

Czech University of Life Sciences Prague

Faculty of Economics and Management

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Diploma Thesis

**Human resources management in terms of process
requirements**

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

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DIPLOMA THESIS ASSIGNMENT

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Thesis title

Human resources management in terms of process requirements

Objectives of thesis

The diploma thesis aims to evaluate the current state of the issue to create your design of employees' selection and the system of evaluation of employees. The output of these systems will be the input to the subsequent system of reward and progression.

Methodology

The most theoretical part of the literature review is based on the study, analysis, and comparison of professional sources (primary and secondary sources). The design part is focused on empirical research of factors influencing the efficiency and stability of HR's work performance.

The proposed extent of the thesis

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Keywords

work performance, selection of employees, recruitment, factorial design

Recommended information sources

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Declaration

I declare that I have worked on my diploma thesis titled "Human resources management in term of process requirements" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break any copyrights.

In Prague on 31st March 2021

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Human resources management in terms of process requirements at Vietnamese enterprises

Abstract

The purpose of this diploma thesis is to identify factors that constitute effective recruiting skills, assess the impact of recruitment factors on individual performance as well as organizational performance and skills to the quality of human resource management in Vietnamese enterprises.

The thesis contains two main parts: a literature review and a practical part. The first part addresses a description of a process of recruitment, human resources management and the relationship between recruitment and organizational performance based on the literature review. The practical part of the thesis uses both quantitative and qualitative methods and analyses data collection. A data collection technique consisted of documentation analysis, interview and a questionnaire. Relied on evaluation of the study, proposed innovations and recommendations for improvement were suggested as the main objective of the thesis.

Keywords: recruitment, recruitment process, work performance, selection of employees, factorial design, human resource management.

Řízení lidských zdrojů z hlediska procesních požadavků ve vietnamských podnicích

Abstrakt

Účelem této diplomové práce je rozlišit faktory, které představují efektivní náborové dovednosti, zhodnotit dopad náborových faktorů na výkon jednotlivce i organizační výkon a dovednosti na kvalitu řízení lidských zdrojů ve vietnamských podnicích.

Práce je rozdělena do dvou hlavních částí: teoretické a praktické části. První část se skládá z popisu náborového procesu, řízení lidských zdrojů a vztahu mezi náborem a výkonem organizace na základě přehledu literatury. Praktická část práce využívá kvantitativní i kvalitativní metody a analyzuje sběr dat, která zahrnuje analýzu dokumentace, rozhovory a dotazník. Na základě vyhodnocení výzkumu, byly jako hlavní cíl práce navrženy změny a doporučení ke zlepšení.

Klíčová slova: nábor, náborový proces, pracovní výkon, výběr zaměstnanců, návrh faktorů, řízení lidských zdrojů.

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List of abbreviations

CV - Curriculum Vitae

IP – Individual performance

OP – Organizational performance

HR - Human Resources

HRM - Human Resources Management

KPI - Key Performance Indicator

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1. Introduction

Vietnam is considered one of the countries attracting more foreign investment due to its young and abundant human resources, much cheaper than other countries in the world (Lee, M & K, VT, 2017). According to (Thang & Quang, 2010), Vietnam has been trying step by step to implement economic reforms to develop the country since 1986, joining and actively signing many international economic agreements with countries in and out of the region (The International Trade Administration, 2017), led by the emergence of a number of foreign companies are easy to present to invest in the current market share Vietnam such as Samsung from 2013 (9.99%) to 2017 (25.25%) of mobile vendors market share (Statista, 2018). Viet Nam is the most attractive country for investing in fast food chain compares to Cambodia, Laos, Myanmar (Canvassco, 2014). Economic integration brings advantages in economic development and modernization of the country, in parallel, it also creates challenges for Vietnamese enterprises. That led to the fiercer competition. Not only competition between domestic enterprises but also competition between domestic and foreign enterprises (Chung, 2012). Therefore, in order to attract and exploit the young and plentiful human resources as in Vietnam, the competition in personnel management among enterprises is increasing (Faro Talent Professional, 2018).

Human resources in the enterprise which directly responsible for the recruitment and selection of personnel subject to competition and direct impact from the competition. However, the question is how businesses in Vietnam can take advantage of them to attract local workers compared to foreign firms. It is known that a business that wants to perform well is the most important human factor in the Harvard model of human resource management. However, it can be seen that continuously recruiting to get employees will cost a lot of time and effort so employees can get used to the company culture and work well. For that reason, it is important to have sufficient recruiting and awareness of the recruiting process, to understand the process and impact of recruiting on strategy and performance management and performance. of the company. It has been demonstrated that productivity and financial performance of any companies will increase if there is a system of recruitment and selection (Sunday et al., 2017). Attracting talented people is always important because talent is the key to success for any organization, especially in today's competitive environment. According to a report by the Foreign Investment Agency (Ministry of Planning and Investment), in the December of 2017, 115 countries and territories have investment

projects in Vietnam (Cafef.vn, 2017). It can be seen that due to the increase of foreign businesses in Vietnam, talented people have more choices to look for and choose jobs that fit their abilities, so they have It is easy to find new attractive jobs instead of old ones. Therefore, the competitiveness is very high. Developing and using skills, understanding the recruitment process and the relationship between them and performance are essential.

It can be seen that in order to attract talented people to work, it is important to understand the personality and qualities of the candidates as well as the factors that directly affect the recruitment process. Most of the current research focuses on the general issue of human resource management, the impact of recruitment on corporate performance rather than exploring the components of an effective recruitment process to attract manpower (Diep, N, et al., 2018). Failure to understand these recruitment procedures will undermine the quality of recruitment, labor resources and business strategies. This study will conduct research on recruiting young workforce skills for human resource management in Viet Nam.

Moreover, one of the motivations for thinking and urge to do about this subject is the researcher's own experience. In 2016-2017, being one of the outstanding young graduates, stepped out of college entrance and applied for jobs, was recruited to work in businesses in Vietnam, in the process of work, the researcher received a lot of inadequacies or clashes between the HR department and the recruited staff causing serious consequences for the business. Conflicts of interest on the job, the actual recruiting process has caused controversy. This raises the thought of exploring the nature or theoretical elements for the recruitment wishing to contribute a small part of the effort to change the thinking of Vietnamese enterprises, especially the recruitment department. In addition to, this topic has never been done before. Therefore, this study is believed to provide new and valuable insights into the human resource management sector in Vietnam.

2. Objectives and methodology

2.1 Objectives

This research aims to identify factors that constitute effective recruiting skills, attract young people in Vietnamese enterprises, assess the impact of recruitment factors and skills to the quality of human resource management in enterprises in Vietnam. There are some research questions about that topic:

1. What are the factors that create recruitment skill and attract young people in enterprises in Vietnam? This question was raised because to help the HRM department in Vietnam see and recognize their responsibilities, their work provides the basis for their knowledge.
2. How do these recruitment factors affect the candidates in Viet Nam? This question is designed to understand the factors that influence the candidate to find appropriate measures to overcome the shortcomings in recruitment skills to achieve higher efficiency.
3. What is the impact of recruitment skill on individual performance organisational performance in enterprises in Viet Nam? This question is set to find out the reasons for the performance of the organization, the individual, the appropriate solution for the employer.

In order to entirely answer those research questions, so it has some goals need to be achieved as follows:

Give a view about the situation of recruiting human resources management in enterprises in Vietnam today

To build up the conceptual framework about successful recruitment skill for HRM based on the theoretical studies and background by empirical tests

To investigate the linkage between recruitment skills, process for human resources management in enterprises in Viet Nam and the effects of the candidates.

2.2 Methodology

2.2.1 General description and research design

This research focuses on the factors that make recruiting skills to human resource managers, which help to attract young people in Vietnam as well as the influence of these factors on organizational performance. That is how recruitment behavior affects the candidate and vice versa, how the candidate responds. The research design was a descriptive research which combined both quantitative and qualitative research methods. The research was based on the use of questionnaires for quantitative research and the use of interviews for qualitative research. The methods are chosen because, firstly, in this topic, the qualitative research method is used to gather a deep understanding of the recruitment behavior and the reasons for these behaviors through interviews. Secondly, questionnaire is a satisfactory tool and an inductive approach for collecting data for the sample population to clarify questions and research topics. Besides, to understand the theory or previous studies in the literature review, the collection of useful information is really necessary and practical for the topic.

In addition, descriptive research is used in this study as the actual research needs to gather information from the interviews. With the information collected, the paper will be able to analyses the assumptions made.

2.2.2 The investigation

The purpose of the paper is to find the relationship as well as the influence of the skills that create recruitment process to organizational performance and candidates. The descriptive method used in this study is to specify the qualitative characteristics of the problem. Thus, this descriptive study is eligible to be hypothesized that it is consistent with the method of investigation. Also, in this article, the Systematic Recruitment Cycle (Leatherbarrow et al., 2010) is an essential model for business to develop their recruitment skills. A positive relationship exists between recruitment and organizational performance by using regression analysis (Saifalislam et al., 2014) to see the essential of recruitment. The conceptual framework for performance, organizational performance will be chosen to analyses the relationship between these factors. For the research to be conducted more effectively, the probabilities of successful recruitment (recruiting candidates for job placement and organizational effectiveness) will be considered for evaluation. Successful

recruitment is based on many different factors in the recruitment process of human resources department: planning, strategy development, evaluation of process.

2.2.3 Data collection

Qualitative research is a method of collecting data in words and is an approach that seeks to describe and characterize groups from an anthropologist's point of view, collate data and generalizations and create theories. Quantitative research is the method of collecting numerical data and solving relationships in theory and research from the viewpoint of interpretation and quasi-theoretical analysis. The reason for choosing to use both methods in this article is to match the research objectives.

2.2.3.1 Quantitative research

The study uses questionnaires with questions and answer options for respondents. A questionnaire directed to the target population is 100 young workforces working in Viet Nam to find their feeling about recruitment skills of their enterprises. Questionnaire is conducted with a set of open-ended questions, a set of printed or written questions with a choice of answers (See appendix 4).

Using this method due to gathering objective information, measuring information and providing descriptive data for the target group, exploring the relationship between recruitment and business performance and determine the causal relationship between

A: Recruitment skill of HR department

B: Performance of individual

The questionnaire (see Appendix 4) had 20 questions divided into two parts. The first 5 questions were dedicated to characteristics of gender, age, education level, current enterprises and employment length of respondents. Next, last 15 questions focused on the experience of individual candidates with recruitment and selection in Vietnam enterprises.

The method of Computer Assisted Web Interviewing (CAWI) by the means of Google Forms was used to present the questionnaire to participants. Random participants for online survey. The questionnaire was communicated to the participants through the official Alumni National Economics University page on Facebook. The National Economics university is where researcher graduated for bachelor degree in Vietnam. Additionally, the questionnaire was also introduced and shared link by my friends.

2.2.3.2 Qualitative research

Preparing interview questions consisted of 10 open-ended questions that were used to obtain maximum information from interviewees. The survey method is online, through video interviews by Google meeting or phone calls.

There were 20 interviews that took place to collect and study the knowledge about successful recruitment skills for HRM based on theoretical studies and background by empirical tests and investigate the linkage between recruitment skills, process for human resources management in enterprises in Viet Nam and factors that affect the candidates.

For the 20 interviewees, the names and contact details are listed in the appendix 3. Background of respondents: All the people, who are chosen to interview, employees in the human resources department or directly responsible for recruiting people in some enterprises in Vietnam and young people with experience, good qualities are currently looking for work or work in business in Viet Nam that intend to change jobs, work positions.

Participants answer interview questions in the form (see Appendix 1 and 2). Additional questions can be used to clarify the participants' answers. About the human resources staff, they share their recruitment skills as well as the knowledge of hiring skills, selection skills, recruitment process in the organization they are working. Besides, the employee group, they will share their thoughts, feelings about the recruitment process as well as problems that they find in the process of recruiting, management personnel affect their work efficiency.

In addition, in order to make it easier for the interviewees to understand the question and answer the question correctly, interviews using the question form are translated into Vietnamese and asked in Vietnamese. The collection of information during the interview process is ongoing and simultaneous, then translated in English. The study uses the convenience sampling method to create excitement, available to the interviewee. (Saunders, 2012), save time, cost as easy to implement without much demand. Interview was chosen through online by Skype, Google meeting, phone calls or Face time. The interview was performed during the month of December 2020.

The interview questionnaire will consist of questions with information value for each participating group, each group has its own form, each of which consists of 8 questions (See Appendix 1 and 2). Question form is based on the exploitation of information for the research topic. First of all, for the first group (HR staff), to clarify the research objectives, the form includes: the questions on the current skills, knowledge of the current recruitment of the

team (question 1,2,3,4), the reason for choosing this group is because, according to Snell, principles of human resource management-2013, a business wants to have a good recruiting team, they need skills, knowledge and top habits, and secondly the questions on the relationship between the recruitment and the recruiting effect on the candidate,(question 5, 6), the reason for choosing these questions is because (Evans et al., 2016), recruiting has a huge impact on employee productivity, and finally the questions on perception in improve recruiting skills (question 7, 8), The reason for choosing these questions is that, according to Human Resources Management,2015 of author Dessler, the HR specialist, in addition to recruiting, is also the planner, builder and developer, perfecting the recruitment process. In order to have a successful process, the HR staff needs to comment on this build.

The latter is the form for the second group (young workforces) to clarify the research objectives, the form includes: group of questions about the process of recruitment (question 1,2,3), the post-recruitment process (question 4, 7), the recruitment and HR factors that influence the mind-set (question 5, 6, 8), The reason for choosing these questions is that (Mokaya et al., 2013) has shown the impact of recruitment on employee effectiveness, perceptions, actions, and to know what extend they affect , the questions was built.

2.2.3.3 Sources of data

This paper uses a variety of data sources to provide a wealth of useful and reliable information to clarify research purposes, including primary and secondary data sources.

About the primary data source, the researcher used to work at some firms in Vietnam which continues recruiting a lot of young workforce so that the research can ask for the old co-worker to make the completion of the survey. The research will use the information collected on the internet through a computer. In addition, primary data sources were also obtained from interviews with two main groups (HR staff, young workers).

For the secondary data source, the school library is also a great resource to find the right information. In addition, the study also takes advantage of a variety of useful secondary data sources from books, journal articles, newspapers, the internet, video to receive knowledge from more theories and solving problems systems related to research topics.

This data source is particularly useful for researchers in reading, analyzing, comparing and commenting on prior research, contributing to better background understanding the content of the research paper as well as further development from existing theories.

3. Literature review

3.1 Introduction

Literature review is a short summary by evaluating, comparing, analyzing knowledge that has already been studied and published (Booth, Sutton and Papaioanna,2016). Literature review is the study of a given subject based on analytical methods, synthesized from official sources, reports, and research papers. The literature means that the works you refer to understand, investigate more clearly the problem in your research. It can be seen as the basis for the performance of your research (Cuong.2018)

In this review, the main contents are presented below, includes: The concept of recruitment, the recruitment process, the sources of recruitment, the relationship between recruitment and organizational performance, conceptual framework of performance, organizational performance. The theories are given as a basis for research because, according to a previous study (Sunday et al., 2015), studies of "the influence of recruitment and selection on organizational performance" provided as the foundation theory. However, the reference and choice of theories are similar, but new points in the theories below are more detailed updates, more clarity and scope of application only in Vietnam. However, this study is novel and different as mentioned above. And in this section, the most important theory is the recruitment process because it is the basis for assessing the factors: organizational effectiveness, personal outcome and independent variable.

3.2 The concept of recruitment

Recruitment is an indispensable activity for engaging employee and employer. The term of recruitment is defined as the activity performed by the company for the primary purpose of seeking and attracting talent (Breaugh & Starke, 2000). According to Jovanovic (2004), recruitment is the process of attracting a group of prospective clients suitable for recruitment, so that the organization can make the best choice among them. Costello (2006) agrees with Jovanovic's view that recruitment means the process of selecting the right person for the right place at the right time that the organization can consider the choice. This process provides the organization of talent candidates to fill vacancies. (Rashmi, 2010) clarifies that definition by pointing out that hiring is an activity aimed at creating a certain group of candidates who are eager to work for the organization. In addition to having the desire to

work, talent means suitable, high quality and be chosen by the organization. The similarities between these studies suggest that recruiting has the common goal of finding the right candidate to pave the way for the selection process. (Breaugh & Starke, 2000) provides a definition of recruitment based on a series of studies over 30 years prior to the study's time such as (Rynes, 1991: 399), (Barber, 1998), (Wanous, 1992), these studies are almost the first appearance on the issue of recruitment. By 2010, Rashmi has also received and expanded by expressing the influence on recruitment by the human resources planning process while previous research has explained the employment definition to provide an organizing framework of the recruitment process. In this paper, to clarify the third purpose of the study: the influence of factors on HRM in Vietnamese enterprises, the Rashmi definition is applied and more appropriate.

Recruiting is a positive process because it encourages candidates to apply for jobs, which is the process of exploiting human resources. Practice suggests that recruiting means gathering, measuring and evaluating the candidate's personal information to gain an accurate view of the candidate as well as their experience allows them to make the right choice (Leopold, 2002). It can be said that recruitment is the precondition for selection, creating the pool of potential candidates for the organization.

Additionally, successful recruitment stems from predictability and effective job planning (Sunday et al., 2015). It means that by analyzing future needs, human resources, and talent available within and outside the organization, the company must make plans to cut back on vacancies or increase, expand and retain. talented people, employment positions depending on the forecast and analysis of the situation of the job market within the enterprise or even outside. In addition, the success of the recruiting process of an organization lies in its strategy. High-level or mid-level recruiting strategies, selecting talent outside the enterprise for senior positions, or selecting an internal candidate for an intermediate level are strategic intentions of the business. Therefore, these factors greatly affect the success of the organization. Retaining the talent or recruiting, attracting them is really difficult, so the investment business as well as spend a lot of time and effort for recruitment activities (Mayday, 2017). In addition to the elements of technology, social networking or recruiting techniques, recruitment skills are the decisive factor in today's competitive work environment and talent competition. Especially, in this research topic, when talking about the fierce competition that Vietnamese enterprises face, understanding and deepening the

concepts and factors determining the success of the recruitment process is really necessary and useful.

3.3 The recruitment process

First of all, we must understand what recruitment process is. (Deutsch, 2016) suggests that the recruitment process is a clear, concrete model of the organization seeking candidates and hiring new employees. This model is owned by a human resources management or third party (recruiting agency), depending on the organizational structure of the organization. For example, though works, a software-application development company that invests in and employs a recruitment process based on a particular software analysis or programming assignment technique to find qualified candidates who are fit for the company's culture (Pathak, 2015).

In recent years, a number of research articles on the recruitment process have shown the effectiveness and impact of recruitment by the value of the employees recruited (Sunday et al. 2015). To get quality employees, there are many different ways of recruiting. As in the case of the Pound Co Finance company, from the early years of its formation, the company used word of mouth or through the distribution of flyers, from its existing employees to recruit. Nowadays, advertising for recruitment is no stranger to everyone (Miyake, 2002). However, the difference between these modes of employment is cost and efficiency. (Miyake, 2002) also paid attention to this issue during the recruitment and implementation of five related studies. The results of the evaluation on the average turnover that the groups from the above-mentioned methods collected to the organization respectively: by spontaneous method (37%), by way of referrals from the staff of the company (30%), advertising (51%). The results show the quality of employees or the value of employees brought about by the different recruitment practices in the recruitment process. With the influence of information or technology today, the candidates to find employment through newspapers or websites, online recruitment is very much (Marketing Manager at Network Limited Co., 2017). However, referrals from company employees will be more effective than spontaneous ones because these candidates will have a clearer view of the facts, understand the work and select the environment that suits them.

There are many previous researches on recruitment process- a source of recruitment (Rashmi, 2010). The recruitment process of the company (Barber, 1998) provides three main phases: (a) certain recruitment activities, (b) certain activities and (c) certain recruitment actions. By the year 2000, Breaugh and Starke split these stages into more detailed steps, setting out stages including: setting up recruitment objectives, strategy development, recruiting activities, interviewing variables, recruitment outcomes. Up until 2010, Rashmi undertook three main phases: (1) Planning, (2) Strategy development, (3) Evaluation of process. As in recent years, the generalization of the steps in the recruitment process has increased. Therefore, in order to better understand the specific steps, this paper will look at older, older recruitment patterns but still acquire new insights and findings in near-term studies. This is to provide a better understanding. Leopold (2002) emphasizes that job description is the first step in the recruitment process because it provides insights for the purpose, position, title and role of the job. Organizational structure of the enterprise. Wanous (1992) provides specific steps for the recruitment process including

Step 1: Locate the job

Step 2: Describe the information about the vacancies, candidates that the organization needs in the recruitment process

Step 3: Post ads

Step 4: Get feedback

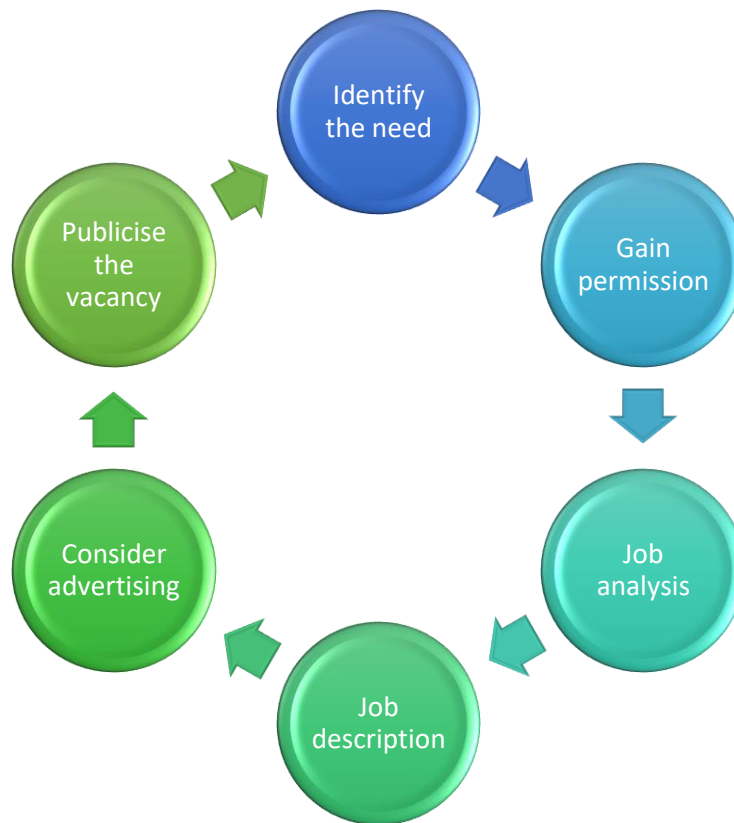
Step 5: Listing

Step 6: Prepare Interview

Step 7: Interview and decision making

(Leatherbarrow and Fletcher, 2015) agree with Wanous's structure and has developed them into the Systematic Recruitment Cycle as a model that details the steps in the recruitment process:

Figure 1 Systematic Recruitment Cycle



Source: Leatherbarrow and Fletcher (2015 p.175)

The first is job analysis, meaning that managers and recruiters must analyse what the nature of the job is, the key tasks that are being addressed, the requirements, knowledge, and skills needed for this job. What recruiter should ask the candidates. Job analysis is a prerequisite for managers to set up a job description as well as a personal specification. Job analysis provides clear, detailed job title, job location, responsibilities, purpose, working conditions and other requirements. The Personal specification will provide the candidate with qualifications, experience, personality or common knowledge, skills and abilities. After planning and analyzing these factors, employers should select appropriate advertising methods such as e-recruitment, agencies, search and invite students with achievements and experience. Through these methods, they will collect results, apply for listing and identify potential employees, prepare and schedule appointments for capacity-building interviews, and make selection decisions. final destination.

3.4 The sources of recruitment

Each organization has its own selection of candidates. It is a source of recruitment from inside and outside. Most organizations use both sources to create more opportunities for applicants. Internal, internal recruitment sources such as employee turnover, outsourcing may be provided by advertising recruitment (Sunday el at., 2015).

Internal recruitment from internal or recommended positions of senior staff will be effective if the company has qualified, qualified and qualified staff. high performance. The advantage of internal resources is that the employee database is available and does not take up too much training time, saves on recruiting costs, increases employee morale through promotion opportunities. Employers can look up information in the old database: current employees, former unsuccessful former employees, former retired employees who want to introduce others. These former employees are not creative. If it's just a job transition without any promotion, it will only suit those who want to move jobs to find out more functions and positions in the company, creating new vacancies when saved. job transfer (Muscalu, 2015).

External recruitment is used when internal sources are insufficient for the missing positions. External recruitment varies from sources such as schools, brokerage firms, recruitment agencies, job fairs, mass media and so on. The advantages that external resources bring include their new creativity, attracting large numbers of potential candidates, hiring experienced staff from other organizations, high objectivity, abundant internal organization. However, some of the obstacles to the selection of human resources are the difficulty in assessing the candidate's ability, experience and knowledge as they are the ones who have never known the potential to lead. It is difficult to assess who is the best, most suitable for decision making, disagreement between old and new employees, creating psychological barriers when potential internal candidates dispersedly feel while new people may be discriminated against (Muscalu, 2015).

Both internal and external recruitment resources have their own advantages and disadvantages, so most organizations today are flexible using both sources to increase opportunities as well as compensate for the pros and cons. the point of each recruitment resource.

3.5 The relationship between recruitment and organisational performance

Organizational performance as a result of the organization is calculated based on the measurement of the organization's output against its intended output (Saifalislam et al, 2014). Through the management and quality of the workforce, organizational performance is affected. Delary and Huselid (1996) suggested about the effective recruitment process affect organization performance and their positive relationship.

Recruiting is one of the keys, fundamental and important activities for the organization. A successful organization is due to having their employees as well as good management of the head. In order to choose suitable employees for the organization, the importance of recruiting is at the top. Recruiting in the right direction, the right person for the right job is the key factor to help. The performance of the employee increases, creating performance values for the individual and the organization as a whole, improving and maintaining organizational success (Sisson, 1994). Recruiting is the selection of potential candidates, qualified, experienced and willing to work to meet the strategic goals of the company. Having a clear strategic direction and effective recruiting process will create greater efficiency and retain your employees, creating both personal and organizational satisfaction, personal goals and long-term development goals of the business.

Recruiting can be an essential function of HRM because it affects the performance of an organization most effectively, ensuring the organization's work, processes and performance. Recruiting is not just about replacing employees or adding new jobs, but it is also the ability to put greater pressure on employees (Ballantyne, 2009). To shape and measure organizational performance, the human factor is often considered first. By contracting and agreeing to enter into a contract, the employee must provide a certain amount of benefit to the organization in terms of work skills, expertise and handling. As a result, the organization will avoid undue costs such as technical disadvantages, customer misconduct or lack of knowledge of employees resulting in severe financial losses. discredit, market position, belief and image of the business on the market and in the eyes of customers partners. For these reasons, new employees are recruited for the company as the company's hope for growth, not just stopping there, organizations need training, guidance and attention, over time they will be able to keep up with new trends and challenges (Saviour et al., 2016).

3.6 Conceptual framework of performance

The Oxford English Dictionary defines performance as success, execution, performance results, can understand it means behaviour, how an individual or organization accomplishes the task (Campbell et al., 1993, p. 40) that performance is "what the organization hires one to do, and do well".

(Campbell, 1990; Campbell, McCloy, Oppler, & Sager, 1993; Kanfer, 1990; Roe, 1999) agree that there are two main components in performance distinct and distinct that behaviour and effect. Performance is behaviour, the way in which an individual or organization accomplishes the task. Behavioural aspects refer to what an individual does in a given work environment. For assembly enterprises, the behavioural component can be a fast or slow assembly of machinery, right or wrong. For a real estate brokerage firm, behaviour can be a meeting or exchange with customers, negotiate prices. Thus, performance cannot be assessed by one or two behaviours, but by both behaviour evaluation (cf. Ilgen & Schneider, 1991; Motowidlo, Borman, & Schmit, 1997).

Performance is also the result of that behaviour (Sonnentag & Frese, 2005). These behaviours will lead to certain results. For example, for an assembly plant, the assembly behaviour will yield the performance that is the output, the number of machines each individual produce. Negotiating with customers will bring about the results of contracts signed, the financial value that the contract signing brings. However, to evaluate the relationship between behaviour and outcomes, the outcome factor depends on many factors, not on each behaviour. Perhaps due to increased customer demand negotiators signed many contracts of land sales although their behaviour is normal. Therefore, when evaluating, recruiter or HR manager must understand where the problem lies.

Although studies by researchers previously agreed that a clear distinction should be made between performance and behavioural outcomes, Campbell et al. (1993) did not fully agree on the performance of both. In this article, performance will be covered by both factors, so when managing performance, the employer must be aware of and evaluate both the employee behaviour and the performance of the employee. If so, the results of the evaluation will be objective. They also need to set clear criteria for assessing an individual's performance

Latham, Sulsky and Macdonald (2007) emphasize that the proper definition of performance is a prerequisite for the correct responses and goals of the business.

Performance theory should include:

- Performance measures

- Criteria, expectations about performance

- Conditional binding when reviewing performance if available

- Performance level

- Performance levels are based on benchmarks

3.7 Organisational performance

(Armstrong and Baron, 2004) provides a definition of organizational performance that is a strategic approach that can be used to distribute work, sustain organizational success and effectiveness by developing the ability of each member or team members, team building in the enterprise.

The purpose of business performance management is to help managers, HR departments understand the assessments, the effectiveness of individuals, groups working in the process, how to ensure Whether the commitment is set in advance or not, it helps the organization to get better results from them, closely monitoring their work processes so that they can improve on target standards as well as their ability to work. of employee. This is one of the skills and knowledge that every human resource manager needs to know after hiring employees for the long-term future and for the company's overall performance goals. What is your staff doing and how is it really necessary?

To reinforce the theory of organizational performance management, (Sunday el at., 2015) introduces theories of objectives, control theory, and theories of social awareness to increase understanding the platform for employers, HR managers. This is essential for the research objectives of this project. First of all, as the theory of objectives, Latham and Locke (2006) have developed and found four target interlocking mechanisms that include:

- Towards Priority

- Encourage the spirit of work

- Challenge, inspire the will and dedication of employees

- Make it harder for an individual to improve his or her role quickly

This objective theory sets out in the agreements and commitments of the two parties on the performance and effectiveness of employees. It is meant to inform the individual that he or she needs to do what needs to be considered when joining the organization. The process of monitoring and evaluating performance will give the individual an insight into his or her performance, thus achieving agreed goals, thereby reviewing and evaluating his or her performance. to better fit and achieve better performance.

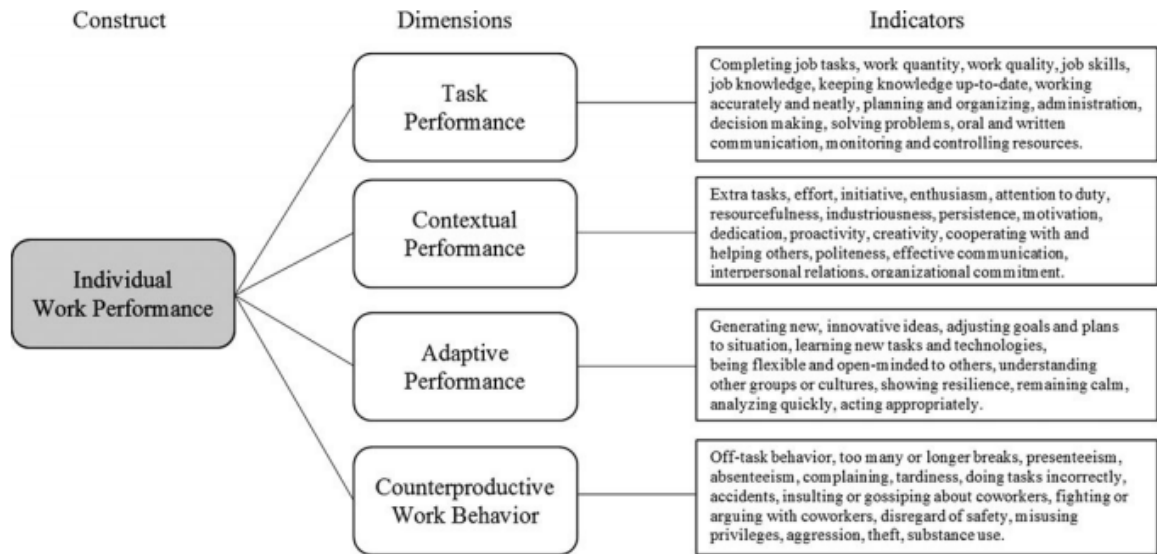
In addition, the theory of control also adds meaning to the creation of the objective as well as knowledge that supports performance theory. By control means that the individual receives feedback after the evaluation of the higher employee or the HR department for quality and performance. Feedback helps employees recognize their behaviour to better align with the original goal, awakening their thinking about how to resolve the mistakes they make, overcome and overcome them.

Finally, the theory of social perception, it is based on the self-perception of individuals as they can be effective in what they will or cannot do to improve and to positively influence his personal performance. For managers and recruiters, this awareness is extremely important. Because if they are aware of the individual who will pass the assessment, control, and progress, keeping these employees is the right thing to do and vice versa.

3.8 Concept frameworks of individual performance

(Koopmans et al., 2011) studied the theory of individual work performance in enterprises around the world. IP is a factor for evaluating an individual work performance, (Koopmans et al., 2011) provides perceptions of performance and productivity gains and suggests that productivity gains is a narrower concept than performance. Individual work performance includes factors such as working days, attendance or absence, outputs, job quality, etc. What precisely constitutes individual job performance (Koopmans et al. 2011) to form a heuristic conceptual framework of individual work performance.

Figure 2 Individual work performance



Source: Heuristic framework of individual work performance

(Koopmans et al., 2011 p.863)

According to the results of the study, the components of individual work performance include task performance, contextual performance, adaptive performance, and counterproductive work behaviour. The indicator explains in more detail how these elements are understood. The first is task performance, which includes job vacancies, job numbers, problem solving, etc. Second, contextual performance can be understood as concentration in work, work consistency, motivation, etc. Third, adaptive performance is the ability to analyse work, ideas or creativity in the process. work, apply new technologies or new methods. Finally, counterproductive work behaviour. It means out-of-hours behaviours like gossiping with people, complaining or arguing with co-workers etc. Thus, the conceptual frameworks on understanding better define the elements that constitute individual performance. In this study, this conceptual framework will be used to analyse the perceptions related to personal factors.

4. Practical part

4.1 General description

In this part, the results and data collected by interview and questionnaire will be displayed. The results of the interview on recruitment skills that affect the quality of personal and organizational work will be analysed in the context of the male firm. In the methodological part, 20 interviews and a survey the organization has been documented and the importance of the information is cited in detail in this part as resources for investigation.

In addition, qualitative research in combination with quantitative research was selected in this study. The credible information and attitudes of the interviewees must be substantiated and linked to the search for the topic in the dissertation, so readers can easily compare the behaviour of the interviewees and survey results. It is believed that the results of the study presented in this chapter lead to effective conclusion and will be useful for the HR department in Vietnam, giving them an insight into how to attract young potential and potential nurses. An effective recruiting process for the business they are working on.

This part will cover the following main contents: general demographic information such as name, age and occupation of the participants were provided and explained in tables, pie charts, rounds etc. This method is chosen because of two reasons. The first is the purpose of correlation and the second is questions we can answer using correlation. Both of them suit for that case. For the purpose of correlation, Pearson's r is used to access the strength of relationship between two variables (Allen & Bennett, 2012). In that case, this is relationship between IP & Job description, Media & OP. For the questions we can answer using correlation, (Allen & Bennett, 2012) also consider the question (Is there a relationship between A and B) so in that case, the hypotheses have similar meaning.

Information from the interview was recorded and presented in the data analysis by stakeholder groups and by process group question purpose:

HR staff

Stage 1: finding the current skills, knowledge of the current recruitment HR department to make a conceptual framework of recruitment process

Stage 2: finding the relationship between recruitment and individuals to know the linkage between recruitment skills and individual performance

Stage 3: finding perceptions in improve recruitment skill to make it perfect a conceptual framework of recruitment process

Employee

Stage 1: process of recruitment to make a conceptual framework of recruitment process

Stage 2: the post recruitment process to know the linkage between recruitment skill and individual performance

Stage 3: the recruitment and HR factors that influence the mind-set to know the linkage between recruitment skills and individual performance

4.2 Data analyses and finding

4.2.1 Interview

20 interviews were conducted with two main groups of people: employees in the human resources department; young people who are recruited by enterprises in Viet Nam. Interview questions consisted of 8 open-ended questions that were used to obtain maximum information from interviewers. (See appendix 1)

Question form are translated into Vietnamese and asked in Vietnamese. The collection of information during the interview process is ongoing and simultaneous, then translated in English.

Interview with HR staff

4.2.1.1 Finding the current skills, knowledge of the current recruitment of HR department to make a conceptual framework of recruitment process

In the first phase of the questionnaire for HR staff, respondents were asked about their education level as well as information about the business they worked on, the information they knew about their recruitment process. human resources. As an employee in the recruiting team, they know what the recruiting policies are as well as the organizational and functional structure of each department in the HR department.

Of the 7 respondents, four responded that the recruitment process of their company was in three rounds, namely, preliminary interviews, the second round of interviews with recruiters, the three round Direct interviews with superiors

A specific example of Bui Thi Hong Ngoc, 25, Hai Phong about the recruitment process of the company that Ngoc is working on:

Step 1: Use the combination of traditional channels (posters) and modern (post-employment on website, job portals, etc.) on recruitment requirements (extra loop)

Step 2: Filter your profile, call 5-7p probes / 1 candidate with appropriate profile

Step 3: Report the result supervisor and wait for the decision to call the interview-appointment notice and set the calendar interview for the candidate.

Step 4: Direct interview - give the final result, inform the candidate - submit and labor contract sent to the HR Director and the Director General for approval.

Two people said that their company only interviews two rounds, the first round is the survey and find the candidate's match online and round interview with the recruiter is the last round. The reason for the interview is only two rounds, other than the multi-company share is as follows.

Vu Thuy Trang (YouMe law firm), 27, Thai Nguyen: Because the organization structure of the company is quite simple, the recruiting department is also the person responsible for accounting or staff work, small company organization, so the interview only goes through two rounds. The role of the recruited staff plays a very small role in the company, so the recruiter decides after interviewing the candidate is superior to the empowered.

Nguyen Thi Quynh Chau, 24, Nghe An: The reason is that the company only recruit's employees in two rounds because the company continuously recruited employees with large scale and the upper level has no time to recruit each candidate should recruit It is almost the responsibility of the department

One person said that their company had four rounds of recruitment different from other companies

Nguyen Hoang Yen, 25, Sai Gon: I have been through 4 rounds to be in Olam: CV round, 1st interview with HR, IQ-EQ test and final interview with BODs. The reason is my company is a company that requires high expertise for employees should test IQ-EQ should take place.

In conclusion, from the above answers we can draw recruitment process conceptual framework as follows:

Figure 3 Recruitment Process in enterprises in Vietnam



4.2.1.2 Finding the relationship between recruitment and individuals to know the linkage between recruitment skill and individual performance.

In the second stage of that interview with HR staff, they are asked about the factors affecting employee performance, evaluation and management of staff after acceptance, any contradiction in the work process. Most of 7 staff answered that the efficiency of the staff is high, the rest is not effective only from 10-20%. Cause the work is not effective mainly due to the conflict between the staff Employees are recruited for salaries, bonuses, candidates are not active, self-assessment of their position and function only work in the process without the understanding of the relevant departments should coordinate bad, or due to lack of objectivity, inappropriate transfer of work of staff personnel management. According to the interview, the recruitment affects the level and productivity of the individual work quite a lot. This statement will be also tested like H1 in quantitative method to support that finding.

Vu Thai Ha-senior manager of YouMe law firm- support the information of KPI-measures the results of his recruitment activities:

Table 1: KPI example to access the recruitment effectiveness

Criteria	Level (5 level from 1(very poor) to 5(excellent))
The number of records meets the criteria for a recruiting position	
The level of satisfaction of the applicant during the recruitment process	
Average recruitment time for a position	
Success rate when the candidate accepts the job	
The level of success in the target of each recruit.	

4.2.1.3 Finding perceptions in improve recruitment skill to make it perfect build a conceptual framework of recruitment process

In the last part of the interview with the HR staff, seven respondents were asked whether they could improve the effectiveness of their future recruitment process or how to improve their recruitment skills. the. This is useful in building the conceptual framework of the recruitment process. Most of them give their opinions

Bui Thi Hong Ngoc, 25, Hai Phong said that in the future, HR staff should have training courses and should learn from the previous experience of the former employees, the company should give the table of experience and each staff Go ahead to record to train for new employees. For the hiring process, build it in a clearer way

- 1) Understand what the company wants to recruit, what needs current
- 2) Write the job details sheet
- 3) Conduct interviews

4) Harmonizing relationships among talents, this is an important step because talent often conflicts with HR staff if they understand the law well and understand the organization's operations in a clear, Tran Nhat Ha (Phuong Chi software company, Viet Nam), 24, Quang Ninh, said: "I has given up work because of contradictions with HR staff on the punishment of employees by money 50.000 VND if you forget to wear your staff card during working hours, this is contrary to Vietnamese labor law regulations but senior management and staff still make decisions " Fifty people voted for Tran Nhat Ha's position, but the company did not change, she decided to quit.

- 5) Management and evaluation, monitoring the work process of employees

The new point in this section is to find the step that regulates the relationship between the talented employees during the interview.

Interview with employee

4.2.1.4 Process of recruitment to make a conceptual framework of recruitment process

The first part of the interview with 13 employees working at companies in Vietnam was about current jobs, personal information, and the recruitment process at the company where they work. Ten of them were recruited in three rounds, two were recruited in two rounds and one was recruited in one round.

Special cases are recruited in a round that is to meet directly senior managers and recruiters always. Dau Van Loan, 27, Ha Tinh replied: "I was recruited in a round to make a foreign company for high grades and good academic achievement as a student at a technology school cabinet) that makes companies pay attention and search. They would like to invite me to work and interview as soon as I get a diploma. Before graduation, they also met and talked to me about small projects that I could participate in".

Thus, in the process of developing the hiring strategy of the recruitment process, the search for talented candidates while on school seats is a good tactic and prudent in catching the candidates first. Competitors in the industry, especially the top candidates in engineering.

4.2.1.5 The post recruitment process to know the linkage between recruitment skill and individual performance

The next part of the interview with the staff, 13 respondents, was about how they received salaries, bonuses, and how they were judged. 10 of 13 only knew they were paid according to the rules. the company's payroll and payroll rules that the labor law regulates.

Le Hang, 25, Ha Noi, said: “The salary I received was between VND5 and 7 million, based on KPI's assessment of my productivity and performance. This salary is quite low compared to the work I do. Salary, little bonus. Sample KPIs for competency assessment for sales staff”:

Table: KPI for sales staff

Criteria	Description	Measure	Performance/month
Customer Information Management	Know the customer information, how to receive	...people	From very poor (1) to excellent (5)
Recover public debts	Control, remind and recover debts	...VND	From very poor (1) to excellent (5)
Ensure sales	Ensure sales planned	...VND	From very poor (1) to excellent (5)
Participate in meetings, joint activities, training of the company	Absence, delayed except for justified reasons	...turns	From very poor (1) to excellent (5)
Completion report	number of times not completed, delayed completion report	...turns	From very poor (1) to excellent (5)

4.2.1.6 The recruitment and HR factors that influence the mind-set to know the linkage between recruitment skill and individual performance

The last part of the interview asked about the impact of hiring on personal performance, their satisfaction with the hiring process as well as their desire to change jobs. what is the job

Nguyen Hoang Yen, 25, said: The factors that attracted me to work are the high salary for high caliber, recruitment department also has a clear career path after training. As I was recruited by Headhunt company, the recruitment process was extremely professional, the recruitment consultant was so caring and the HR staffs of the OLAM were amazing as well. Work performance was high when in 2 months of practicing and reporting, she was posted from a production manager when the vacancies and cheap staff noticed my ability.

As such, the recruitment factor for older employees is also a strategic factor that helps HR staff improve their recruiting skills. The relationship between recruitment and personal performance also exists and will be tested as H1 for clarification.

4.2.2 Questionnaire

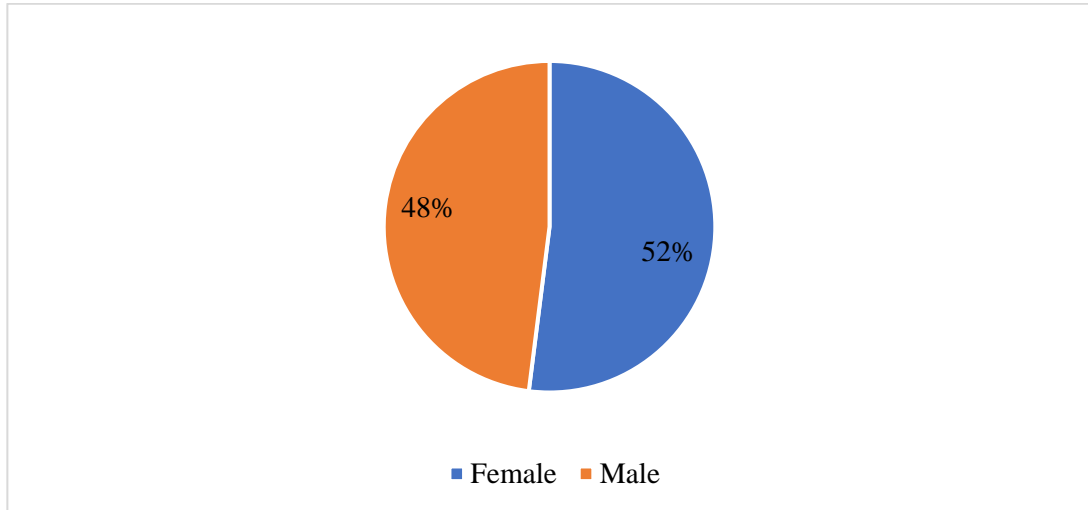
To be able to determine and gather more valuable data on recruitment process in Vietnam enterprises, a questionnaire was selected as a further method of research. The questionnaire was communicated to the participants through the official Alumni National Economics University page on Facebook. The National Economics university is where researcher graduated for bachelor degree in Vietnam.

The method of Computer Assisted Web Interviewing (CAWI) by the means of Google Forms was used to present the questionnaire. Total of 100 answers were received.

All 20 questions in the questionnaire were closed in order to ease the understanding of the questions (see Appendix 4). Initially, the identification questions were asked in order to characterize the respondents. Further, questions about the individual experience with selection were asked. Question form are translated into Vietnamese and asked in Vietnamese. The collection of information during the interview process is ongoing and simultaneous, then translated in English.

4.2.2.1 Structure of respondents

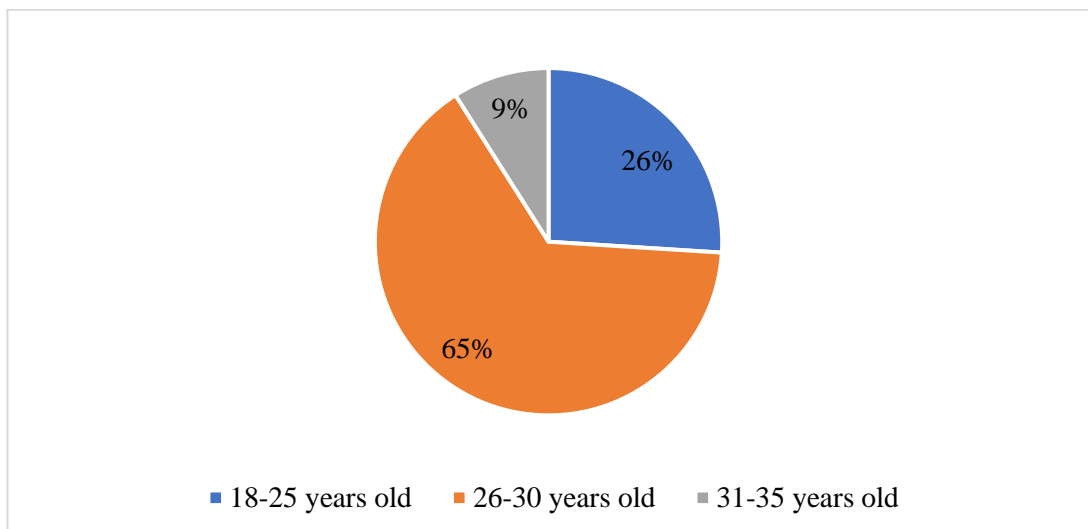
Figure 4 Gender of respondents



Source: data collected from the questionnaire (2020)

In figure 4, the gender of participants was allocated between 52% female and 48% male from 100 respondents. Therefore 52 female and 48 male participants answered. The gender of respondents is approximately balanced between men and women.

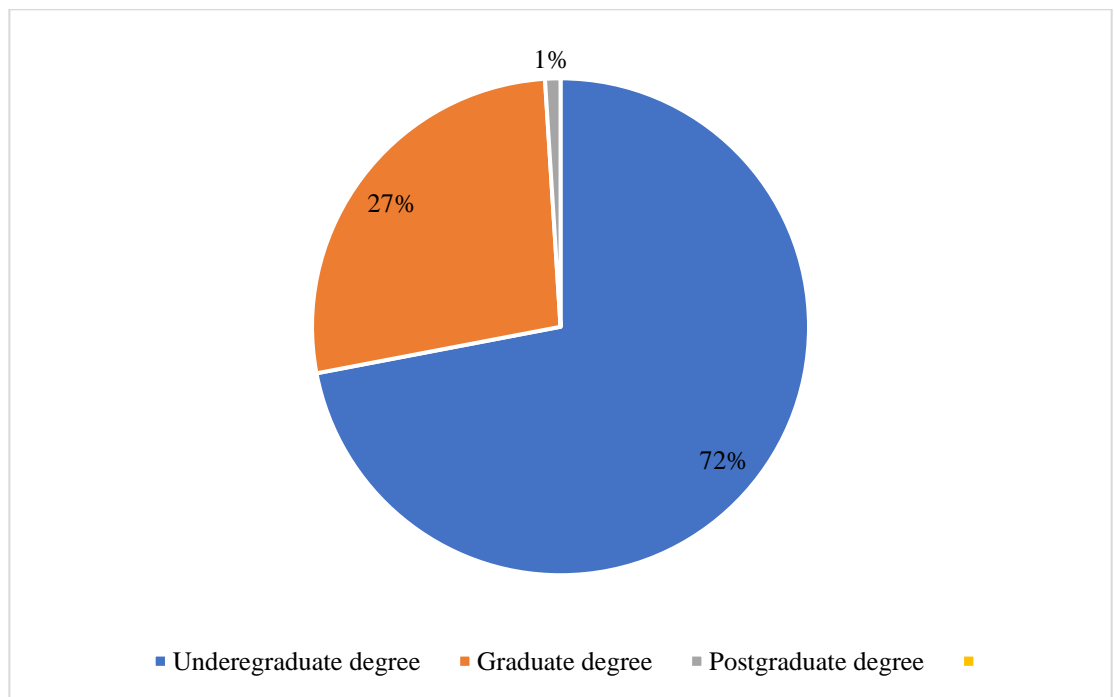
Figure 5 The age of respondents



Source: data collected from the questionnaire (2020)

Subsequent question was concentrated on the age of employees. According to the offered answers were 26% respondents 18-25 years old, 65% respondents 26-30 years old and 9% respondents 31-35 years old. The majority of respondents were quite young from 26 to 30 years old, which corresponds to the young human resources in Vietnam enterprises as well.

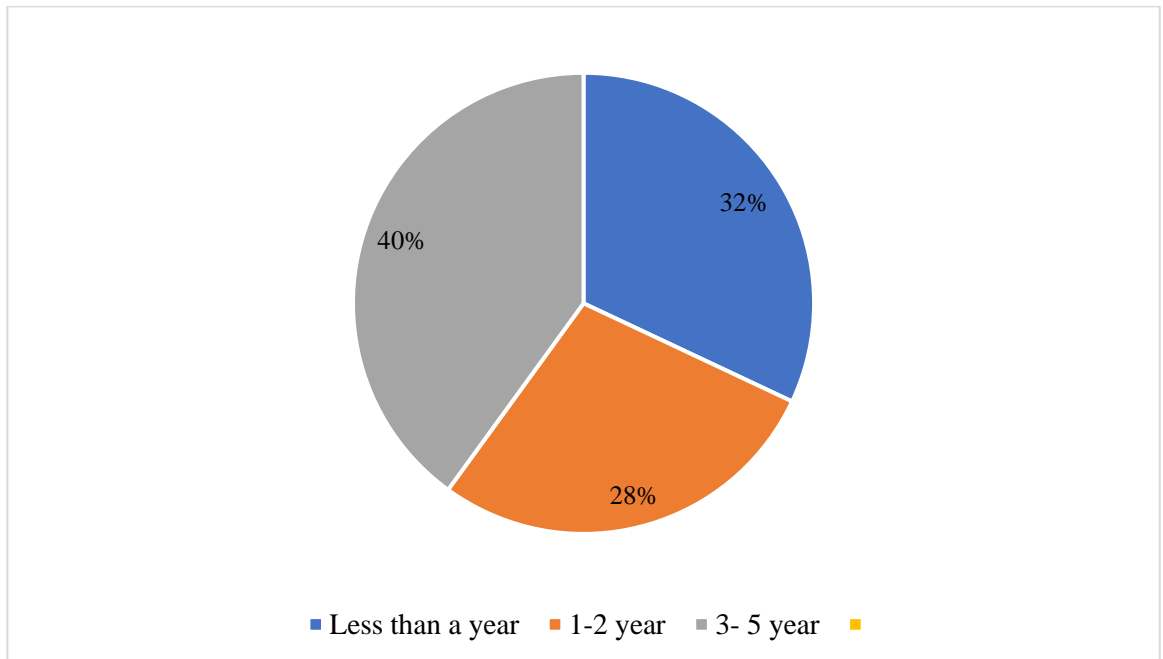
Figure 6 Education level of respondents



Source: data collected from the questionnaire (2020)

According to the figure 6, the number of respondents with bachelor degree accounted for the highest proportion of 72%, followed by 27% of master graduates. Only one respondent received postgraduate degree. Most of the workforce in current enterprises has a high education level equivalent to good professional level.

Figure 7 Length of work



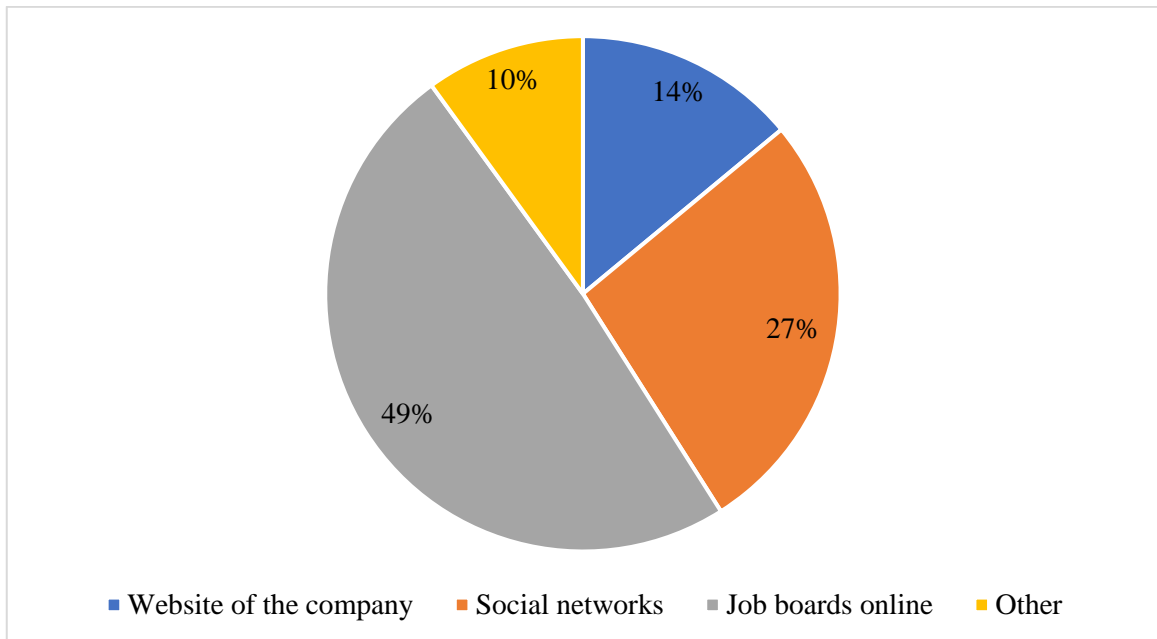
Source: data collected from the questionnaire (2020)

The question 5 was showed the employment duration. The respondents were expressed that working in their company for less than a year with 32% and working in their company for 1-2 years is 28%. Rest of respondents working in their company for 3-5 years make up 40%. The repondents have not a strong attachment to their company. This is also one of the factosr affect on oganizational performances.

4.3.2.2 Recruitment process

This part of the questionnaire was designed in order to fill with detailed informations about perception of participants towards experience of selection with the recruitment process and attitude to the recruitment and felling of candidates in their company.

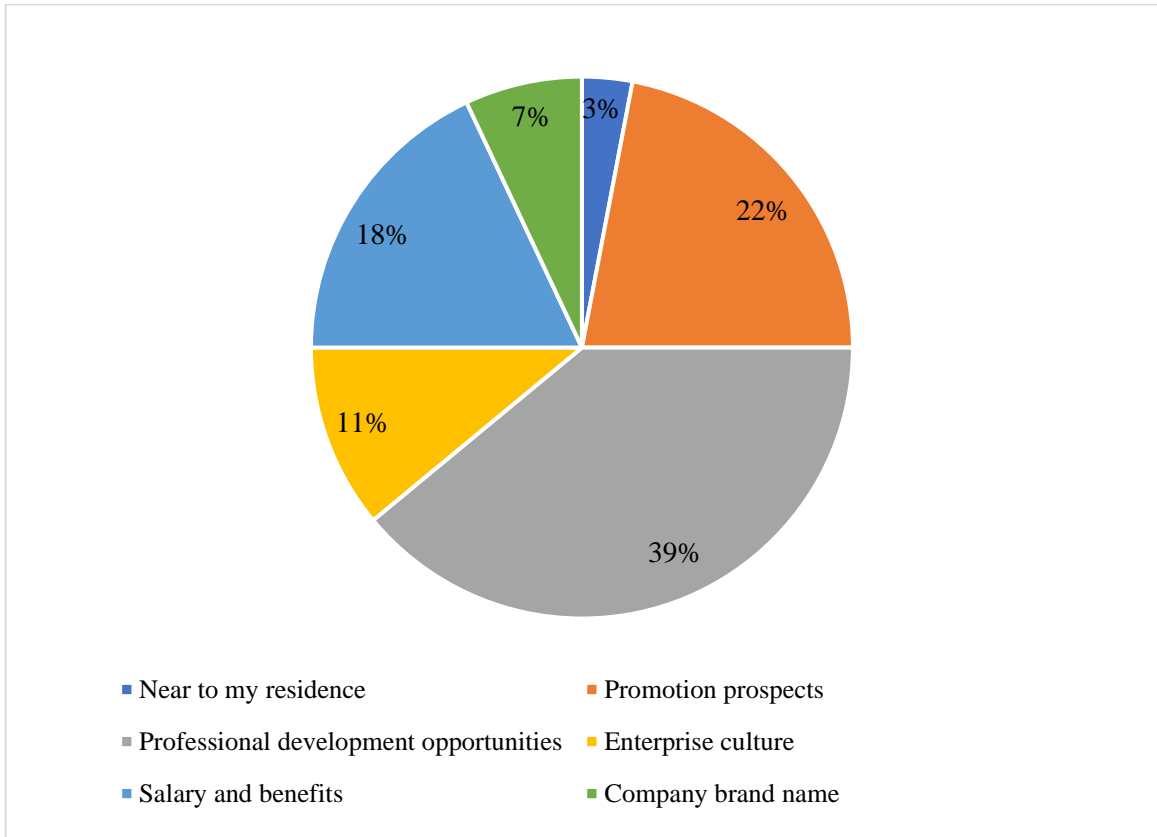
Figure 8 Job posting encounter



Source: data collected from the questionnaire (2020)

Figure 8 is showing that the respondents mostly known about the job posting at job portals and job boards online with 49% respondents, followed by 27% respondents selected from the social networks like Facebook and Linkeldn, 14% respondents directly found out the employment informations through website of their company and 10% respondents made a choice by other option. Other answers dedicated that they knew the job posting from recommendation of an acquaintance in internal company or job agency and another media online. Along with the great development of the digital technological information, the recruitment is effectively accessed to a diverse source of candidates.

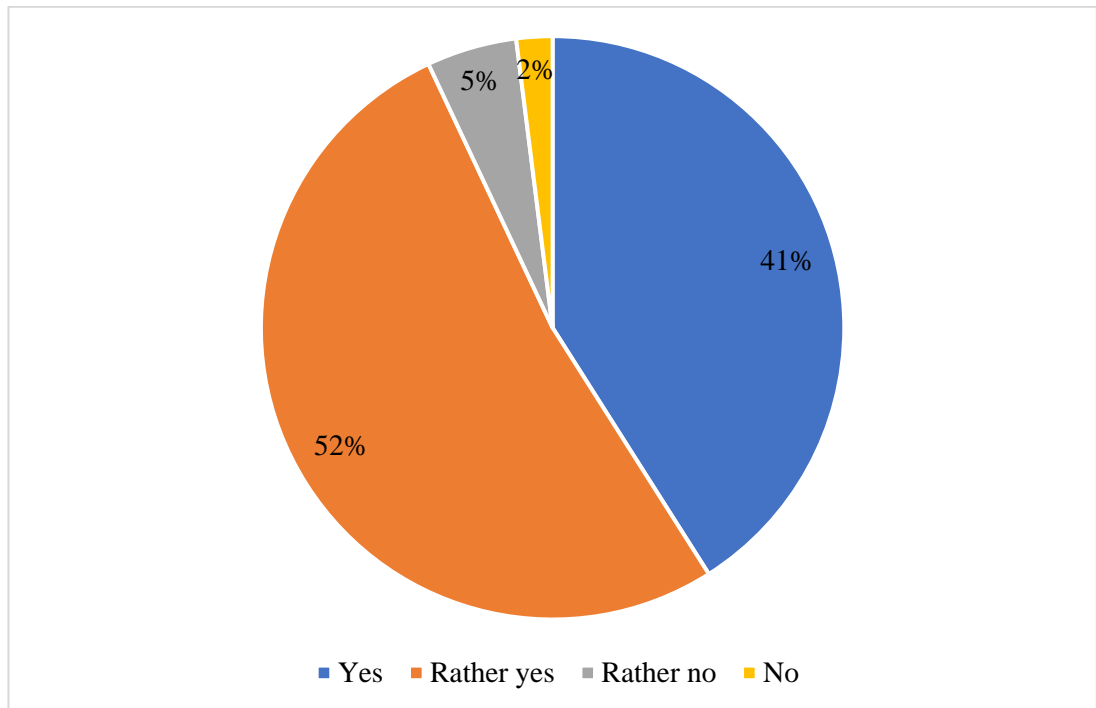
Figure 9 Interest in working in company



Source: data collected from the questionnaire (2020)

Figure 9 provided the reason for the interest work in the company. As a result, 39% of respondents prioritized work with professional development opportunities, 22% for promotion prospects, followed by 18% of salary and benefits, 11% with company culture and then 7% for company brand name, only 3% respondents took care work place near to their residence. Both professional development opportunities and promotion prospects were interested mostly which signifies that the workforce desire to work in their company as perspective and stimulating professional environment.

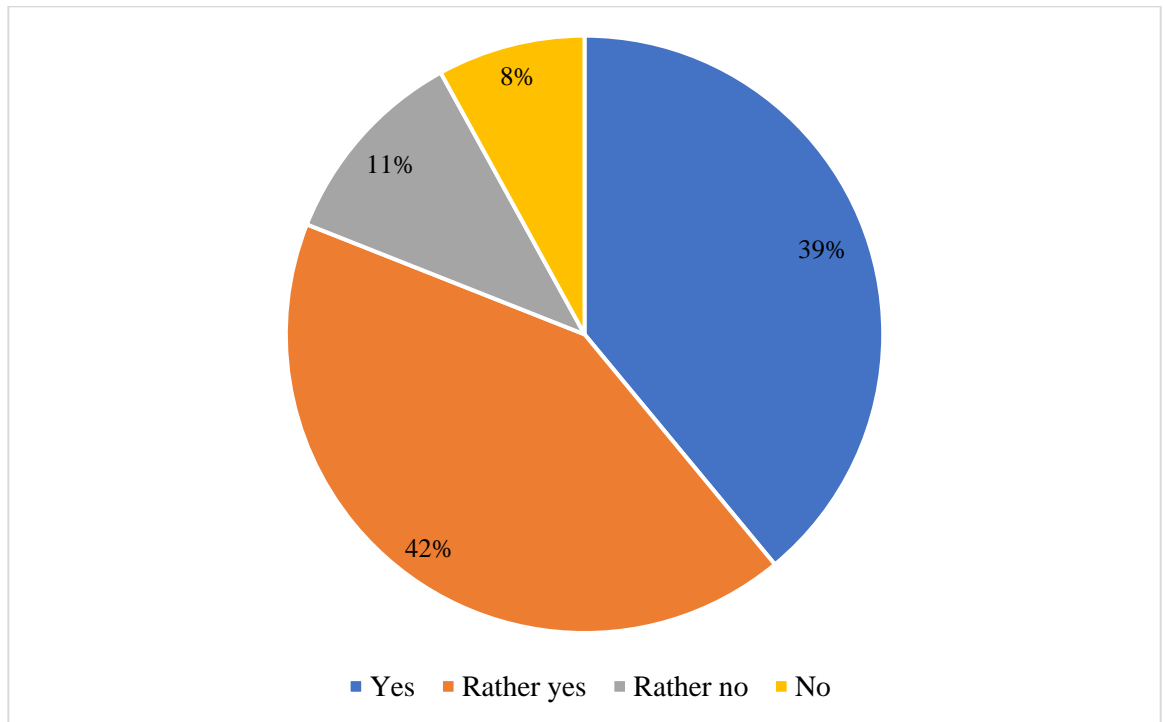
Figure 10 The job posting



Source: data collected from the questionnaire (2020)

Figure 10 show the design and information in the job posting. Together all answers agreed that their description job was clear and professional with 93% including 52% say rather yes and 41% of yes answer. The remain low rate of respondents who did not receive adequate recruitment information from job posting is 7%. In the current competitive job markets, a professional looking as well as attractive job posting is usually a primary and necessary element of the possible applicants with the enterprises. So, the enterprises should consider this step planning stage to make the design content and plan of the job posting that must catch attention to possible candidates in the first place.

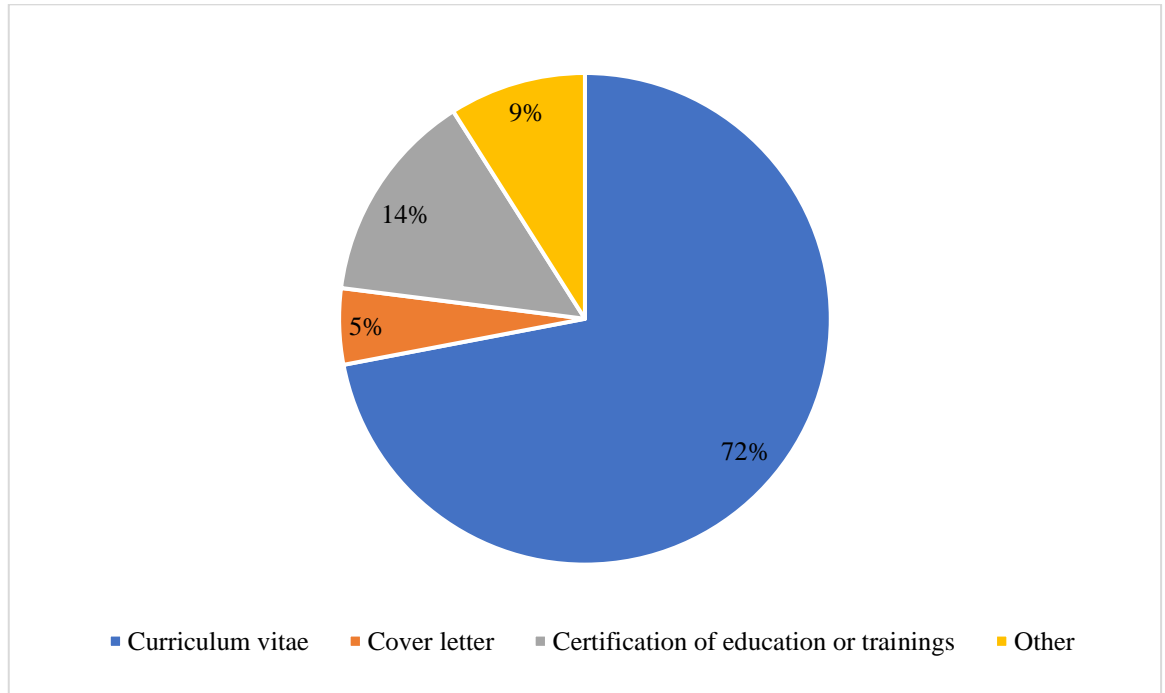
Figure 11 Information in the job posting



Source: data collected from the questionnaire (2020)

According to figure 11, 42% respondents replied rather yes, followed by yes with 28% respondents, rather no accounted for 11% respondents and for no reacted 8% respondents. Over all 70% respondents remark they had detailed informations about the position from the job posting. The valuable information is essential to transmit the description about the job position or job responsibilities, applicant's requirements about professional experience and also offered benefits to the position and the company as well.

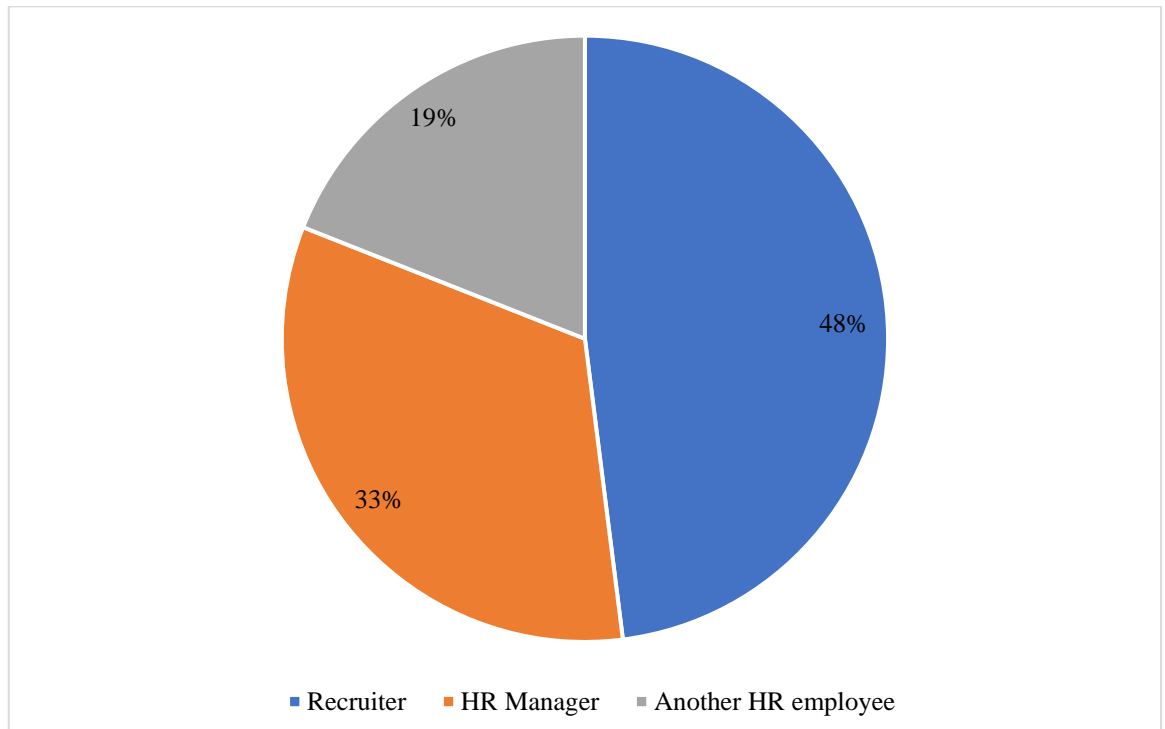
Figure 12 Required applications



Source: data collected from the questionnaire (2020)

The required applications by the company when applying for a position are described in the figure 12. Most enterprises need candidates to submit a Curriculum Vitae (CV), which is clearly expressed in 72%. Followed by 14% replies for certification of education or training, 5% answers stand for cover letter, 9% answers for other documents. Other documents might consist of professional certification related to a special position. The CV for job application is most significant because it contains the basic information of candidates and also the first view of the recruiters during initial round selection.

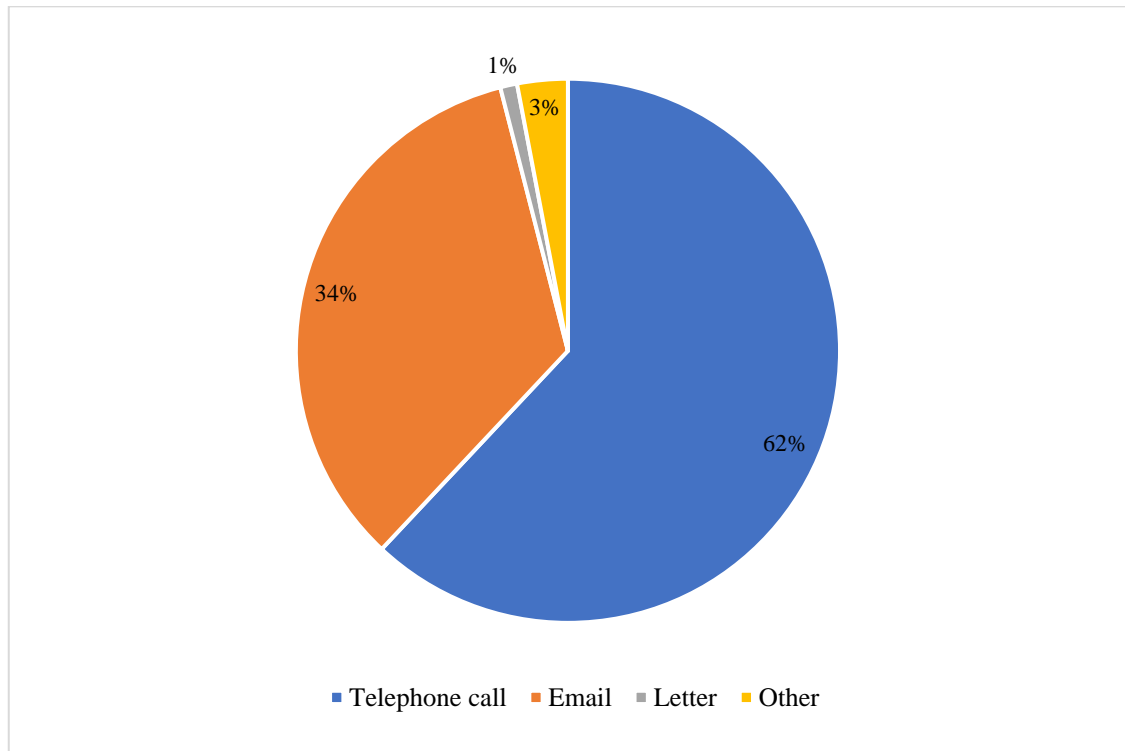
Figure 13 Job application reply



Source: data collected from the questionnaire (2020)

Question 11 in the questionnaire dedicated the primary respond to the job application. 48% respondents with the recruiter replied to the applications, closely followed by humane resources manager of the position with 33% answers and another HR employee had 23% votes. The results inform that the distribution of the replies to the job applications is divided into recruiters and HR managers. The recruitment process becomes faster and more efficient through both the qualified human resources department and recruiters to select the most suitable staff.

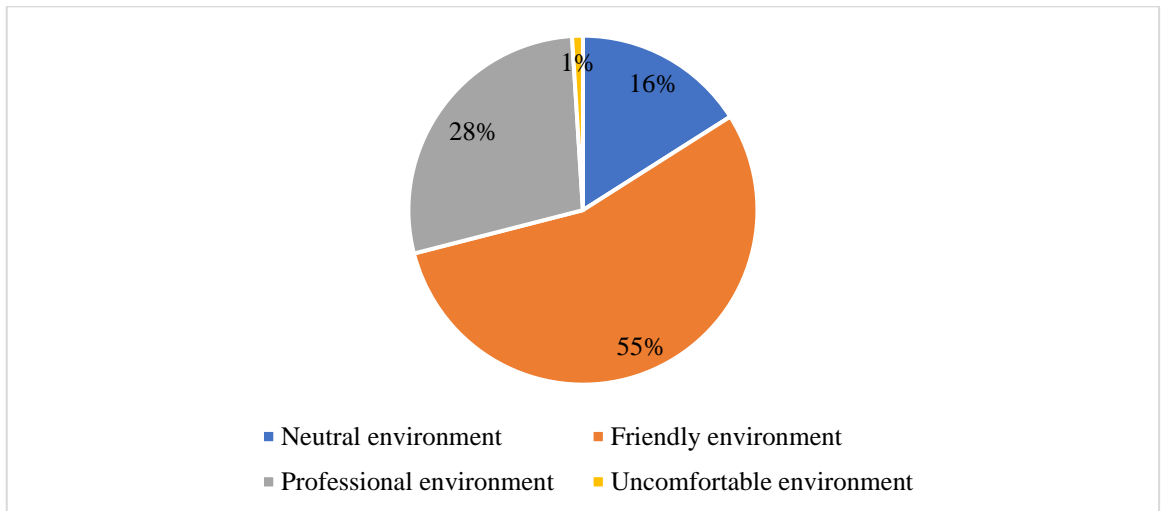
Figure 14 Methods of initial contact



Source: data collected from the questionnaire (2020)

In figure 14, mostly 62% of respondents received a telephone call as a way of the first contact by their company. Another 34% participants received an email, only one from the letter and other method was connected to 3% respondents. Other methods included messengers from social networks such as Facebook and LinkedIn. Telephone calls are obviously used as a fast and flexible tool to connect to applicants. During a telephone call the company can ask additional questions about the candidate's CV or other provided informations for future conditions.

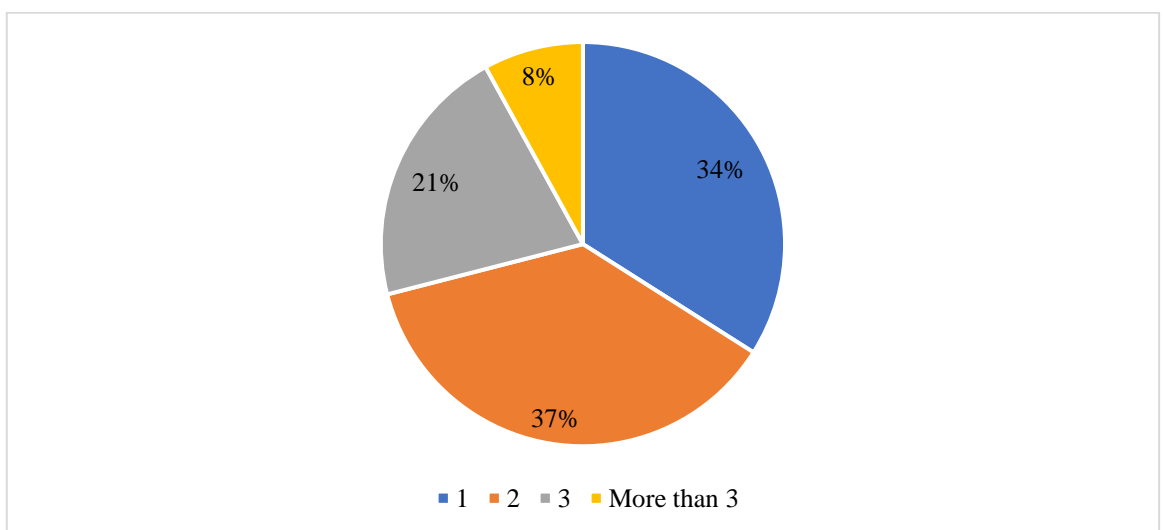
Figure 15 Personal interview



Source: data collected from the questionnaire (2020)

The question 13 mentioned to the connection between the recruiters and the individual performance during the interview. 55% respondents answered that it was a friendly environment, 28% answers announced a professional environment, rest of 16% a neutral environment and only 1% stated felt an uncomfortable environment. The interview often leaves an impression on the applicants, it declares the cooperation culture and the attitude among the colleagues.

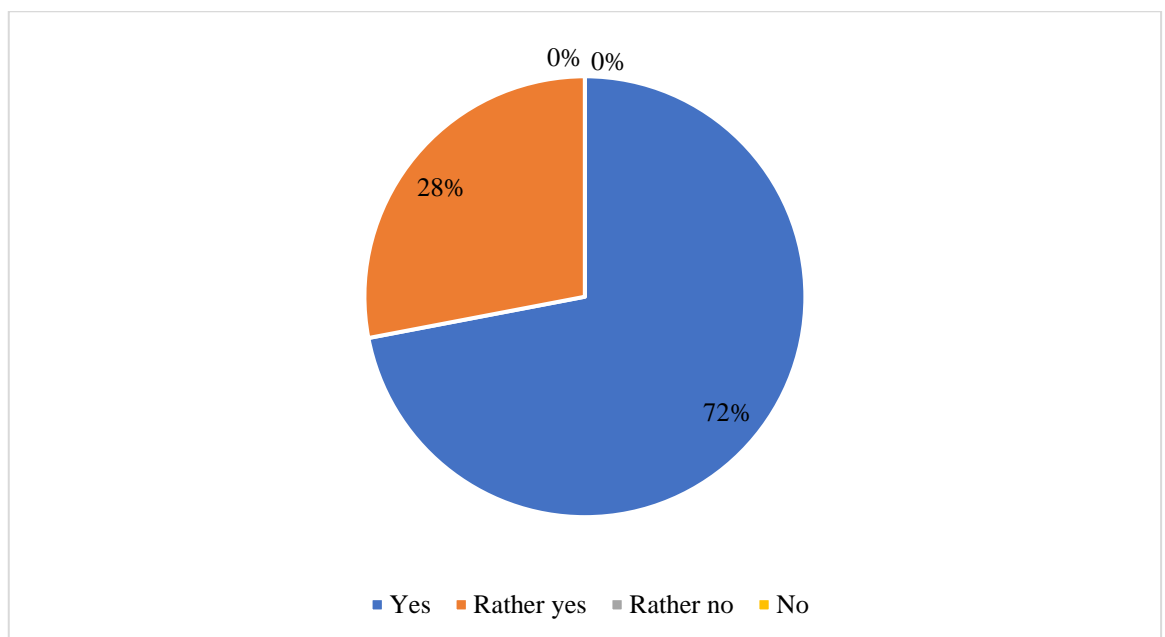
Figure 16 Steps in the recruitment process



Source: data collected from the questionnaire (2020)

Figure 16 measures how many steps that respondents passed in selection to become an official employee in the company before being hired in the company. With 37% answers, the most applicants took place in 2 steps process, another 34% respondents passed 1 step selection while 21% respondents went to 3 steps of selection. More than 3 steps did only 8% of respondents. The distribution of 71% of participants take part in one or two steps selection interprets that the interview with the manager directly in the preliminary and second round of the recruitment process in the business where they work has relatively effective level.

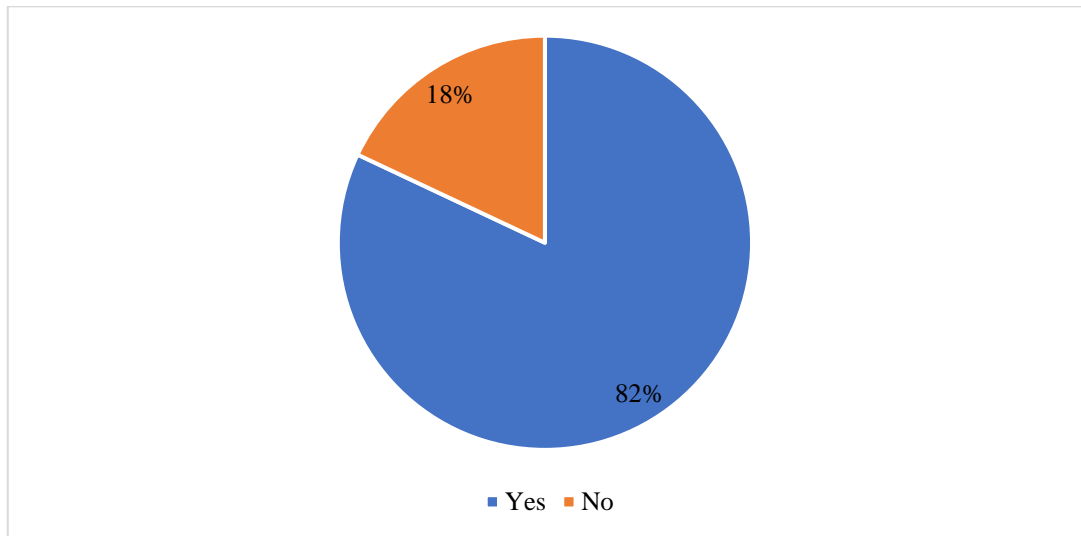
Figure 17 Talent from recruitment



Source: data collected from the questionnaire (2020)

The figure 17 shows that 72% respondents agree with that recruitment process of their company can bring talent for the company, 28% was answered rather yes and no somebody choosed no. So, the effectiveness of the recruitment process is high. There is a linkage between recruitment and employee as well as organization.

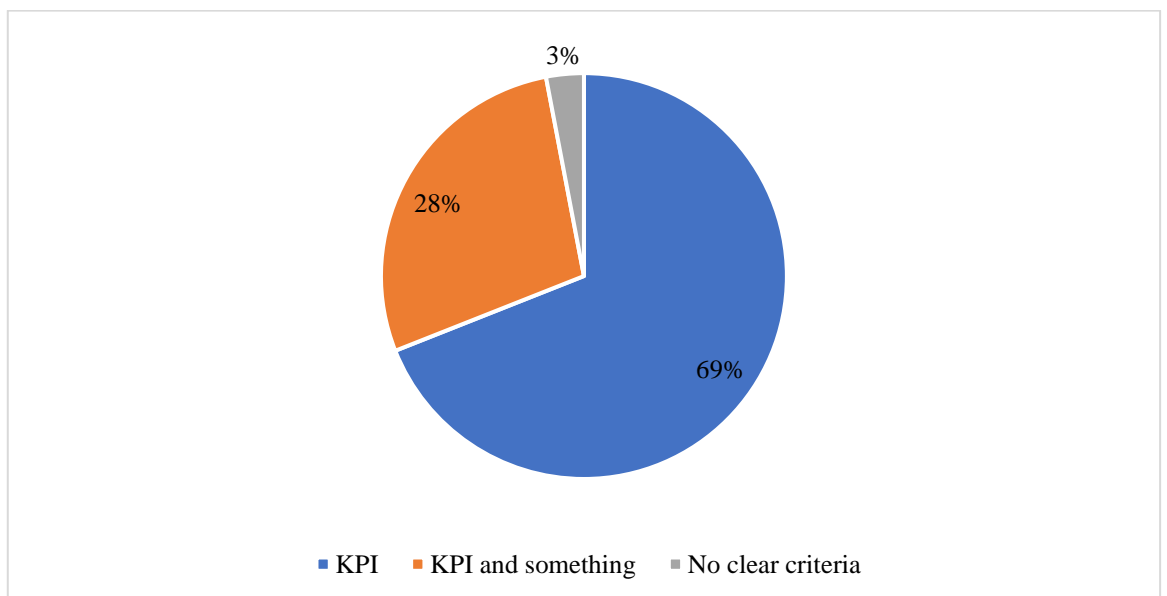
Figure 18 Promotion for vacancies



Source: data collected from the questionnaire (2020)

Looking at figure 18, 82% respondents answered yes and 18% responded no. Almost all participants agree with that if there are vacancies in companies, the employee can be considered and appropriated for this job placement. So, we can see that recruitment in Viet Nam also motivate for employee by promote when they are qualified. This can answer for the research question about the factors of recruitment impact on individual performance.

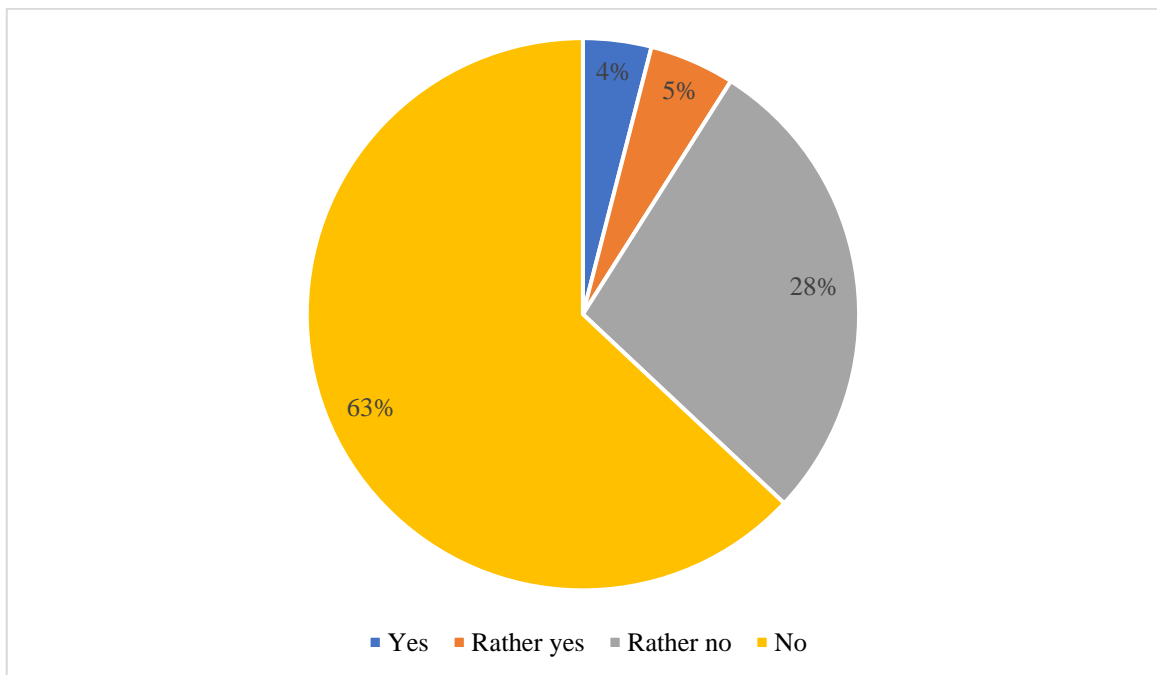
Figure 19 Criteria for assessment



Source: own work, data collected from the questionnaire (2020)

Figure 19 interpreted results to the question. The high percentage of participants supposes that they are appreciated following to the criteria software named KPI (information known from interview). In addition, other factors can be added to assess their salary, ability and qualification. It means that KPI and other factors are important thing to build up clearly to achieve successful recruitment process.

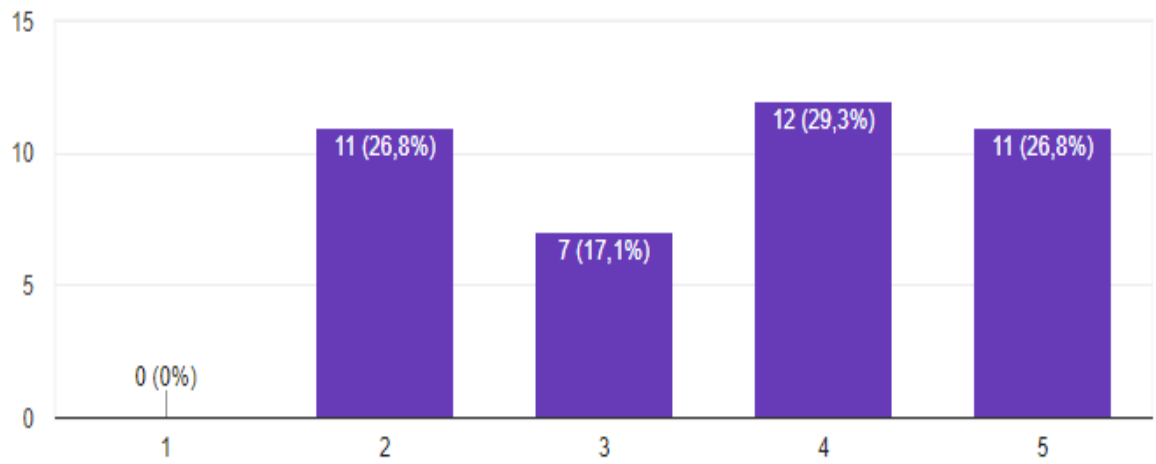
Figure 20 Confliction between candidates and HR staff



Source: data collected from the questionnaire (2020)

Looking at figure 20, 28% respondents answered rather no and 5% responded rather yes. Another 4% respondents answered yes, and the rest 63% respondents said no. There are quite lot of people who have no confliction with HR staff. So, building successful process needs finding significant factors which are reasons to that avoid confliction

Table 3 Individual performance

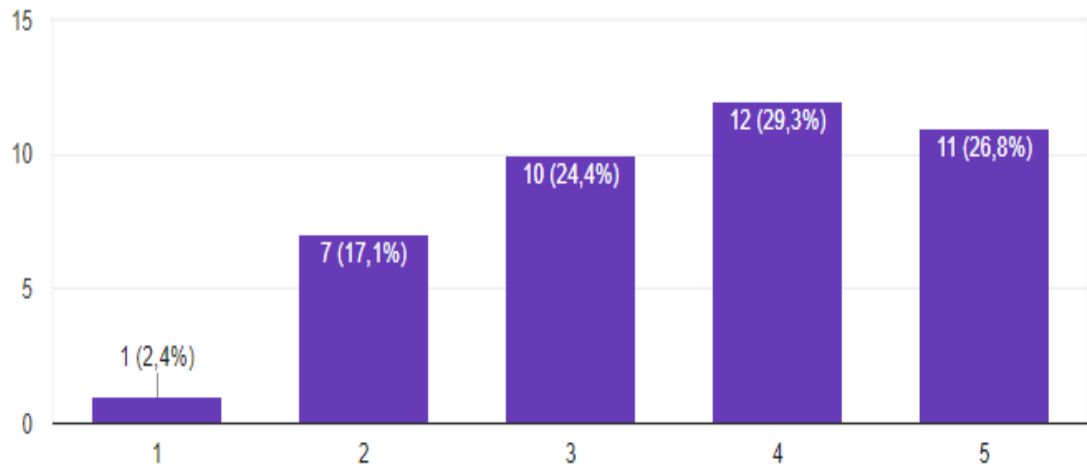


Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
IP	41	2	5	3.54	1.164
Valid N (listwise)	41				

This table shows that almost all opinions believe that the deviation is 1.164 higher than 1 so it can be interpreting that almost all responders have different opinions about their performance in company. So that is reason HR staff needs to find out factors institutes individual performance and improve it.

Table 4 Organizational performance



Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Company	41	1	5	3.61	1.137
Valid N (listwise)	41				

This table shows the deviation is 1.137 higher than 1 so it can be interpreting that almost all responders have different opinions about their organizational performance. So that is reason HR staff needs to find out factors affects organization performance and improve it.

5.Recommendation

The diploma thesis evaluated the current state of the human resources management in Vietnam enterprises to lead the design of employees' selection and the system of evaluation of employees. The output of these systems will be the input to the subsequent system of reward and progression.

Recruitment skill for HRM in enterprise in Viet Nam has an impact on organizational performance. Enterprises must have a comprehensive HR strategy including a good recruitment program. The key to building a successful recruitment is follow a recognized process for each position which the enterprises need hire employees. Typically, an effective recruitment process should follow:

- Design clear job description. The job posting must contains the task sets for specify position, the professional skills, the personalities, qualified requirements and personal experience that candidates need have to complete job duties.
- Prepare a typical successful resume template. Employee's resume template for key positions is crucial.
- Posting job on the media social networks most likely to reach potential candidates. According to current trends, the Internet is most becoming powerful tool for recruitment advertising.
- Developing interview questions for each round. This preparation helps recruiters quickly identify qualified candidates and eliminate the unsatisfactory ones.
- Review a candidate's resume CV. In the reviewing process, recruiters determine what are the points needs to look for in terms of experience, education level, working skills.
- Make interview appointerment.
- Selection of candidates.
- Response direct to passed candidates and send an offer job. The information gathered during the interview rounds will help managers's decision about the salary level as well as the necessary training programs for new employees.

The recruitment process will point out the main steps of recruitment and selection in order to develop a common recruitment standard in Vietnam enterprises.

6. Conclusion

The theoretical part of the diploma thesis comprises about a study of secondary sources which provided fundamental knowledge related to the topic. An understanding of the core concepts like human resources management, work performance, selection of employees, recruitment, recruitment process, factorial design was described. First of all, in the practical part of the diploma thesis, are described overview of a current state of human resources as well as current conditions of recruitment and selection panel members in the Vietnam enterprises. The purpose of recruitment and selection is to provide the best practise approach new qualified employees for current position openings so that the enterprises follow its strategy of growth and prosperity. The human resources department have process advice which established to assist relation to the recruitment. After a thorough investigation of professional experience, knowledge, abilities, skills and certification, the job is offered to a successful candidate. The task of the recruiters' jobs is to manage both processes with the least possible time and resources.

A qualitative and quantitative research in the practical part of the diploma thesis conducted that the recruitment process and selection panel members in Vietnamese enterprises. In most large enterprises, the position of a recruitment consultants is appreciated and determines the company's development. In order to be good recruiter and hire many talented people for the enterprises, there will be essential recruitment skills.

A questionnaire exposed that majority of employees were satisfied with current recruitment process and selection in their enterprises in Vietnam. An evaluation of the processes is stated, suggestions and recommendations are proposed in the thesis. In order to inovate precise parts of recruitment and selection in human resources management, recommended modifications should chase. Improvement of the new overall system of recruitment should affect the elimination of minimal thing detected shortcomings. The development of recruitment is an important factor that effects on success of the Vietnam enterprises. By employing the right people on the right positions, a strong and competitive company is built.

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8.APPENDIX

Appendix 1 Interview schedule for HR staff

Background information:

I am planning to interview employees in the human resources department or directly responsible for recruiting people in some enterprises in Vietnam.

I will interview them through online by Sype, phone calls, FaceTime.

Time line: During month of December 2020

Interview schedule

Opening: Hi. Thanks for making some time to let me interview you.

As I mentioned on the phone, I am doing this interview for my research paper. I want to find out more about the work you're doing.

There are three topics I would like to ask you about this morning: the questions on the current skills, knowledge of the current recruitment of the team, the questions on the relationship between the recruitment and the recruiting effect on the candidate, and finally the questions on perception in improve recruiting skills.

Do you have any questions before I start?

Body:

The questions on the current skills, knowledge of the current recruitment of the team

1. Tell me about your background and your company?
2. What is your company's recruitment process?
3. What is the structure and detail tasks of the HR department?
4. After the recruitment, how do you evaluate and manage the new staff?

The questions on the relationship between the recruitment and the recruiting effect on the candidate

1. Effectiveness of recruitment? (How many percentages of candidates do the job well? If not, what is the reason?)
2. In your opinion, what causes conflicts between staff / candidates and human resource management?

The questions on perception in improve recruiting skills.

1. In the future, how to improve and develop your recruitment skills better?
2. How do you think your company is working to change the recruitment process?

Closing: Thank you for your time. I have really learned a lot. Good bye.

Appendix 2: Interview schedule for employee

Background information

I am planning to interview young people with experience, good qualities are currently looking for work or work in business in Viet Nam that intend to change jobs, work positions.

I will interview them through online by phone calls, FaceTime, Google meeting.

Time line: During month of December 2020

Interview schedule

Opening: Hi. Thanks for making some time to let me interview you. As I mentioned on the phone, I am doing this interview for my research paper. I want to find out more about the work you're doing. There are three topics I would like to ask you about this morning: group of questions about the process of recruitment, the questions about human resources methods after recruitment, and the recruitment and HR factors that influence the mindset.

Body:

The questions about the process of recruitment

1. Tell me about your background and your company?
2. What recruitment channels do you know about finding your job?
3. What rounds did you go through to be selected on the vacancy?

The questions about human resources methods after recruitment

1. In the process of work, how do the HR department assess your capacity? Based on what criteria are available?
2. Is there anything you are not satisfied with the way your company recruited or with the HR department?

The recruitment and HR factors that influence the mindset.

1. Do you intend to move to another work? Why?
2. How are your bonuses calculated?
3. What attract you to work at this company?

Closing: Thank you for your time.

I have really learned, good bye.

Appendix 3: Participant information details

Participants	Information details
1. Vu Nhu Quynh	Age: 24 Country: Hai Phong, Viet Nam Email: vunhuquynh95@gmail.com Phone number: +60 11 2838 2490
2. Bui Thi Hong Ngoc	Age: 24 Country: Hai Phong, Viet Nam Phone number: 0961 175 004
3. Vu Thi Phuong Thao	Age: 24 Country: Hai Phong, Viet Nam Email: vuthiphuongthao4595@gmail.com Phone number: 01637 495 754
4. Nguyen Thi Ha	Age: 24 Country: Ha Noi, Viet Nam Phone number: +84 9812 81423
5. Tran Nhat Ha	Age: 24 Country: Quang Ninh, Viet Nam Email: nhatha1810@gmail.com Phone number: 0978 866260
6. Nguyen Huy Toan	Age: 24 Country: Bac Giang, Viet Nam Phone number: 0965 007 194
7. Le Thi Ha	Age: 26 Country: Quang Ninh, Viet Nam Phone number: +44 7802 740874
8. Dau Van Loan	Age: 26 Country: Ha Tinh, Viet Nam Facebook: Loan Dau Van
9. Vo Thanh Nhu Anh	Age: 25 Country: Quang Ngai, Viet Nam Phone number: 07559 825 942

10. Le Thi Thu Hang	Age: 25 Country: Ha Noi, Viet Nam Email: 27000391@my.shu.ac.uk Phone number: + 44 7563745268
11. Nguyen Hoang Yen	Age: 25 Country: TP. Ho Chi Minh, Viet Nam
12. Nguyen Thi Quynh Chau	Age: 24 Country: Nghe An, Viet Nam Email: noranguyen.29@gmail.com Phone number: 0904 640 678
13. Vu Thuy Trang	Age: 27 Country: Thai Nguyen, Viet Nam Email: trangvu@youmevietnam.com Phone number: +84 91 6780110
14. Vo Thi Van Anh	Age: 24 Country: Nghe An, Viet Nam Phone number: 0972 805 791
15. Vu Thai Ha	Age: 35 Country: Ha Noi, Viet Nam Email: havu@youmevietnam.com Phone number: 0913 559944
16. Phan Thi Nga	Age: 24 Country: Ha Tinh, Viet Nam Facebook: Nga Phan
17. Ho Thi Hai	Age: 26 Country: Nghe An, Viet Nam Phone number: 0985 317 244
18. Nguyen Thi Hang	Age: 25 Country: Nghe An, Viet Nam Facebook: Hang Nguyen
19. Tran Thi Ngoc Diep	Age: 25 Country: Nghe An, Viet Nam Email: dieptran.ftu@gmail.com
20. Dang Thi Trang	Age: 27 Country: Ha Tinh, Viet Nam Phone number: 01678 521 914

Appendix 4 Questionnaire for survey

1. What is your gender?

- a) Male
- b) Female

2. How old are you?

- a) 18-25
- b) 26-30
- c) 31-40

3. What is your education level?

- a) Undergraduate degree
- b) Graduate degree
- c) Postgraduate degree

4. What is your company now?

5. How long have you been working in your company?

- a) Less than a year
- b) 1-2 years
- c) 3-5 years

6. What the reason was you interested in working from your company?

- a) Near to my residence
- b) Promotion prospects
- c) Enterprise culture
- d) Professional development opportunities
- e) Interesting job duties
- f) Salary and benefits
- g) Company brand name

7. Where do you know about your job position?

- a) Website of the company
- b) Job boards online
- c) Social networks
- d) Other

8. Was the job description post look professional?

- a) Yes
- b) Rather yes
- c) Rather no
- d) No

9. Did you acquire the valuable information from the job posting?

- a) Yes
- b) Rather yes
- c) Rather no
- d) No

10. What documents were required by the company when applying for a job position?

- a) Curriculum Vitae
- b) Cover letter
- c) Certification of education or trainings
- d) Other

11. Who responded to your job application?

- a) Recruiter
- b) HR Manager
- c) Another HR employee

12. How did the company make an initial contact?

- a) Telephone call
- b) Email

- c) Letter
- d) Other

13. How did you feel during a personal interview?

- a) Neutral environment
- b) Professional environment
- c) Friendly environment
- d) Uncomfortable environment

14. How many steps in the recruitment process in your company?

- a) 1
- b) 2
- c) 3
- d) More than 3

15. Do you think the recruitment process of the company is effective?

- a) Yes
- b) Rather yes
- c) Rather no
- d) No

16. If there is an empty position, existing employees are considered for promotion?

- a) Yes
- b) No

17. Criteria assess your competency?

- a) KPI
- b) KPI and somethings
- c) No clear criteria only basic salary

18. Conflicts occur between your interests and the organization?

- a) Yes

b) Rather yes

c) Rather no

d) No

19. Do you work effectively?

Excellent 1 2 3 4 5 Very poor

20. Do your company work effectively

Excellent 1 2 3 4 5 Very poor

