Food Joint Stock Company
4. **Ms. Vo Thi My Hanh - Member of the Board of Directors cum Deputy General Director**
  - Full name: Vo Thi My Hanh
  - Year of Birth: 1977
  - Qualification: Bachelor of Law, Master of Business Administration
  - Working process:
    - + From 2001 to 2006: Working at Hoang Anh Gia Lai Private Enterprise
    - + From 2006 to 2008: Deputy Director of Hoang Anh Gia Lai Furniture Factory Branch Hoang Anh Gia Lai Joint Stock Company
    - + 2009: From January to April 2009: Deputy Head of Planning, Investment and Project Department of Hoang Anh Gia Lai Joint Stock Company
    - + April 2009: Holding the position of Deputy Director of Hoang Anh Gia Lai Hydropower Joint Stock Company

- + May 2017 to present: Deputy General Director of Hoang Anh Gia Lai International Agriculture Joint Stock Company
  - + Deputy Finance Director of Hoang Anh Gia Lai University of Medicine and Pharmacy Hospital
  - + Member of the Board of Directors and General Director of Hoang Anh Gia Lai International Agriculture Joint Stock Company
  - + Current job at HAGL: Member of the Board of Directors cum Deputy General Director
  - + Current positions in other organizations: Member of the Board of Directors of Hoang Anh Gia Lai International Agriculture Joint Stock Company
  - + Director of Hung Thang Loi Gia Lai Co., Ltd
5. Nguyen Thi Huyen – Member of the Board of Directors elected on June 26, 2020
- First and last name: Nguyen Thi Huyen
  - Year of Birth: 1974
  - Qualification: Bachelor of Foreign Languages
  - Working process:
    - + From 1996 to 1998: Working at Hoang Anh Gia Lai Private Enterprise
    - + From 1998 to 2001: Working at Hoang Anh Quy Nhon Co., Ltd
    - + From 2001 to 2007: Working at Representative Office of Hoang Anh Gia Lai Joint Stock Company in Singapore
    - + From 2007 to 2008: Working at Hoang Anh Quy Nhon Resort- Assistant to the manager
    - + From 2008 to 2013: Works at Hoang Nguyen House Construction & Development JSC
    - + From 2013 to present: Working at Hoang Anh Gia Lai Myanmar Co., Ltd
    - + From April 18, 2014 to June 26, 2020: Member of the Supervisory Board of Hoang Anh Gia Lai Joint Stock Company
    - + Current job at HAGL: Member of the Board of Directors.
6. Ms. Ho Thi Kim Chi: Deputy General Director
- Full name: Ho Thi Kim Chi
  - Year of Birth: 1976
  - Qualification: Bachelor of Business Administration
  - Working process:
    - + From 1998 to 2006: Working at Hoang Anh Gia Lai Private Enterprise
    - + From 2006 to present: Working at Hoang Anh Gia Lai Joint Stock Company
    - + Current work at HAGL: Deputy General Manager

### 2.2.2 The Supervisory Board of HAGL Group

1. Ms. Do Tran Thuy Trang-Head of Supervisory Board
- Full name: Do Tran Thuy Trang
  - Year of Birth: 1970
  - Qualification: Bachelor of Economics, Bachelor of Law, Certificate of Auditor
  - Working process:
    - + From 1992 to 2007: Auditor of A&C Auditing and Consulting Company
    - + From 2008 to 2012: Chief Financial Officer of Saigon Mekong Investment Joint Stock Company

- + From 2012 to 2014: Deputy Director of Finance at Saigon Investment Joint Stock Company gòn Passionate about Kong
- + From 2015 to May 2017: Deputy Director of Finance of Bo Dong Joint Stock Company Positive
- + From June 2017 to present: Chief Accountant of Heygo Food Joint Stock Company
- + Current job at HAGL: Head of Supervisory Board

Mr. Le Hong Phong-Member of the Supervisory Board

- First and last name: Le Hong Phong
- Year of Birth: 1980
- Qualification: Bachelor of Economics
- Working process:
  - + From 2003 to 2004: Auditing Assistant at Saigon Auditing and Financial Consulting Services Company (AFC Saigon)
  - + From 2004 to 2010: Audit assistant, audit team leader, A&C Auditing and Consulting Co., Ltd
  - + From 2010 to 2011: Financial controller of Dat Xanh Group Joint Stock Company
  - + From 2011 to 2016: Deputy Head of Internal Audit Department of Hoang Anh Gia Lai Joint Stock Company
  - + From 2015 to 2017: Head of Supervisory Board of Hoang Anh Gia Lai International Agriculture Joint Stock Company
  - + From 2016 to 2019: General Director of Indochina Rubber Investment and Development Co., Ltd
  - + Current work at HAGL: Member of the Supervisory Board

2. Mr. Pham Ngoc Chau - Member of the Supervisory Board

- First and last name: Pham Ngoc Chau
- Year of Birth: 1975
- Qualification: Bachelor of Economics
- Working process:
  - + From 2001 to 2003: Worked at Saigon Trading Production Development Joint Stock Company (SADACO).
  - + From 2004 to 2007: Working at Au A Lien Hiep Co., Ltd
  - + From 2008 to 2012: Worked at Hoang Anh Gia Lai Real Estate Management Joint Stock Company.
  - + From 2013 to present: Working at Hoang Anh Gia Lai Joint Stock Company
  - + Current work at HAGL: Member of the Supervisory Board

### 3. Actual Situation of Management and Personnel Mobilization of HAGL Group

#### 3.1 Management Status

Hoang Anh Gia Lai (HAGL) has just sold shares to 3 strategic partners: Jaccar, SSI and Sacombank at a relatively low price compared to the current price on the free market. Why is the company selling at this price?

As you know, the 3 partners that we choose to be partners are leading names in the industry such as investment funds, securities companies and commercial banks. These partners are all private enterprises, with the same process of formation and development as HAGL.



As far as I know, Jaccar (France) is an investment fund with financial potential. Jaccar has invested more than 1 billion USD in China and Vietnam. SSI is the leading securities company in Vietnam up to this point and Sacombank is also the leading joint stock commercial bank in Vietnam in terms of capital and business performance.

As for why HAGL is selling to these partners at a price that investors say is cheap, it is because these are the partners that we will need for the future development of the company.

This is no ordinary stock exchange but a partnership for the future. The price of 30,000 VND/share for Jaccar and Sacombank, 28,500 VND/share for SSI is a price that we have calculated very carefully after negotiating with these partners.

Accordingly, the partners will work with HAGL to build and develop the company, in which SSI will advise HAGL to list shares on the Vietnamese stock market and Jaccar will advise us when listing shares. to the international stock market.

I think that by becoming a strategic partner of these leading enterprises, HAGL will be able to share and learn from business experiences, develop and become a leading corporation operating in multi-industry. This will be the factor that brings HAGL invisible profits in the future.

According to HAGL's announcement, the real estate projects that the company has, is and will deploy from 2007 to 2009 will bring in a profit of VND 1,200 billion. However, revenue in the years from 2007 to 2009 of HAGL was only "modest" at a few hundred billion dong. Are these numbers contradictory?

Please make it clear that the real estate projects that we have been implementing are under Hoang Anh Housing Development and Construction Company Limited. This is one of 4 companies under HAGL Group.

Thus, in addition to HAGL Joint Stock Company (which has just been equitized in June 2006), we also have Hoang Anh Quy Nhon Company, Hoang Anh Saigon and Hoang Anh House Trading Company. All three of these companies should have been equitized with HAGL Joint Stock Company at the same time, but time did not allow.

In 2007, the real estate projects that HAGL has been, is and will be implementing such as Le Van Luong luxury apartments (450 units), Tran Xuan Soan (500 units), Le Van Luong-Tran Xuan apartments. Soan (430 units), Chanh Huong apartment building (2,200 units), New Saigon luxury apartment complex, right in the South Saigon area (4,000 units). are owned by Hoang Anh Housing Development and Construction Company Limited. All of the above projects will be completed in 2009.

In 3 years from 2007 to 2009, these projects will profit 1,200 billion VND, 400 billion VND per year. This profit will not be included in the profit of HAGL Joint Stock Company.

What about the 15,000 ha rubber project under which of the member companies of HAGL Group?

The project of 15,000 hectares of rubber belongs to HAGL Joint Stock Company. This is an important project for the sustainable development of the whole HAGL Group in the future and has now been granted land by the Lao Government and the People's Committees of Gia Lai and Kon Tum cities.

This project after 5 years can bring HAGL a high and sustainable profit: over 500 billion VND per year (more than 30 million USD).

As you all know, after the 20-year cycle of latex exploitation, it is time to harvest wood. This entire 15,000-hectare rubber plantation will yield 1.5 million m<sup>3</sup> of lumber. If the current value is 250 USD/m<sup>3</sup>, the wood money alone has brought the company 350 million USD. Excluding the cost of cutting trees, transportation. up to 40%, we still have 210 million USD.

Thus, in addition to the profit from rubber latex, the company also earns more than 10 million USD of wood each year, plus more than 30 million USD of latex money, each year the rubber project is more than 40 million USD.

It is known that after HAGL Joint Stock Company, HAGL Group will equitize its member companies and merge into HAGL Group. How will this plan be carried out?

At the upcoming general meeting of shareholders, I will propose and consult the meeting to merge 3 member companies with HAGL Joint Stock Company to enhance business competitiveness.

After this is done, I believe HAGL will become a very strong corporation in terms of capital (up to VND 1,100 billion) and profit after tax can reach over 50% of charter capital.

### 3.2 Personnel management and mobilization:

- The General Meeting of Shareholders: Is the highest authority to decide all important issues of the Company in accordance with the Enterprise Law and the Company's charter. The General Meeting of Shareholders is the body that approves long-term investment policies in the development of the Company, decides on the capital structure, elects the management agency and administers the Company's production and business.
- Board of Directors: As the management body of the Company, has full authority on behalf of the Company to decide on all issues related to the purposes and interests of the Company, except for matters under the authority of the General Meeting of Shareholders to decide. y. The Board of Directors consists of (07) seven members. Each member of the Board of Directors has a maximum term of 5 years and can be re-elected at the next General Meeting of Shareholders. The Board of Directors is elected by the General Meeting of Shareholders of Hoang Anh Gia Lai. The current Board of Directors consists of seven (07) people, including one Chairman and six members. The Board of Directors has the following main responsibilities:
  - Determine operational goals on the basis of strategic goals approved by the General Meeting of Shareholders and decide on the business development plan and annual budget.
  - To decide on the organizational structure of the Company, to appoint and dismiss managers of the Company at the request of the General Director.
  - Appointment, dismissal, dismissal of the General Director or a manager or representative of the Company
  - Proposing the annual dividend rate and determining the temporary dividend level, organizing the

payment of dividends and deciding the salary of the Company's managers

- Supervisory Board: The Supervisory Board is elected by the General Meeting of Shareholders of the Company. Currently, the Supervisory Board consists of (03) three members, the term of the Supervisory Board shall not exceed 5 years. Members of the Supervisory Board can be re-elected for an unlimited number of terms. The main responsibility of the Supervisory Board is to check the reasonableness and legality of business activities and financial statements of Hoang Anh Gia Lai.
- Branches: Branches are dependent units of the Company, responsible for performing a part of the functions and in line with the Company's lines of business.
- The branch's management structure consists of branch directors, branch deputy directors, heads of departments, divisions, and divisions.
- Representative office: Representative office is the consulting unit of the Company, has the task of representing by authorization for the interests of the Company and protecting those interests.
- Head Office: + Accounting-Finance Department: Directing, organizing, guiding and inspecting the accounting departments in the office and units under the Company, branches and representative offices according to the regime. current.
- Administration Department: Management of official documents, papers, administrative books and company seal, reception work, administrative service. In addition, advising the Board of Directors on matters of organizational structure and personnel arrangement in accordance with the development requirements of the Company. Recruiting and developing human resources for the Company.
- Planning-Investment Department Develop a company-wide action plan. Directing and organizing instructions, checking the planning and use of plans in units and departments from the stage of determining the planning group, developing the decision plan, detailed plans, using and controlling plan use. Making investment projects, implementing investment procedures, managing investment project dossiers. + Basic Construction Department Designs small and medium-sized construction works, prepares project cost estimates, supervises construction, tests and takes over, prepares completion documents, and settles works.

### 3.3 Advantages of Personnel Management and Mobilization

- The organizational model is quite simple and clear
- The structure closely follows the management process along with the strategic objectives
- Strong organizational structure between leadership levels and departments
- This structure implements specialization, concentrating capacity for specialized fields
- High operational efficiency if the task is repetitive daily
- Make full use of the advantages of professional specialization
- Preserve the strength and prestige of key functions
- Pay more attention to professional standards and employee conduct

- Facilitates close inspection of the top level
- Organizational model with more supervisory board, able to control and understand the management process of senior management Product-based model should pay more attention to professional standards and products

### 3.4 Weaknesses in Human Resource Management and Mobilization

- Many commanders make the gate apparatus isolated and easy to bureaucracy
- Lack of coordination between function rooms
- Delegate responsibilities, leaders leave their jobs to others
- Weakening the individual's dynamism
- Limit the development of a team of individuals and general managers

## 4. Solutions to Overcome the Current Situation of Management and Personnel Mobilization of HAGL Group

### 4.1 Human Resource Research and Planning

During its operation, HAGL always actively analyzes the needs of the necessary workforce with the following criteria: Right quantity, right time, right person, right job. This job has helped HAGL meet the human resource needs, ensuring that the business does not fall into a shortage of labor force, as well as an excess of underemployed people.

### 4.2 Recruitment and Training Policy

- Recruitment

HAGL recruits personnel based on the form of assessment of capacity, experience, qualifications and skills suitable for each position. We value diversity and promote equal opportunities, regardless of gender, religion or nationality. Women employees are given favorable conditions to work. Capacity development and promotion like men. HAGL does not employ child laborers who are still of school age in the project areas.

At HAGL Group, each specific position will have its own mandatory standards, but all employees in the Group meet the requirements: have professional qualifications, have a sense of responsibility. and high morale. The company always recognizes and evaluates the working efficiency and capacity of officials and employees in order to promote creativity and healthy competition. Human resource policy is always respected and improved regularly to create a positive, friendly and cohesive working environment.

- Training and developing staff skills

HAGL encourages and creates conditions for the staff to maximize their capacity at work. The Group regularly organizes training and coaching courses in all fields to improve quality, improve expertise and promote the potential available in each individual. Determining the long-term investment and development in your country, Hoang Anh Gia Lai has sent staff and students to study at the National Universities of Laos, Cambodia and Myanmar.

### 4.3 Corporate Culture

Solidarity is the core value of the Group. HAGL's strong development since its establishment is thanks to all members who always unite, agree and share the values at work, working together towards the common success of the organization.

**Leadership with Employees:** HAGL leaders always care, listen and exchange information with employees. Leaders act as consultants, inspiring subordinates in a certain, clear direction, increasing trust and loyalty to employees. HAGL employees are encouraged to work directly, contribute new ideas, and give personal comments to their superiors.

**Employees with employees:** Each HAGL employee is like a piece with its own identity to create a strong and harmonious HAGL Group. In order to enhance cooperation and support among staff, HAGL organizes many teambuilding courses, implements teamwork programs to both improve work efficiency and tighten the spirit of cooperation between employees. individual

**Employees with customers:** All activities of the company and employees are directed towards the highest goal of satisfying the needs of customers. To do this, HAGL organizes training courses on professional and friendly manners in order to form a methodical and reliable working style in the eyes of customers and partners. Thereby, increasing the efficiency of HAGL's transaction and negotiation activities.

#### 4.4 Work Environment

HAGL builds a friendly and equal working environment, contributing to creating a push to increase productivity. The Group invests in building a spacious infrastructure, helping employees to have a comfortable and convenient working space to maximize creativity, thereby improving labor efficiency, contributing to promoting employee productivity. promote business growth.

At HAGL Group, each specific position will have its own mandatory standards, but all employees in the Group meet the requirements: have professional qualifications, have a sense of responsibility. and high morale. The company always recognizes and evaluates the working efficiency and capacity of officials and employees in order to promote creativity and healthy competition. Human resource policy is always respected and improved regularly to create a positive, friendly and cohesive working environment.

- **Work safety**

In order to minimize the risks in the production process, HAGL has built a safe operating process for employees according to the standards of the authorities, strictly complying with the regulations on occupational safety in Vietnam. host countries in Vietnam, Laos, Cambodia, and Myanmar. The Group promulgates regulations on occupational safety and environmental sanitation, regularly inspects and evaluates the work performed at construction sites, organizes accident prevention training courses for employees, equips labor households such as clothes, hats, shoes, glasses, etc. fully and timely according to the nature of work; invest and improve technology in production to ensure safety for employees.

- **Health care for employees**

The Group organizes health check-ups for employees once a year; in cooperation with University of Medicine and Pharmacy Hospital-HAGL supports 50% of medical examination costs for employees and pays 100% of hospital fees for cases of occupational accidents.

- **Salary and benefits policy**

In order to promote the spirit of work, promote creativity

and efforts of employees, HAGL develops a fair remuneration policy based on the following criteria: Capacity, work efficiency, level of contribution to the company. General development of the Group. All welfare regimes, health insurance, social insurance, unemployment insurance are implemented by HAGL in accordance with the current regulations of the labor law of the host country. In addition, employees are also entitled to welfare regimes such as bonuses on major holidays, participation in tourist tours, periodic vacations, etc. HAGL has a special treatment policy for local employees. Locals with real capacity and good ethics working in big cities volunteered to work in Pleiku City and project areas. The Group supports shuttle bus, provides housing right at the project to help employees feel secure in their work.

#### 4.5 Solutions

- Set clear goals.
- Understand employee capabilities.
- Building a good working environment is an effective human resource management solution
- Ensure fairness among employees.
- Communicate effectively with subordinates.
- Handle conflicts skillfully.
- Reward and praise employees.
- Have an employee training plan?

#### 5. Conclusion

Hoang Anh Gia Lai Group is a large company with solid financial potentials and professional management apparatus, the group has also made strong strides to reach the international level. Hoang Anh Gia Lai Group is also a leading enterprise in the development of high-rise projects in the provinces, owning a complex of hotels, commercial centers, and large offices for lease. Human resources are the most necessary and important foundation for the success of the enterprise, the factor that ensures the source of creativity, management, inspection, survey and monitoring and also directly operates the operation apparatus of the organization. office. Therefore, Hoang Anh Gia Lai Group pays special attention to the development of human resource policies and working environment for employees in order to create the best conditions for employees to develop their capacity. At the same time, Hoang Anh Gia Lai Group also has extremely unique personnel recruitment policies and values input human resources, which is reflected in the form of selection with capacity assessment, assessment of experience and knowledge. Experience that the candidate has gained, qualifications and most importantly, the right job skills for each individual position. As mentioned above, the leaders of the group are also people who not only have the heart and vision in their work, but also pay special attention to the fairest opportunity for employees to help all employees when being recruited. Using them will bring into full play the abilities, take advantage of the strengths to support and overcome the weaknesses of each person.

But somewhere there are still some bad problems in the management and personnel mobilization at Hoang Anh Gia Lai Group. Although the corporation has very good personnel recruitment policies, there are strict requirements on important conditions to have the opportunity to work in the group. But nothing is perfect, especially with a big place like a corporation, sometimes there will be members who don't complete their assigned tasks well but can still go

through due to small mistakes of work. manage and mobilize personnel in the group, creating favorable conditions for bad employees to take advantage of. Or there are cases where the management department has an incorrect assessment of the employee's strengths, thereby making mistakes in the process of dispatching employees to do inappropriate jobs, thereby creating dissatisfaction in the employees. employees, unfairness in the corporation. When employees are not taken advantage of, it is not only a waste of employees' own efforts, but also directly affects the use of talents, using the right people for the job helps to improve the ability to complete tasks. percent of the work assigned. Therefore, Hoang Anh Gia Lai Group needs to set clear and specific goals to demonstrate its strategies and steady steps for the future of the group. This helps the corporation to have appropriate policies for future development to achieve the set goals. Group clearly located the capacity of employees are also important steps in development. Because understanding employees is understanding the business itself, only understanding can give appropriate operational initiatives. And above all, when employees do well and are well utilized, the corporation can produce more products to better serve customers. However, it is important that the recruitment department of the corporation needs to coordinate with the managers of the departments, the leaders of the groups to consider how to understand, what to understand and how to understand it. Know each employee's strengths and weaknesses so that they can be appropriately arranged for the job. This is an important but difficult step forward in management work because there will still be loopholes and injustices. Therefore, instead of being difficult to quit, the corporation and employees should also optimally support arising problems and handle conflicts as skillfully as possible. At the same time, it is also necessary to closely monitor the work stages so that from there, reward and praise employees for their hard work and dedication to the corporation.

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