

The current situation of developing human resource in industrial parks of Hai Duong province

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Abstract: *This study will establish a scientific foundation for analyzing and assessing the development of human resources in industrial parks of Hai Duong province. According to statistics and primary data, the study analyzes the current situation of human resource development in the industrial parks in Hai Duong province, states achievements, limitations and their causes, thereby giving solutions to improve the human resource development in industrial parks of Hai Duong province in the future for the economic development of industrial parks in particular and Hai Duong province in general.*

I. Introduction

“Industrial park” is no longer a strange phrase for all countries in the world, especially developing countries like Vietnam. The former industrial parks are established in developed countries in Europe (UK, France...) and America (USA, Canada...). In the course of globalization, industrial parks have gradually sprung up all over the world. In Asia, industrial parks appeared first in developed countries such as Korea, Japan, Singapore..., followed by developing countries such as Indonesia, India and Vietnam ...

On the basis of experiences from pioneer countries, the Communist Party and State of Vietnam clearly recognize the importance of industrial parks in the career of long-term economic development. In 1986, with the consent of agencies and departments, approximately 335 hectares of land were licensed to develop the first industrial park. Initially, industrial parks were mainly constructed by the capital of the State and domestic enterprises. In 1987, the investment law came into effect in Vietnam, leading to the rapid development of industrial parks thanks to the investment of foreign enterprises. The development of industrial parks has gradually made our country's economy from a less developed country, independent on natural resources and agricultural products into an industrialized and modernized country. After 34 years of establishment and development, industrial parks have covered entire Vietnam's provinces and cities with positive effects on the national economy development, technology development and job creation. Realizing these benefits, the State has issued many preferential policies in order to attract domestic and foreign investment in the development of industrial parks, which facilitated many investors and created a boom in industrial parks. However, this boom makes the relations between labor supply and demand fall into both shortage and excess. The shortage here is the lack of highly qualified and skilled workers and technicians while the excess is the excess of unskilled labor.

Hai Duong province has an important geographic location in the key economic region of the North. According to economic location, Hai Duong is located on Lao Cai - Hanoi - Hai Phong - Quang Ninh economic corridor and is adjacent to the Tonkin Gulf coastal economic belt. This province has a lot of advantages in exchange and trade with major economic regions in the country including Hanoi, Hai Phong, Quang Ninh, etc., which indicates that Hai Duong province is a relatively attractive destination for investors. According to the report of Hai Duong Industrial Park Management Board on the investment projects of enterprises in the period of 2013-2018, the number of projects and total investment capital in industrial parks keeps a stable growth. This growth has promoted the economy of the province and created thousands of jobs for the people. However, in comparison with other provinces such as Hanoi, Bac Ninh, and Binh Dinh, the development rate of enterprises in Hai Duong industrial parks is relatively slow, which is caused by both problems associated with the level of technology, investment capital, etc., and actual labor quality.

The statistics from the industrial park management board of Hai Duong province show that the majority of employees of enterprises in industrial parks are graduates of high school without involving any intensive training courses, leading to limited qualifications, and lack of skills required to operate modern machines. In addition, most of them live in rural areas, so they often fail to follow specified working hours, work slowly, and tend to rely on others, resulting in failure to meet international work standards and high-intensity work of enterprises in industrial zones. The employees' limited capacity and working style cause

enterprises to face many challenges in the career of long-term development. However, these limitations not only come from employees but also from external factors such as culture, socio-economic situation, and other factors from enterprises such as policies for employees and working environment...

The boom of the industrial revolution 4.0 forces enterprises to constantly innovate and improve their productivity and product quality, requiring enterprises not only to invest in upgrading machines but also to have a team of highly qualified human resources. On the basis of current situations and urgency for developing human resources of enterprises in the industrial parks of Hai Duong province, together with a desire to contribute to the development of the human resources and the economy of Hai Duong province in general and industrial parks in particular, the author decides to choose the topic: “**The current situation of developing human resource in industrial parks of Hai Duong province**” as his research topic.

II. Research method

2.1.1. Data collection

** Primary data collection*

In this study, the author collects primary data through interviews with production workers and managers currently working for enterprises in industrial zones of Hai Duong province. The author designs questionnaires used for this study based on the definitions of factors, previous studies, and contributions from experts.

2.1.2. Method of determining sample size

In this study, the author uses Slovin's formula for sampling, specifically:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n: number of samples (sample size)

N: total population

e: error tolerance (%)

According to statistics from the industrial park management board of Hai Duong province, the total number of employees working at enterprises in the industrial parks is 103,968 people. Using the sampling method with an error tolerance of 0,05, we obtain:

$$n = \frac{N}{1 + N(e)^2} = 398$$

Thus, the minimum sample size is 398 people.

III. Results

3.1. The current situation of developing human resources in industrial parks of Hai Duong province

3.1.1. Current situation of recruitment, arrangement and use of human resources

During the recruitment, companies will use the criteria of age, health, education, and professional qualification to recruit. The production workers who are in charge of machine assembly are often recruited through employment support centers. Most of the employees easily passed the preliminary selection round. The enterprises explained that the production workers only need average qualifications to pass. After being recruited, the employees will be instructed from beginning to work, so their health and actual skills are the only things that the enterprises care.

In contrast, the recruitment criteria for managers are often more rigorous. They have to pass two rounds of interviews. Round 1 is the pre-selection by the department of human resources. Round 2 is the face-to-face interview with experts.

The qualified employees who passed the recruitment round will be assigned to appropriate job positions.

Flexible arrangement and use of human resources will assist enterprises in making the most of employees' capacity and achieving higher performance in production and business. In order to clarify the current situation of arrangement and use of human resources, the author conducts a job suitability test before and after training. Accordingly, the job suitability tests for employees before training will reflect the recruitment quality of the company. Before participating in the recruitment process, employees will first be assigned to positions based on their curriculum vitae, working experience, and interview results from the department of human resources. In order to clarify the current situation of this activity, the author interviewed production workers and department managers in enterprises. The interview results are shown in Table 3.1.

Table 3.1: Employee’s assessment of job suitability

Criteria	Production workers	Department managers
Very suitable	57,93%	70,5%
Suitable	14,42%	18,06%
Normal	18,6%	10,9%
Unsuitable	8,06%	0,00%
Very unsuitable	0,00%	0,00%

Source: The author’s calculation and collection

According to the results of the interviews with the production workers, 57.93% of the respondents said that they were assigned “very suitable” jobs with their capacity, followed by 14.42%, 18.60%, 18.60% of the respondents rated as “suitable”, “normal”, and “unsuitable” jobs, respectively, for their capacity.

The results of interviews with department managers are more positive with 100% of managers rating the job suitability for their capacity as normal and higher. In particular, 70.5% of managers said that their assigned jobs are “very suitable” for their capacity, and “suitable” and “normal” rates are 18.06% and 10.90%, respectively. This means that most managers have been assigned to suitable positions for their capacity while a small number of employees find that their jobs are not really suitable for their needs and capacity. In order to make the cause of this problem clear, the author analyzes the assessment of production workers and department managers after training, evaluation, and testing.

Table 3.2: Employee’s assessment of job suitability after training, evaluation and testing.

Criteria	Production workers	Department managers
Very suitable	63,1%	73,6%
Suitable	26,3%	18,80%
Normal	9,00%	7,6%
Unsuitable	1,6%	0,00%
Very unsuitable	0,00%	0,00%

Source: The author’s calculation and collection

According to Table 3.2, after participating in the evaluation, inspection and training process organized by the company, most of the employees are assigned to more suitable positions for their capacity. 63.10% of production workers rated their positions are “very suitable” for their capacity, 26.3% rated as “suitable”, 9.00% rated as “normal” and only 1.6% rated as “unsuitable” for their capacity.

For managers, 72.60% said that they had “very suitable” positions for their own capacity, 21.8% rated as “suitable” and 5.6 % rated as “normal”.

After comparing the results in Tables 3.1 and 3.2, it is obvious that the testing, evaluation and training activities at the company have contributed to the better arrangement and use of production workers. The testing and evaluation activities help the company to have a more certain and accurate evaluation of the employees’ capacity. Moreover, the training activities also improve their capacity and encourage employees to constantly learn, develop themselves, quickly adapt to a new work environment and attach to the enterprises.

The comparison of interview results between production workers and department managers indicates that the assessment of production workers between the two tables is more different than that of department managers. After training, evaluation and testing activities, the number of production workers who rates their jobs are unsuitable for their capacity decreased by 1.6%, while the percentage rated as “suitable” and “very suitable” increased sharply (employees rated as “very suitable” and “suitable” increased by 5.17% and 11.88%, respectively). For department managers, the difference is quite small, only approximately 3%.

This result shows that the arrangement and use of production workers after recruitment is not actually effective. The evaluation and classification of recruiters are not close to the actual qualifications because the recruitment of production workers relies on curriculum vitae, professional certificates, and work experience, respectively. However, many employees' actual qualifications are better than that stated in their professional certificates because they have obtained a lot of experience during their work that cannot be measured through documents but evaluated in practice. Meanwhile, the recruiters’ capacity is limited, and they set targets first instead of quality, leading to the fact that many production workers have not been assigned to a suitable job for their capacity.

3.1.2. The current situation of evaluate and testing the human resources quality

The evaluation and testing of human resources quality is a premise for the human resource development strategies of the company. The enterprises in industrial parks are characterized by working in groups and a large number of production workers and engineers, so the evaluation and testing will help human resource managers and the board of directors to have an overview of the capacity of human resources, and problems during operation. In order to clarify the current situation of evaluating and testing human resources quality, the author interviewed some managers of enterprises and conducted a survey of production workers and managers' opinions.

The survey results of the production workers and managers' opinions are shown in Table 3.3 below:

Table 3.3: Assessment of production workers and managers at enterprises in industrial parks on the current situation of evaluation and testing activities

Unit: %

Criteria	Production workers					Managers				
	1	2	3	4	5	1	2	3	4	5
1. Enterprises regularly test and evaluate the employees' performance	0,87	16,3	36,5	36,6	6,7		8,7	10,7	36,6	44,0
2. Evaluation criteria are clearly explained to employees		9,9	31,7	47,7	10,7		9,4	11,7	33,6	45,3
3. All employees are evaluated on a fair and transparent basis	2,4	9,3	43,0	36,3	9,0		9,0	11,1	31,9	48,0
4. Evaluation of performance and recognition for employees' performance are clear and consistent with work standards		11,6	33,4	44,8	10,5	1,0	6,0	9,4	27,5	56,0

Source: The author's calculation and collection

According to Table 3.3 on the frequency of testing and evaluation of work performance, more than 43.3% of production workers said that enterprises regularly test and evaluate their employees' work performance, and 36.5% rated this frequency as average. However, up to 16.3% of respondents said that enterprises "rarely" test and evaluate their employees' work performance. In contrast, most managers said that enterprises regularly test and evaluate the employees' work performance. In particular, 44.0% of respondents rated testing and evaluation frequency as "very often", 36.6% rated it as "often" and 10.7% rated it as normal. This difference indicates that the testing and evaluation activities of enterprises mainly pay attention to department managers, not to production workers.

Regarding the assessment criteria, both production workers and managers said that the criteria are clearly explained to employees. The statistics show that 10.7% of production workers rated the criteria as very clear, 47.7% rated them as "clear", 31.7% rated them as "normal" and about 9.9% rated them as "confusing". Meanwhile, 45.3% of managers rated them as "very clear" and 33.6% rated them as "clear". This indicates that the assessment criteria are essentially specific, clear and easy to understand.

Regarding the conformity of assessment criteria for jobs, approximately 55.3% of production workers rated the criteria as suitable for the job, and about 33.4% rated them as average. For managers, 56.0% rated them as "very suitable", 27.5% rated them as "suitable" and 9.4% rated them as "normal", but about 6.0% rated them as "unsuitable". This result shows that the criteria are essentially suitable for evaluating the employees' performance. Some managers assume that some criteria in the table are unnecessary and do not reflect the managers' work performance.

Regarding fairness and transparency of the evaluation, 79.9% of managers rated the company's evaluation and testing activities as fair and transparent, and 11.1% rated them as normal. Mean while, 45.3% and 43.0% of production workers rated the company's evaluation and testing activities as fair and transparent, respectively and 43.0% rated it as normal. However, about 9.6% of production workers and 9.0% of managers suppose that the evaluation activities are not really fair and transparent. This survey indicates the shortcomings in the evaluation and testing activities without the major consent of employees. Many employees figure out their contributions and efforts to the company that are not commensurate with what they

obtained. Some managers evaluate the production workers' performance based on their own personal feelings, which has not been received widespread approval.

In brief, the evaluation and testing activities for human resources of enterprises in industrial parks have been implemented widely in recent years. The evaluation scales and criteria have been improved and modified so that employees are able to understand and evaluate most accurately. Based on the evaluation results, the author realized some differences between production workers and managers, as well as some limitations. Firstly, the testing activities are mainly implemented for department managers, and not really for production workers. Secondly, the evaluation and testing activities for production workers showed certain limitations without fairness. Thirdly, some of the evaluation criteria for managers are unnecessary and cannot reflect the manager's work performance.

3.1.3. Current situation of human resource training and development

*** Investment in training**

Training plays an important role in the human resource development of companies. This activity not only improves the employees' capacity but also assists the company in quickly exploiting its production potential as well as developing production and business activities. In fact, the training mainly depends on the company's operation size and leaders' capacity and vision. Small-sized enterprises often have a limited investment in training and developing employees' capacity. The training programs often have no clear plan and only meet temporary needs. Meanwhile, large-sized enterprises pay attention to human resource training and development activities for the company's development strategy.

Enterprises often organize training courses for employees with a good foundation, potential, and long-term attachment to them. The training plan is based on the company's development needs, assessments, and financial capacity. The statistics about the number of employees undergoing training courses at enterprises in the industrial parks in the period of 2015-2019 are shown in chart 2.3 below:

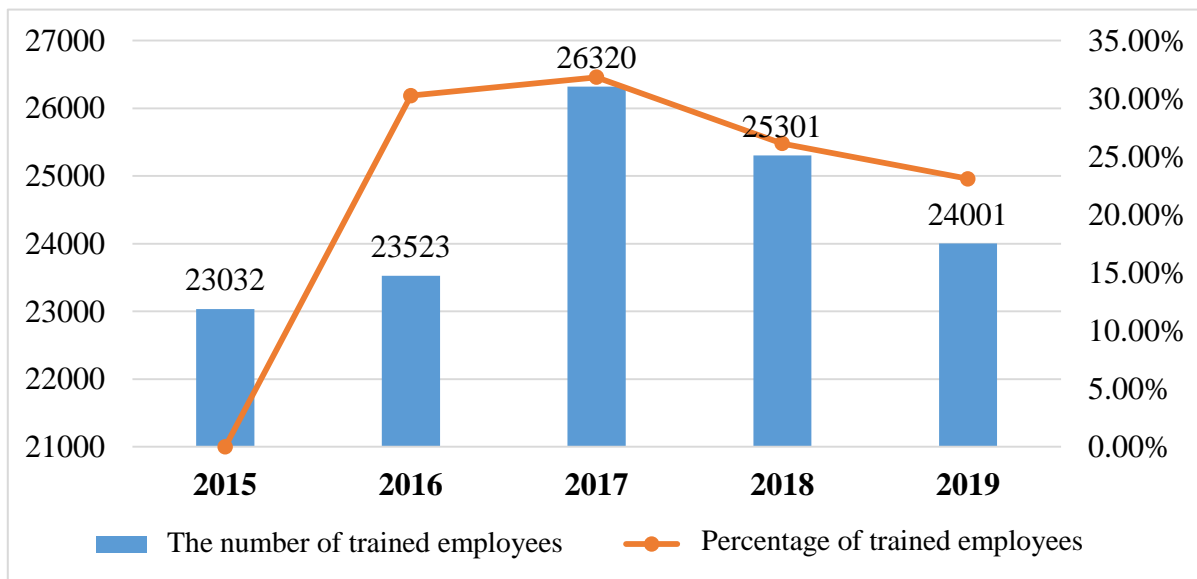


Chart 3.1: Statistics about the number of employees participating in training courses at enterprises in the industrial parks of Hai Duong province in the period of 2015-2019

Source: Report of the industrial park management board of Hai Duong province

The data figures out that the number of trained employees at enterprises had a downward trend over the years. In the period of 2015-2017, the number of trained workers went up sharply in both percentage and quantity. In 2015, the number of trained employees was 23,032 people, accounting for 30.26%, then increased by 3,288 people in 2017, reaching 31.84%. However, in the period 2017-2019, both the percentage and quantity of trained employees have a sharp drop. In 2018, the number of trained employees was 25,301 people at 26.13%, decreased by 1,019 people compared to 2017. In 2019, the number of trained employees reached a trough to only 24,001 people, accounting for 23.08%.

Expenditure on training activities is deducted from earnings after tax of enterprises. Some companies under large international corporations will be provided financial resources for training activities by the parent company from abroad. These expenditures only account for a small proportion, corresponding to 1-3% of the total expenditures of companies. In order to clarify the current situation of training activities, the author

conducts an analysis of training expenditures and costs per capita of enterprises in industrial parks. Results are shown in Table 3.4.

Table 3.4: Investment costs in training

Year	Number of employees participating in training (People)	Investment costs in training (million VND)	Average cost (million VND)
2015	23.032	11.837,71	0,514
2016	23.523	12.231,96	0,520
2017	26.320	13.192,37	0,501
2018	25.301	15.149,25	0,599
2019	24.001	14.621,72	0,609

Source: Report of the industrial park management board of Hai Duong province

The data in Table 3.4 shows the disproportion between the scale of expenditure on training activities and the number of employees participating in training. In the period of 2015-2018, training costs spent by enterprises had a slight increase from 11,837.71 million VND to 13,192.37 million VND, corresponding to 28.0%. However, it decreased by 527.53 million VND in 2019.

The cost per capita ranges from 500,000 VND to 600,000 VND, which is relatively low compared to external intensive training courses. In the period of 2015-2017, the average cost per capita for training activities tends to decrease. However, in the period of 2017-2019, despite a decrease in both the total cost and the number of employees participating in training, the cost per capita for training activities had a gentle increase, which demonstrated more attention paid by companies to activities of training and capacity improvement for employees.

*** Identification of training needs**

The needs identification is a prerequisite for the company’s training activities. Good needs identification will improve the training activities, and make employees feel more interested in learning and working. According to the assessment of production workers and the managers about needs identification before training in Table 3.5, most of the employees said that their company has invested in identifying the learning needs of the employees. 78.7% of production workers rated it as “available investment” and “large investment”, and 21.30% rated it as “average investment”. Meanwhile, up to 94.5% of managers rated it “available investment” and “large investment”, and only approximately 5.5% rated it as “average investment”.

Table 3.5: Employee’s assessment of training needs identification

Criteria	Production workers	Managers
No investment	-	-
Less investment	-	-
Average investment	21.30%	5.50%
Available investment	46.30%	30.60%
Large investment	32.40%	63.90%

Source: The author’s calculation and collection

*** Training methods**

Training methods are designed based on the training needs and costs of enterprises. This activity affects directly the training and capacity improvement of employees in enterprises. The basic training forms of enterprises include: (i) improvement of employees’ capacity under the direction of superior managers. This form of training is that managers with long-term working time at enterprises will be instructors to directly guide and refresh their subordinates. In addition, employees at some international enterprises will be trained by foreign managers who work at other branches or at the parent company. (ii) Class-based training with instructors in which enterprises will hire external instructors to train employees based on their needs. Instructors to be hired are usually those who used to teach at domestic vocational centers with many years of experience. (iii) Skill training and improvement during working which is a common method applied by many enterprises for production workers. Accordingly, managers will directly guide and correct employees in the course of working. This training form has the advantage of cost savings for enterprises, but is not methodical and cannot optimize the result. (iv) Overseas training. Some foreign-invested enterprises will associate with

foreign training companies or parent companies to improve the quality of human resources. In recent years, this method has become a widespread choice of many enterprises to keep up with global training trends and motivate employees to learn and work.

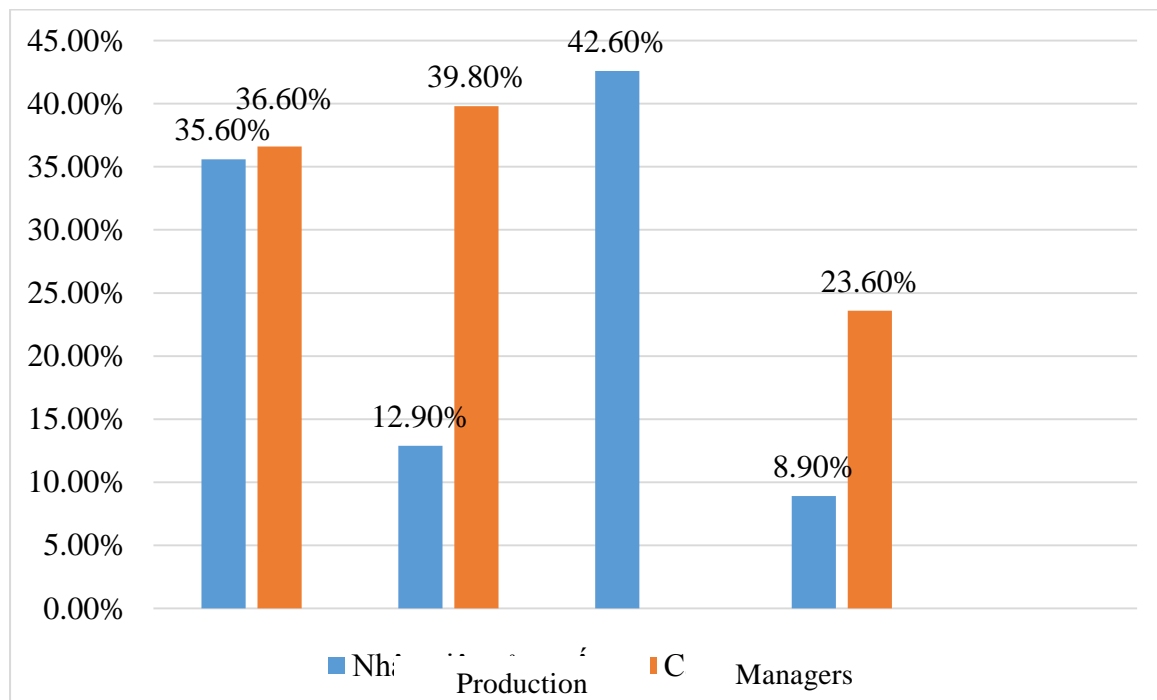


Chart 3.2: Training methods in industrial parks

Source: The author's calculation and collection

According to Chart 3.2, there are two opposing trends in training methods between production workers and managers. The main training methods of enterprises for production workers are “skill training improvement during working” (accounting for 42.6%) and “class-based training under the direction of superior managers” (accounting for 35.6%). Only 12.9% of production workers received “class-based training with instructors” and 8.9% of them received “overseas training”.

Meanwhile, most enterprises choose “class-based training with instructors” for managers (accounting for 39.8%) and followed by forms of “class-based training under the direction of superior managers”, and “overseas training abroad” with 36.6% and 23.6%, respectively.

The results of this survey show that training activities are often intended for managers. Production workers will be trained during work and under the direction of superior managers. Some enterprises explained the fact above that the number of production workers accounts for a large proportion of the enterprises, and they have to directly work with machines and products, which requires more practical experience instead of theories. Moreover, the production workers often have no long-term commitment to the enterprises. Therefore, enterprises in industrial parks consider these two training forms as the most optimal, economical, and effective. Some production workers who are assigned to overseas training are highly-qualified employees based on the evaluation of managers during their work with good foreign language skills. After the overseas training courses, they will be back to instruct and share their experience with employees of the same department.

In addition to professional qualifications, managers also need to improve their soft skills and skills in human resources management. Therefore, managers often participate in the training of soft skills with the instruction of lecturers at universities of economics. Some enterprises organize training courses under the direction of superior managers. In international enterprises, most managers are assigned to training courses in overseas branches to learn new production methods, and then apply them in enterprises in Vietnam. According to the results of investigations and interviews, more managers were assigned to overseas training than production workers because of production workers' poor foreign language.

*** Evaluation of training activities**

The training evaluation results will reflect the training quality of enterprises. In order to evaluate this indicator, the author interviewed production workers and managers about the training quality and the skills

that the learners can obtain. According to Table 2.13, for the view: "Training and development programs in the company are high quality", about 52.5% of production workers "strongly agree" and "agree" with this. This result shows that 52.2% of production workers rate the training quality as "high" and "very high", 43.9% rated the training quality as "average", but about 3.6% of the respondents "disagree", meaning "low" training quality.

For the same question, about 84.1% of managers "strongly agree" and "agree" with this view, meaning that 84.1% of them rated the training quality as "high" and "very high", 13.4% rated it as "average", and about 2.45% "disagree", meaning "low" training quality.

The results of this survey show that training quality has satisfied essentially the needs of both production workers and managers. However, the average rating still accounts for a large proportion together with over 3% of production workers and managers at a low rating, showing inconsistency and incompleteness of training programs. The training quality for production staff seems to be worse. Some production workers said that the company's training activities are still not practical and low quality, so they are not interested in training courses.

3.1.4. Policy on reward and motivation for working

Physical and mental reward is a form applied widely by many enterprises in order to promote work spirit and encourage employees to contribute to the company. This is also one of the useful methods to retain potential employees. Currently, enterprises have two forms of reward and emotivation for working: financial rewards and non-financial rewards.

*** Policy on financial reward and motivation**

The most popular forms of reward and motivation that enterprises use are financial incentives such as salary increases, bonuses, preferential regimes associated with health insurance, social insurance, and unemployment insurance according to the law. According to the report of the industrial park management board, 100% of enterprises have set up a payroll, salary scale, and internal rules for employees in accordance with the State law and the management board. The salary offered by the companies is quite diverse. New production workers will receive a salary ranging from VND 5,000,000 to VND 8,000,000/month. Meanwhile, the salary of managers and engineers will range from VND 10,000,000 to VND 20,000,000/month with incentives such as:

- Participate in social insurance, health insurance and voluntary insurance in accordance with the State law.
- Receive the travel allowance from 400,000 to 600,000 VND/month or use the shuttle service provided by the company.
- Child support allowance (under 6 years old): about 50,000 VND/child.
- Preferential policies for pregnant women such as employees with 26 weeks and more of maternity and those raising children under 1 years old can leave 1 hour early compared to the prescribed working time.

In addition, companies also provide bonus policies for employees như:

- Seniority bonus, 13th month salary.
- Attendance bonus: 300,000 VND /month;
- Performance bonus: From 1,000,000 to 4,000,000 VND/month;
- Overtime salary: from 1,500,000 VND - 2,500,000 VND;

Some garment companies also have a bonus policy for new employees such as:

- A bonus of 3,000,000 VND/sewing line manager/ sewing trainer/ sewing employee/ sample sewing staff/ skilled shirt assembly (from 60% productivity or more);
- A bonus of 1,500,000 VND/ 1 unskilled sewing employee / shirt assembly;
- A bonus of 1,000,000 VND / 1 quality control staff

It can be seen that most strikes are caused by late payment, the poor quality of meals, and inappropriate social security regimes. The protracted, slow and inadequate settlement results in a collective strike, reduced trust and motivation of employees.

*** Policy on non-financial reward and motivation**

In addition to physical motivation, mental motivation is also a method for enterprises to promote employees' motivation. The non-financial reward and remuneration policies of enterprises are aimed at the employees' spiritual life so that they can work with peace of mind, and improve the relationship between them and the company. Usually, companies periodic travel tours and picnics for employees once or twice a year. According to a survey of production workers, 10.3% of the respondents said that they do not regularly participate in travel, cultural and sports activities organized by the company and 66.35% replied that they regularly and very often participate in those activities. Meanwhile, most of the managers said that they very

often participate. In particular, 56.3% of the managers very often participate in travel, cultural and sports activities of the company, 32.11% often participate in those and only 11.59% do sometimes.

According to the interview results, production workers have less frequency of participation than managers because they still have to pay an additional amount in addition to support from enterprises. The normal salary of a production worker ranges from 8,000,000 VND to 10,000,000 VND. They have to spend a lot on their family life activities, so they cannot afford to spend more on travel tours organized by the company. Cultural and sports activities are often their preferred choices.

IV. Conclusion

In the period of 2015-2019, the development of human resources of enterprises in the industrial parks of Hai Duong province has made significant improvement, specifically:

- Strategies to attract employees show their effectiveness when the number of employees has a sharp increase over the years with the participation of the labor force with bachelor's degrees or higher. This remark significant progress in developing human resources of enterprises.

- Training activities affect positively the allocation and employment of employees, which is clearly demonstrated through the interviews with the employees on job suitability before and after training. The training activities help production workers quickly get used to their job, thereby gradually improving themselves based on their assignments.

- Job standards and evaluations have been improved to reflect the entire content of work and problems arising. In addition, enterprises also modified the evaluation criteria so that all employees understand and properly evaluate their job.

- The investigation and surveys show that many companies have paid attention to the training needs identification for employees as a foundation for companies to develop training activities towards high efficiency in the development of human resources.

*** Limitations**

In addition to the achievements, the development of human resources in the industrial parks of Hai Duong province in the period of 2015-2019 still encountered some following limitations:

- According to the survey results, a large number of production workers believe that their current jobs are not really suitable. The number of employees who rated job suitability based on their capacity as average still accounts for a large proportion, showing the limitations in the allocation and use of employees in enterprises.

- In the period of 2015-2019, the number of employees has increased sharply, especially the untrained in continuing education centers. However, according to the author's calculation, the labor productivity of enterprises shows a downward trend with unstable growth even despite the increase in both the number of employees and revenue, showing a low quality of the newly recruited labor force, and the unreasonable recruitment, arrangement and use of employees.

- Strikes and collective leaves due to issues of salary, meal quality and reward policy are still popular in many industrial parks. The solutions for these issues are not really effective, leading to a large number of employees involving strikes. These strikes degrade the reputation of enterprises in recruitment activities, and negatively affect business activities and employees' working motivation.

- The evaluation and testing activities of enterprises have only focused on department managers, not on production workers, leading to the ineffectiveness of solutions for production workers such as the improvement of training quality and reward policies. In addition, some production workers are not satisfied with the evaluation and testing activities due to guaranteed fairness.

- The training programs also have some limitations. Some employees reflected that many basic skill training classes lasting up to 2-3 months are not necessary because they learned these skills in training institutions. Classes with lecturers only focus on theory and lack of practice, leading to a boring learning atmosphere for production workers.

Managers also believe that there are too many training courses on organization and management skills with the same content, resulting in waste and inefficiency. This also indicates the limitations of training needs identification in enterprises.

- The activities of reward, compensation and working spirit encouragement have not yet attracted all employees, especially production workers.

The analysis result of the current situation shows that the allocation and use of human resources are not effective. Below are some measures that companies should take to overcome this limitation:

+ Improvement of the allocation and use of human resources

First of all, it is necessary to establish clear job standards for each job as a fundamental foundation for recruitment so that enterprises choose the right people for the right job.

Secondly, the recruitment and allocation of human resources should be coordinated with each other. Currently, the board of directors and the human resources department are responsible for adjusting personnel of enterprises.

Thirdly, it is necessary to pay attention to capacity evaluation during the probationary period which can most accurately describe an employee's capacity.

+ Improvement of training quality: it is required to identify needs, make a training plan, cooperate with reputable training institutions, and focus on evaluation after the training courses.

+ Pay attention to the policies of reward, compensation, and spirit improvement for employees: Reward and compensation activities for employees will create many various benefits for the enterprises. For employees, financial and non-financial reward policies will motivate employees to work and study, and raise their compliance with the company's regulations.

Firstly, salary policies should be developed, modified and completed. 100% of companies have designed their basic payroll sheet in accordance with State laws. However, the salary policies are unreasonable, and late payments and unclear deductions are not thoroughly solved.

Secondly, it is necessary to focus on employees satisfaction with reward policies.

Thirdly, there are preferential policies for employees with outstanding achievements.

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